



The *Proactive Technologies Report* newsletter is a Free Service of Proactive Technologies Inc. Important Stories You Might Have Missed Share With a Colleague

### Five Most Important Ways Structured On-the-Job Training Can Reclaim Wealth For an Employer

by Dean Prigelmeier, President of Proactive Technologies, Inc.



In a Proactive Technologies Report article entitled "[10 Reasons Structured On-The-Job Training is a Vital and Necessary System for Any Organization](#)," a few of the many important reasons that structured on-the-job training - at least Proactive Technologies' version - were explained that should be part of any organization's operational strategy. Here are 5 ways this approach to worker development that integrates an organization's existing systems unlocks tremendous wealth and yields substantial returns - just for doing what every employer says they want anyway but most find a reason to avoid it.

Too many employers still, wrongly, believe that they have little in the way of tools and metrics to develop and measure the value of each worker that comes to the organization. No structured training program in place means no one has analyzed the job for the tasks required to be performed, the compliance criteria, the core skills and knowledge necessary to master the tasks, or why a task resides in a job classification. If there is no structure, there is no way to measure what percent of the job a worker has mastered or, if still in development, how well they are progressing to the expected level of job mastery and performance. If no structure or metrics exist, there is nothing to improve or, at least, notice an improvement. And if something goes wrong and worker malperformance is suspected, there is little from which to draw evidence to support a conclusion and proper course of corrective action.

And then there is the endless number of issues related to how well a worker was developed, on what were they developed, and how well that expertise has been maintained through all of the changes faced in competitive world. Any worker that has been deliberately, or coincidentally, developed to a recognizable high level of job mastery is considered being of "high value," although the value is not quantifiable. Every employer wants to retain that worker, replicate that worker and relies on that worker to informally share expertise with others. If that worker leaves the organization for any reason, disruption, confusion, chaos and costs can occur.

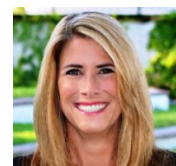
So, why do so many employers take their role in developing and maintaining each worker's capacity so lightly? Why do they often embark on proposed solutions that, at face value, seem a stretch? Are they unaware of all the tools out there, or are they relying on voices that may lack the experience and expertise themselves, or have another motive, to propose a credible solution?

When it comes to training workers, there are a lot of ideas floating around - many recycled for decades and no more relevant today than they were back when. [Read More](#)

### Internships of Value - For Employer AND Intern

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

In my college years, a number of my classmates



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## Proactive Technologies' Publications Archive

To download a .pdf version of this issue, find the link at the bottom of this month's post on our website's [News and Publications](#) page or click [Proactive Technologies Report - February, 2020 Issue](#). While at our website, check out past newsletters, articles and more.

**Helping employers to unlock worker value since 1986!**



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### In This Issue

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### 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**

partnerships in internships in an effort to gain real-world work skills and experiences, and to be able to add a line to their resumes. Over the years when we compared notes, it seems the results varied from company and by job area. But the common sentiment was that the experiences were not as helpful to building workplace skills and personally fulfilling as they could have been.

According to a NACE ("National Association of Colleges and Employers") 2015 survey entitled "Internship & Co-op Survey," "The primary focus of most employers' internship and co-op programs is to convert students into full-time, entry-level employees (70.8 percent and 62.6 percent, respectively)." So, it appears most employers view internships as a potential recruitment tool and a way of evaluating candidates for employment.

"Shadowing" without being able to touch and interact can be done with a DVD at home. Fetching coffee and making sure the break room is stocked with paper plates and napkins do not test the skills developed after 12 years of educational learning and 2 or 4 years of technical and academic study. Do not get me wrong, those who were paid while interns are appreciative for the opportunity and the resume line. However, they all seemed to wish they could have been able to learn and experience more.

Engineering and accounting areas seem to provide more meaningful task-based internship experiences because both have had a long time to standardize some tasks - even proceduralize them in cases - to make it easy for a new person to follow and observe. Other job areas seem to lack standardization of tasks and, to each observer, seem to be seen and understood very differently.

My experience in helping to build "[structured on-the-job training](#)" programs from a detailed job and task analysis caused me to reflect on those internship experiences. The structured On-The-Job Training Plan and On-The-Job Training Checklists binders of a Proactive Technologies program seem to help a new-hire and incumbent worker learn. Therefore it is not a stretch that they would help the intern learn, follow and perform a subset of tasks that can be learned during the internship period. It accelerates the process and provides a more deliberate, documented work experience. Further, once the complete set of tasks are detailed in a structured format, selecting a subset as the "internship training plan" facilitates an internship as if it were an apprenticeship, since the structured on-the-job training for the complete set of critical tasks supports the apprenticeship - registered or not. Building a "career" path not only lets an employer evaluate interns for employment based on a sampling of the employer's specific tasks, it does not squander that time, experience and investment that can be part of a longer-range career for the individual. [Read More](#)

### Workforce Development Partnerships With Substance: My Experience

by Randy Toscano, Jr., MSHRM, Executive Director of Human Resources, Paris Regional Medical Center



Partnerships between employers and local educational institutions/training providers are a tricky thing. Not every employer knows clearly what they need nor can they articulate the need, and not every educational institution can understand the need, or has products or services available or relevant enough to make a difference. If either of these realities are present, or worse both of them, it can make worker development partnerships difficult to disappointing.

Employers are closest to the work that they need performed by the worker, which is usually very different from the employer down the road. Yet employers rarely bother to document what makes up that work to articulate it in an understandable way to an educational institution or training provider. If you doubt that, take any of your job classifications and try to explain it in enough detail to train from it.

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*"Our partnership, located in northern Ohio, was the first implementation of the [US Metalworking Skill Standards in the country](#)."*

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When in doubt, some employers pull out a sample written process and a few random specifications for compliance to focus the discussion. Seriously, I have been in meetings when an employer pulled out a 15 year old job description, which was a cut-and-paste of a 20 year old job description, and gave it to the community college and said, "we need workers trained for this." Not surprisingly, they are disappointed and disillusioned when what the community college came up with seems

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 - 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, **and a**

irrelevant when shown to workers currently in the job classification.

There are at least two critically important reasons why current and accurate job data makes or breaks a worker development partnership.  
[Read More](#)

### **Understanding the Important Difference Between Classroom, Online and On-The-Job Training** **Knowing the Difference Can Save Your Organization Time, Money and Disappointment**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

In the March, 2017 issue of Proactive Technologies Report article entitled, "[Thirteen Good Reasons Why Structured On-The-Job Training Should Be Part of Your Business Strategy](#)" I laid out 13 very important reasons employers should seriously consider adding structured on-the-job training to their business strategy. This is based on the supposition that everyone's definition of "on-the-job training" is similar if not the same, the difference between "structured" and "unstructured" on-the-job training is clear and recognized, and the vast difference between true structured on-the-job training and "classroom" or "online" learning is unquestioned. It also needs to be understood that structured on-the-job training is not interchangeable with classroom and online learning, but rather the "capstone" of applying core skills developed from the latter into mastering units of work for which an employer is willing to pay wages.

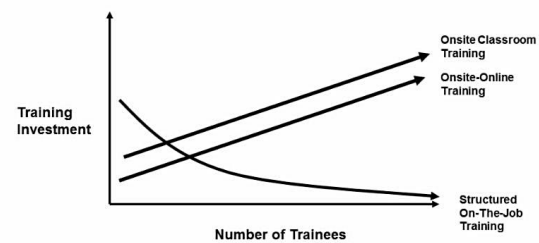
There are not many jobs available for which employers are recruiting people who have taken classes, or a lot of classes, as if that is where value lies. If one finds a job like this it is because the employer believes, legitimately or mistakenly, it has a strategy to cultivate those core skills into the performance of work tasks. A task is recognizable by a beginning point, and ending point and a series of steps that, when performed in the right order to the right specification, result in a recognizable and desired outcome. No employer hires people and pays them wages for "being good at math," "reading exceptionally well," being aware of safety rules." Rather they are hoping those skills are current enough, and apply directly enough, to tasks that need to be mastered and work the needs to be done.

To understand the importance of structured on-the-job training, it is important to differentiate between the three main types of learning in the workplace:

classroom, online and on-the-job training.

Classroom and online learning are pretty well

understood as useful delivery methods in developing core skills that will be utilized later in mastering tasks they will be taught on-the-job and required to perform as the main reason for employment. However that is in no way a guarantee that either online learning and classroom learning - alone or combined - leads to mastery performance of a task without proper task training on how to apply those core skills in the performance of a unit of work; the task. If fact, if not correctly selected for [job relevance](#) (as opposed to industry acceptance), online and classroom content may have little impact on task performance and these core skills usually dissipate quickly without immediate and repetitive usage. [Read More](#)



#### **Structured On-The-Job Training's Decreasing Cost Per Trainee**

- Advantage for Employers Experiencing High Turnover, Rapid Hiring, Cross-Training
- Structures the Informal, Unstructured On-The-Job Training Going On Anyway
- Keeps Worker Development Costs Low, Return on Worker Investment High

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Florida (Northern)

Kansas (Kansas City, Topeka and I70 Corridor)

Kentucky (North and Eastern)

Indiana

Missouri (Kansas City, St. Louis)

Minnesota

Nevada (Reno, Las Vegas)

New Mexico (Albuquerque, Santa Fe)

North Dakota

Ohio

Pennsylvania (Pittsburgh and Western Area)

South Carolina (UpState, Columbia and Charleston Area)

Tennessee (Eastern)

Texas (North-Eastern)

Utah

West Virginia (North-Central, South Central)

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- Lower turnover rates;
- Lower your firm's internal costs of training!

Higher return on each worker investment...faster!

[Learn more](#) and get ready to maximize worker performance and return on worker investment...while minimizing your investment to do so!

State training grant funds may be available to cover most, if not all, of the initial investment to set-up and implement the structured on-the-job training infrastructure!

[Contact a Proactive Technologies representative](#) to set up a 10 minute phone call that might convince you to learn more about the [accelerated transfer of expertise™](#).

## Industry News

### DOMESTIC ECONOMIC DATA

#### Gross Domestic Product - 4th quarter 2019 and 2019 Year



Real gross domestic product (GDP) increased 2.1 percent in the fourth quarter of 2019, according to the "second" estimate released by the Bureau of Economic Analysis. The growth rate is the same as in the "advance" estimate released in January. In the third quarter, real GDP also increased 2.1 percent. [Read Report](#)

#### Personal Income, Outlays - January, 2020

US Department of Commerce - Bureau of Economic Analysis

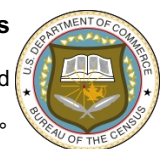


Personal income increased 0.6 percent in January after increasing 0.1 percent in December. Wages and salaries, the largest component of personal income, increased 0.5 percent in January after increasing 0.1 percent in December. [Read Report](#)

#### Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured goods in December increased \$8.6 billion or 1.8 percent to \$499.3 billion. December 2019: +1.8° % change; November 2019 (r): -1.2° % change. [Read Report](#)



#### Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in January decreased \$0.4 billion or 0.2 percent to \$246.2 billion. January 2020: -0.2° % change; December 2019 (r): +2.9° % change. [Read Report](#)



## development!



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- Decreased internal costs of training;
- **Higher return on worker investment!**

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If budgets are tight, **Proactive Technologies can be an extension to your training department**, with our technical implementation support - **included with every project!**

**There's nothing to lose by [contacting us](#) to learn more.**

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## Consumer Price Index

*US Bureau of Labor Statistics*

In January, the Consumer Price Index for All Urban Consumers rose 0.1 percent on a seasonally adjusted basis; rising 2.5 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy rose 0.2 percent in January (SA); up 2.3 percent over the year (NSA). [Read Report](#)



## Producer Price Index

*US Bureau of Labor Statistics*

The Producer Price Index for final demand advanced 0.5 percent in January, as prices for final demand services rose 0.7 percent and the index for final demand goods inched up 0.1 percent. The final demand index increased 2.1 percent for the 12 months ended in January. [Read Report](#)



## Job Openings and Labor Turnover

*US Bureau of Labor Statistics*

Job openings fell to 6.4 million on the last business day of December. Hires and separations were little changed at 5.9 million and 5.7 million, respectively. [Read Report](#)



## Civilian Labor Participation Rate

*Federal Reserve Economic Data*

For a 20 year chart of the U.S. Civilian Labor Participation Rate. [Read Report](#)



## Job Creation - Employment Situation Summary

*US Bureau of Labor Statistics*

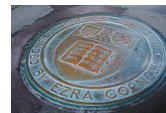
Total nonfarm payroll employment rose by 225,000 in January, and the unemployment rate was little changed at 3.6 percent, the U.S. Bureau of Labor Statistics reported today. Notable job gains occurred in construction, in health care, and in transportation and warehousing. [Read Report](#)



## U.S. Private Sector Job Quality Index

*Cornell Law School*

Following the release of the Employment Situation Report for January 2020 by the U.S. Bureau of Labor Statistics (BLS), the U.S. Private Sector Job Quality Index (JQI)® has been revised to a level of 82.68, up by 0.76% from its revised level one month earlier and reflecting a lower proportion - relative to the prior month - of U.S. production and non-supervisory (P&NS) jobs paying less than the mean weekly income of all P&NS jobs, relative to those jobs paying above such mean. The mean weekly wage income of all P&NS jobs as of the current reading (which reflects the level as of December 2019) was \$764.69, a change of +0.07% from its level the month prior. [Read Article](#)



## GM Commits to \$2.2 billion investment and 2,200 jobs at Detroit-Hamtramck Assembly

*Detroit Free Press - Jamie L. LaReau*

General Motors is investing \$2.2 billion in its Detroit-Hamtramck Assembly plant to make it a state-of-the-art facility building electric and self-driving cars.



The automaker said Monday the plant will provide 2,200 jobs as it shifts to become the company's first all-electric vehicle plant.

"This will be General Motors' most technically advanced assembly plant," GM President Mark Reuss said in a news conference at the facility. "That's really amazing."

For now, the plant is set to idle for retooling on Feb. 28 meaning some 800 hourly workers could be laid off or transferred. Union leaders have set up informational meetings with members to discuss their futures starting Tuesday. [Read Article](#)

## Medical Equipment Maker to Invest Nearly \$5 Million in Ohio Facility

*Thomas Insights - Andy Szal*

Medical equipment manufacturer Midmark Corp. late last month announced plans to invest nearly \$5 million in its flagship production facility in western Ohio.



Midmark, which also produces devices and technology for the dentistry and



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veterinary segments, said it would add 73,000 square-feet to its campus in Versailles - about 45 miles from its Dayton headquarters - to meet growing demand.

The project, which is expected to wrap up by the end of the year, is slated to create 99 new jobs over three years. [Read Article](#)

**U.S. Companies Cut Back on Installing Robots in 2019** 

*Reuters - Timothy Aepfel*  
 U.S. companies installed fewer robots in 2019 than they did the year before, the first cut back since 2015, as a downturn in manufacturing fueled by trade wars and weaker demand dampened appetite for the machines.

Shipments fell to 23,758, a more than 16% drop, according to data seen by Reuters that was set for release on Tuesday by the Association for Advancing Automation, an industry group based in Ann Arbor, Michigan.

Robot shipments also fell in Mexico last year, declining 25% to 3,263, while shipments in Canada roughly held steady at just over 3,000 units. [Read Article](#)

**5 Predictions That May Reshape Site Selection & Economic Development Strategies in the Next Decade**

*Site Selection Magazine - King White*  
 As we roll into the next decade, it is evident that exponential growth in technology and economic conditions will be key drivers in the changes over the next decade that will impact workforce, real estate and logistics, among other things. These changes will have a dramatic impact on site selection and economic development strategies as we try to adapt to the new global economy. To help prepare for some of these changes, we have identified the following five key predictions that may change site selection and economic development in the very near future.

**1. Logistics reimaged**

From autonomous electric trucks to drone delivery, the logistics industry has major changes ahead over the next decade. The whole supply chain model is going to look a lot different which will have an impact on site selection [Read Article](#)

**EDA Launches the Build to Scale Program, a Redesign of its Regional Innovation Strategies Program - 2020 Competition Opens for Applications!**



*U.S. Economic Development Agency*  
 EDA is pleased to announce that it has redesigned its Regional Innovation Strategies (RIS) program. With a 40 percent budget increase and recent reauthorization, the new program is called Build to Scale (B2S), which builds regional economies through scalable startups. The modernized brand better reflects the spirit of the entrepreneurship communities it works to serve.

Congress has appropriated \$33 million for the RIS program in FY20, and EDA has designed a streamlined application process to help address the program's growing demand. The increased funding and improved application process will enable EDA to reach more communities and scale the impacts of this program. Applications for the 2020 competition are now being accepted! [Read More](#)

**A Guide: How To Prepare Your Home For Coronavirus**



*NPR - Maria Godoy*  
 Stocking up on medical supplies and food could be helpful if the new coronavirus spreads in your community and you want to avoid store lines where you could be at risk of infection from others.

The Centers for Disease Control and Prevention is telling Americans that they should be prepared for the possibility of a COVID-19 outbreak in their community.

But what does preparedness look like in practice? The short answer: Don't panic - but do prepare. That "means not only contingency planning but also good old-fashioned preparedness planning for your family," says Rebecca Katz, director of the Center for Global Health Science and Security at Georgetown University. In other words, what you'd do in case of a possible hurricane or another natural disaster. [Read Article](#)

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## 60% of U.S. Manufacturers Say Business Has Been Impacted by Coronavirus

*Thomas Insights - Cathy Ma*

About two out of every three North American manufacturing companies - or 60% - reveal that they are already feeling the disruptions caused by the recent coronavirus outbreak on their production facilities and supply chains. Overall, 34% of survey respondents expect business to decline, while 13% say they expect their business to grow as a result of this outbreak.



These results were collected from a Thomas survey conducted earlier this month examining the impacts of the recent coronavirus (COVID-19) outbreak on the manufacturing industry.

### Coronavirus' Impact on Manufacturing: Survey Highlights 1 in 5 Manufacturing Companies Has Production Facilities in China

One of the biggest issues North American suppliers are facing is an absence of definitive shipping dates and a lack of communication from China. Because the virus hit during the Chinese New Year, back up inventories were already delayed. [Read Article](#)

## Eight New Manufacturing Facility Projects Exceeding \$100 Million Identified in January [Report]

*Thomas Insights - Mike Hockett*

A report released earlier this month shows that planned industrial project activity in January was down slightly compared to December.



In its monthly report tracking planned industrial manufacturing projects, industrial and commercial market intelligence firm SalesLeads said it noted 140 planned industrial manufacturing industry projects during January - down four from December.

SalesLeads' January recap is broken down as follows: [Read Article](#)

## Where the Toll Money Goes

*Material Handling & Logistics - David Sparkman*

Trucking research group says nearly 50% is diverted from construction and maintenance



Hot Lanes, Fast Lanes and E-ZPass have entered our lexicon as toll roads are created and are piggybacked onto existing highways in major metropolitan areas. But as tolling becomes a more popular method for financing roads, bridges and tunnels, the question ultimately arises - where does all that money go?

The American Transportation Research Institute says it has found an answer and released a new study supporting its long-held view that diversion of funds to things like mass transit make tolling the least efficient and most unfair method for financing infrastructure projects.

"It is clear from this research that highway funding mechanisms that return our tax investments to highways are far superior to tolling," commented ATRI board member Darren Hawkins, who also is chief executive officer of YRC Worldwide. "We need greater oversight and transparency to ensure that the billions of dollars paid by our industry goes back into the roads and bridges that generate the revenue."

The report explains that user fees such as motor fuels taxes are the traditional tools for equitably funding the 4.1 million miles of U.S. roadway - including the critical 220,000 miles of National Highway System. The 2017 federal Highway Trust Fund Highway Account revenues of approximately \$35 billion were collected through taxes paid by U.S. drivers across the myriad roadways used by motorists. [Read Article](#)

## Financial News

### The Limits Of Nudging: Why Can't California Get People To Take Free Money?

*NPR Planet Money - Greg Rosalsky*

The Earned Income Tax Credit supplements incomes through the tax code, awarding thousands of dollars each year primarily to low-wage workers with kids. But there's a problem: a huge population of eligible workers fails to file their taxes and get the money each year.





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## MEMORABLE QUOTES

Several years ago, the state of California established their own state EITC (CalEITC) on top of the federal one. Depending on how many kids they have and how much they earn, a Californian who files for both the state and federal credit can get upwards of \$6,000. For the poorest households with kids, those tax credits could almost double their household income. There's a lot of money on the table to help the most at-risk families in the state, and California policymakers have grown concerned about the large number of eligible workers failing to file taxes and claim their credits. [Read Article](#)

### Tech Giants Like Apple and Google are Competing to Make it Easier for You to Get Your Health Records, and it Could be a \$38 Billion Market



*Business Insider - Kaiser Health News, Janet Rae-Dupree*  
Medical professionals have been storing personal health information in electronic form for more than a decade, but it is cumbersome for patients to gather disparate computer and paper records scattered across doctors' offices, hospitals and medical labs.

Wouldn't life be easier if you could view your full medical history with a few taps on your smartphone?

The consolidation of medical records may be on its way, as technology companies prod the health care industry to embrace an internet-based common standard for storing and sharing patient information. It's known as FHIR and pronounced "fire" - a catchier way of saying Fast Healthcare Interoperability Resources. [Read Article](#)

### Examining the Ethical Principles of Procurement

*Thomas Insights - Staff Writer*  
Opportunities for unethical financial behavior can present themselves throughout the procurement cycle.



For example, when preparing documents for tender, unethical procurement professionals can tailor bidding documents or skew prequalification criteria in a preferred supplier's favor. Invoices can also be tampered with or certified for incomplete work that does not meet the required standard.

To avoid these issues, organizations must employ stringent procurement ethics rules and systems.

Poor procurement ethics practices not only affect the internal organization but can also impact customers and suppliers. There can be reduced profitability and tarnished reputations for both the organization and the supplier. On the customers' end, they may receive goods that do not meet target specifications. [Read Article](#)

### The Great Affordability Crisis Breaking America

*MSN News - The Atlantic, Annie Lowrey*  
In one of the best decades the American economy has ever recorded, families were bled dry.



In the 2010s, the national unemployment rate dropped from a high of 9.9 percent to its current rate of just 3.5 percent. The economy expanded each and every year. Wages picked up for high-income workers as soon as the Great Recession ended, and picked up for lower-income workers in the second half of the decade. Americans' confidence in the economy hit its highest point since 2000, right before the dot-com bubble burst. The headline economic numbers looked good, if not great.

But beyond the headline economic numbers, a multifarious and strangely invisible economic crisis metastasized: Let's call it the Great Affordability Crisis. This crisis involved not just what families earned but the other half of the ledger, too-how they spent their earnings. In one of the best decades the American economy has ever recorded, families were bled dry by landlords, hospital administrators, university bursars, and child-care centers. For millions, a roaring economy felt precarious or downright terrible. [Read Article](#)

### Banks Expect Tighter Consumer Loan Standards

*CFO.com - Matthew Heller*  
Significant net shares of banks expect performance to deteriorate in 2020 for both credit card and auto loans to nonprime borrowers, according to the Fed.



U.S. banks expect to tighten lending standards this year, reflecting concerns over loan performance, particularly in the consumer sector.



**"You can't imagine what you don't measure."**

[W. Edwards Deming](#)

American engineer, statistician, professor, author, lecturer, and management consultant  
1900-1993

**"Quality is more important than quantity. One home run is much better than two doubles."**

[Steve Jobs](#)

American business magnate, industrial designer, investor, and media proprietor  
1955-2011

**"The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not a bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly."**

[Jim Rohn](#)

American entrepreneur, author and motivational speaker  
1930 - 2009

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by Dean Prigelmeier, President of Proactive Technologies, Inc.

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[Apprenticeships: Be Careful Not to Minimize Integrity While Spiking The Numbers](#)

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

[Apprenticeships That Make Money? Not as Impossible as it Seems \(part 2 of 2\) - Setting Up an Apprenticeship Center](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### January

[Appreciating the Value of Labor](#)

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.

The Federal Reserve's quarterly survey of senior loan officers found that significant net shares of banks expect performance to deteriorate in 2020 for both credit card and auto loans to nonprime borrowers.

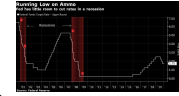
As a result, 18.4% of banks said they expected to tighten credit-card lending standards, and 8.9% said they expected to tighten them for auto loans.

According to The Wall Street Journal, "Auto and credit-card loans have emerged as an area of concern over the past year, following reports by the New York Fed showing that delinquency rates on cars and credit cards have been creeping up, particularly among households with lower credit scores." [Read Article](#)

### Powell Suggests Fed Might Lack Ammo to Combat Next Recession

*Rich Miller and Craig Torres*

Federal Reserve Chairman Jerome Powell came close to acknowledging that the central bank may not have the firepower to fight the next recession and called on Congress to get ready to help.



The current low level of interest rates "means that it would be important for fiscal policy to support the economy if it weakens," he told the House Financial Services Committee on Tuesday.

The remark, which came in opening testimony that Powell is due to repeat to a Senate panel on Wednesday, was an unusual appeal by the head of a politically independent institution that is used to combating economic contractions on its own.

But it highlights the difficulties that the Fed and other major central banks face in a world of historically low interest rates and why tax cuts and government spending increases may also be needed to fight future downturns. [Read Article](#)

### The Upzoning of Nebraska

*MSN News - CityLab, Kriston Capps*

On Feb. 4, the battle over single-family homes came to Nebraska. A state legislative committee heard arguments about a number of bills designed to lower housing costs by lifting local bans on duplex homes, triplexes, townhouses and other options in cities across the state.



This upzoning push looks similar to both the Virginia proposal that died in committee in January, and California's State Bill 50, which has been defeated several times in Sacramento. Officials in Maryland, Washington, and other states are currently weighing similar zoning reforms. The efforts thus far have tended to trigger pitched battles between affordability advocates and status-quo-defenders over the prospect of gentrification, the perils of density and other hot-button housing issues.

But things are different in Nebraska. So far, the debate around the Missing Middle Housing Act hasn't generated anywhere near the same heat as corresponding laws in other states. The bill's sponsor, Senator Matt Hansen, says that the hearing of the Urban Affairs Committee saw 14 people testify about the bill: 10 in support, one in opposition, and three neutral. "We've been reaching out to housing groups, renters groups, cities and municipalities," says Hansen, who represents the state's 26th District, in northeast Lincoln. "I've not had very much negative feedback." [Read Article](#)

### Apple Owes \$85 Million for Patent Infringement

**THOMAS**

*Thomas Insights - Jeff Reinke*

Here's a shocking development. Not everybody is a big fan of Apple. For example, take Quarterhill, based in Ottawa, Ontario, and its subsidiary WiLan. Quarterhill has been fighting with Apple since 2013 over alleged patent infringement related to wireless technologies that WiLan says Apple used in their mobile devices, most prominently, the iPhone.

In 2018, a jury initially awarded WiLan \$145 million, but Apple appealed and actually convinced a judge to present WiLan with the options of either taking a \$10 million settlement or going back to court. WiLan didn't back down and was recently awarded \$85 million from a U.S. District Court in San Diego. The jury ruled that Apple was guilty of infringing on two wireless communications patents held by WiLan.

The first relates to an approach and device design that allows for allocating bandwidth in a broadband wireless communication system, i.e. U.S. patent 8457145. The second, U.S. patent 8537757, deals with communication

**Your "Resident Expert" May Not Be an Expert Trainer, But Easily Could Be**  
by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.

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**"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.

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

**Tips for Workforce Developers - Partnerships That Matter...and Last**  
by Dr. Dave Just, formally Dean of Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of K&D Consulting

**Economic Development Opportunities - An Important Incentive in Attracting Companies to Your Region**  
by Dean Prigelmeier, President of Proactive Technologies, Inc.

**Proactive Technologies Announces Significant Turnkey Project Discount Program - October 15th - December 20th, 2019!"No-Risk" Discount Pilot Program - Witness Approach for One of Your Specific Job Classifications Before You Decide to Expand**  
by Proactive Technologies, Inc. Staff

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**The US DOL Wants States To Expand Apprenticeships. Will, and Can, Community Colleges Support Truly Employer-Focused Apprenticeships?**  
Dr. Dave Just, formally Dean of Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of K&D Consulting

**Proactive Technologies Announces Significant Turnkey Project Discount Program - October 15th - December 20th, 2019!**  
Staff

systems and ways to set up these systems in order to properly implement adaptive call admission control. [Read Article](#)

## New Data on State and Local Business Tax Incentives Across the U.S.

Area Development-Princeton University, Department of Economics - Cailin Slattery, Columbia Business School, Owen Zidar, Princeton University



In early 2019, following a long and highly publicized campaign, Amazon's search for where to locate its new headquarters finally came to an end. In January, the Virginia Senate approved a package of up to \$750 million in state business tax incentives in exchange for Amazon building its HQ2 in Arlington.

Though the incentives offered by various localities in order to attract HQ2 were atypically large, business tax incentives offered by state and local governments-which aim to encourage firms to expand into local areas, generate investment, and create jobs-have tripled since the 1990s[1]. In many ways, they have become the primary place-based policy in the U.S.

And yet despite the growing enthusiasm for place-based policies, in general, it remains unclear whether the high costs of these incentives are justified, or if the tax competition they produce at the local level harms national economic interests. These concerns, alongside public outcries around large, high-profile incentive packages like those offered to Amazon, have led some policymakers to propose banning these incentives.

In a new paper forthcoming in the Journal of Economic Perspectives (PDF), we use a unique dataset and new methodology to contribute concrete statistics that describe the landscape of state and local business tax incentives across all 50 U.S. states. [Read Release](#)

## FASB Turns Up the Heat on Goodwill Impairment Testing

CFO.com - Sandra Peters, CFA Institute

The accounting standard setter's apparent lean toward allowing public companies to amortize goodwill ignores key analytical and economic consequences.



The Financial Accounting Standards Board has recently elevated goodwill accounting to the top of its agenda, after political pressure stemming from high-profile company failures in the U.K., notably Carillion's, pushed the International Accounting Standards Board to address the topic.

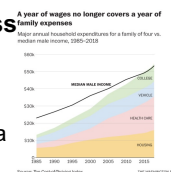
In the United States, the significant goodwill write-offs at General Electric and Kraft Heinz have been political fuel for FASB, which was already considering whether to revisit the idea of permitting or requiring public companies to amortize goodwill.

Going a step further, last July FASB issued an Invitation to Comment (ITC) that assumed the high cost of goodwill impairment testing exceeds the benefit to investors, and that change was necessary. The ITC referred to the current private company accounting for goodwill, which allows amortization over 10 years, again and again. It would appear that FASB is leaning in that direction. [Read Article](#)

## This Chart is the Best Explanation of Middle-class Finances You Will Ever See

MSN Money - The Washington Post, Christopher Ingraham

Can't understand why people feel financially stressed in a booming economy? Check this chart out.



Economists and financial experts have been telling us for years how great things are for U.S. workers and consumers. The stuff we buy is dirt cheap, and living standards are higher than ever. Wages are keeping pace with inflation. Inequality probably isn't as bad as you've been led to believe. The stock market is booming!

So why, then, do so many of us feel like we can barely make ends meet?

A new report published by the Manhattan Institute, a conservative think tank, offers a clear explanation for the disconnect between the economy described by economists and the one experienced by regular people. It all boils down to the startling shift illustrated in the chart below. [Read Article](#)

## October

### [Labor Costs Expected to Increase, So Will Challenges to Worker Development](#)

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### [Ensuring Worker Training Complies With ISO, AS, TS and Other Quality Mandates](#)

Proactive Technologies, Inc. - Staff

### [From Innovation to Implementation -](#)

## Diageo Fined for 'Overshipping' to Meet Targets

CFO.com -Matthew Heller

The SEC says the liquor company misled investors that it was achieving growth in key performance indicators through normal customer demand.



Global liquor company Diageo has agreed to pay \$5 million to settle allegations that it pressured distributors to buy excess inventory to meet sales targets in a declining market.

The U.S. Securities and Exchange Commission alleged employees at Diageo North America (DNA), the company's largest and most profitable subsidiary, "overshipped" certain spirit brands to distributors in fiscal 2014 and 2015, allowing the company to report higher growth in financial statements for such key performance indicators as organic net sales and organic operating profit.

U.K.-based Diageo's brands include Johnnie Walker Scotch whisky, Smirnoff vodka, Tanqueray gin, and Guinness beer. According to the SEC, the overshipping mainly involved newly launched "innovation" products.

[Read Article](#)

## Embracing Higher Deductibles Can Be Smart Risk Management

CFO.com - Frank Licata

The more a company controls insurable losses, the higher deductibles it can afford. That lowers premiums, enabling more loss control in a virtuous cycle.

Human psychology can cause us to act against our own interests. For example, we want to insure against things that frequently happen to us, even if they're not financially significant. But that doesn't make sense as a business strategy.



When something happens so often that it's a given, a company can't profitably insure it. Why? Because when insurers know that a certain number of small losses will recur on a regular basis, those losses are factored into the premium.

Of course, the insurer gives some of the premium back in claims - on average, about 70% of what the company paid. The remaining 30% is the insurer's overhead and profit. [Read Article](#)

## Hedge Fund Bears Rake in Millions from Market Meltdown

MSN News - Business Insider, Carmen Reinicke

Bearish hedge fund managers are reaping millions by betting against the market amid the fastest correction since the Great Depression.



In the past week, Crispin Odey of Odey Asset Management has gained 5% in his European fund, he told The Financial Times. In the last seven days through February 26, Russell Clark's Horseman Global fund has gained about 6%, Bloomberg reported. The two funds manage almost \$1 billion in assets.

This week's rapid market descent is a swift reversal in a run of poor performance for hedge fund managers. In January, Odey's fund lost 11.2%, more than its 10.1% loss for all of 2019, spurred by short bets against Tesla. Clark's fund posted its worst year ever in 2019, shedding 35% on contrarian bets against the longest-ever bull market in a year when the S&P 500 gained 29%. [Read Article](#)

## International News

### Mexico, Latin America, South America and the Caribbean

#### Chile's Deadly Protests - In Pictures

DeutscheWelle

Anti-government protests, that have seen several deaths, are now entering a third week, with little sign of easing up.

Civilians clashed with police, looted stores and endured an earthquake at the close of a huge rally. [Read Article](#)



#### We Will 'Fight to the Death' to Save the Amazon Rainforest

BBC

Deforestation in the Amazon rainforest is advancing at



## [Success Depends on Preparedness of Those Executing](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## July

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

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

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### [The Connection Between Worker Capacity, Organizational Capacity and Output](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### [Are Advances in Technology Distracting, Rather Than Assisting, HR From the Fundamentals of Worker Selection and Development?](#)

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

### [The Key To Effective Maintenance Training: The Right Blend of Structured On-The-Job Training and Related Technical Instruction](#)

by Dr. Dave Just, formally Dean of

worrying levels. In January, the area lost was double that in the same month in 2019, according to official figures.

This after a catastrophic dry season last year in which fires destroyed large swathes of the rainforest, a carbon store which is seen as key in slowing down the pace of global warming.

There was outrage around the world as fire destroyed trees and killed wildlife at a rate not seen in years. [Read Article](#)

## Canada, Europe and Great Britain

### 'Wind of Madness' Is Sweeping Earth, U.N.

#### Secretary-General Says

NPR - Bill Chappell

"Escalation is back," U.N. Secretary-General Antonio Guterres warned Tuesday. Laying out his goals for 2020, Guterres said he wants to break vicious dynamics and create a "virtuous circle" that leads to progress.



U.N. Secretary-General Antonio Guterres laid out a sobering view of the current state of the world Tuesday, saying that "a wind of madness is sweeping the globe" as instability erupts into unpredictable and violent conflicts. The problems are made even worse, he said, by faltering economic situations and countries that disrespect U.N. Security Council resolutions "before the ink is dry."

"Escalation is back," Guterres said, referring to violence that has flared in Yemen, Libya and elsewhere. And in the midst of problems between rival groups, the U.N. chief said, the world is also facing the effects of a worsening climate crisis, citing the historic wildfires that brought disaster to Australia and record high temperatures in the world's oceans. [Read Article](#)

### Ciao, Italia: Why Italy's Youth are Leaving in Droves

Planet Money - Bianca Giacobone

The Bureau of Labor Statistics released its jobs report this month, and the numbers, again, are pretty good: the unemployment rate is at 3.6%, while the youth unemployment rate is around 8%. The numbers looked good to us. But to our winter intern, Bianca Giacobone, they seemed astonishingly low. That's because she is from Italy, where the economy has been stuck for decades. So we asked her to write about what it's like to be young and Italian these days.



Sometimes, when people ask me why on earth I left Italy, a beautiful country I'm lucky enough to call home, I drop a few numbers. Italy's youth unemployment rate - the rate of people under 25 years old looking for a job and not finding it - is 28.6% as of the last quarter of 2019, according to Eurostat, the European Statistical Office. By comparison, in November 2019 the Eurozone's youth unemployment rate overall was 15.6%. Here in the U.S. it's about 8%. [Read Article and Hear Podcast](#)

### Met Police Chief Defends Facial Recognition from 'Ill-informed' Critics

BBC

Privacy concerns feel "much, much smaller" than worrying about "a knife through the chest", says Dame Cressida.



London's police chief has defended the use of facial recognition technology, labelling critics "ill-informed". Dame Cressida Dick said eight criminals had been caught using the controversial live facial recognition cameras.

She said "inaccurate" critics should "justify to the victims of those crimes why police should not be allowed to use tech... to catch criminals". Privacy campaigners say the systems flag up innocent people as wanted suspects.

The Metropolitan Police Commissioner was responding to a report calling for tighter rules on police use of technology.

The report, from the Royal United Services Institute, looked at the use of data and algorithms by police in England and Wales. Among its recommendations were that police should issue new national guidelines in this area. [Read Article](#)

## China and Southeast Asia

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by Dean Prigelmeier, President of  
Proactive Technologies, Inc.

## April

### [More Education Won't Fix Flat or Declining Wages, But Appropriate Compensation and Stable Job Markets Can Make College Worth It](#)

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### [Put Yourself in a Trainee's Shoes](#)

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Proactive Technologies, Inc.

## March

### [Eight Scenarios That Would Make You Wish You Had a Structured OJT System](#)

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

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

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## China Investigated After Whistleblower Doctor Dies from Coronavirus

NPR - Scott Neuman

China says it has launched an investigation into "issues" related to the death on Friday of a doctor whose early efforts to alert his colleagues to the dangers of a new coronavirus were quashed by authorities.



Meanwhile, President Trump spoke with China's leader Xi Jinping to discuss the coronavirus epidemic, which has rapidly gone global since it began in China in December.

Dr. Li Wenliang, an ophthalmologist working in Wuhan, the Chinese city where the epidemic originated, died on Friday local time, weeks after he was hospitalized and treated for coronavirus infection.

Li, 34, had first sought to warn his college classmates in the medical profession of the disease in late December. Using the popular Chinese social media platform WeChat, Li wrote that he had become aware of several cases similar to severe acute respiratory syndrome, or SARS, another coronavirus that killed nearly 800 people in a 2002-2003 outbreak that Beijing initially tried to cover up. [Read Article and Hear Podcast](#)

## Coronavirus Is Contagious, But Kids Seem Less Vulnerable So Far

NPR - Heard on Morning Edition - Allison Aubrey

As the case count of coronavirus infections continues to rise in China, the number of reported infections among children is remarkably low.



"We're seeing [about] 75,000 total cases at this point, but the literature is only reporting about 100 or so pediatric cases," says Terri Lynn Stillwell, a pediatric infectious disease expert at Mott Children's Hospital at the University of Michigan.

It's possible that many more kids are infected but don't get sick enough to seek medical treatment. It's also possible that some infected children may develop no symptoms at all. [Read Article](#)

## Asia, India and Australia

### India's Premier Modi Appeals for Calm After Delhi Riots

DeutscheWelle

As the death toll rose above 20 in New Delhi after violence this week, Prime Minister Narendra Modi has appealed for calm, while Delhi's chief minister has been calling for a curfew.



After two days of violence over a contentious citizenship law in India claimed at least 20 lives and injured around 200 people, Prime Minister Narendra Modi commented for the first time on Wednesday, tweeting a call for calm.

Several high-level meetings have taken place over the last 24 hours and a meeting of Prime Minister Narendra Modi's senior ministers is slated for later on Wednesday.

A midnight hearing at the Delhi High Court saw the judiciary directing the police to "ensure safe passage [to hospitals] for the injured victims by deploying all resources," according to Indian news agency ANI. [Read Article](#)

### Sieren's China: Complicated Ties With India, US

DeutscheWelle

As China struggles with the coronavirus, US President Donald Trump wants to bring India on side as a military and economic counterweight to Beijing. But it's not as easy as it seems, says Frank Sieren.



Ahead of his India visit, Donald Trump claimed Prime Minister Narendra Modi had promised millions of cheering fans would attend his address at the world's biggest cricket stadium in Ahmedabad. In the end, some 100,000 people turned up to hear him speak.

President Trump thanked Modi for the attention on his first state visit to India - which included posters celebrating "two strong nations, one great friendship" - and praised India as a "miracle of democracy", saying its rise as a "prosperous, independent nation" was "inspiring." [Read Article](#)

## Institutions, Workforce/Economic Development Groups, Government Agencies.

Structured on-the-job training attracts and engages employers in workforce development partnerships...some projects sustainable for more than 18 years!

This creates a steady need for your related technical instruction, services and a pathway for employment.

These partnerships:

- enhance your institution's opportunity to market your products and services to incumbent workers;
- allow your organization to include structured on-the-job training as a capstone to pre-employment preparation;
- document a trainee-to worker's increasing value to the employer - the key to retention - rather than leaving it to chance;
- properly aligns workforce development resources and maximizes the impact and results;
- allows you to engage an employer's facility, equipment and staff in the training process;
- provides the best infrastructure for apprenticeships and internships that last!
- is a win for the trainee, win for the worker, win for the employer, win for the institution and win for the community!

This approach has continued to prove itself since 1988, and does not compete with your products and services; it adds to your efforts the clear, tangible, measurable advantage that employers seek.

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

Introduce the power of the [PROTECH™ system of managed human resource development to your clients!](#)

## Africa, Middle East, Eastern Europe and Russia

### UK-Africa Summit: Wooing Africa After Brexit

*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - BBC*

South African wine producers will hope their government can negotiate better access to the UK market



After Brexit, the UK wants to boost business trade with Africa, but as a major UK-Africa business summit starts in London, Matthew Davies asks if there really will be new opportunities for the continent.

Trade is tricky. Trade agreements are trickier. Trade negotiations to get those agreements are exponentially more complicated. And the road that the Brexit can has been kicked down for so long is rapidly running out.

Once the UK leaves the European Union at the end of January, it has 11 months to come up with a trade deal with the European Union to avoid reverting to WTO rules. [Read Article](#)

### Mubarak, Egypt's Ousted President, Is Dead At 91

NPR Morning Edition - Soraya Sarhaddi Nelson  
Former Egyptian President Hosni Mubarak, who was ousted from power in the early days of the Arab Spring, has died at the age of 91.



Egypt's government has announced three days of public mourning for Mubarak, who is to be buried in a military funeral.

A statement from the Egyptian presidency said it "mourns with great sorrow" Mubarak's death in light of his role as a hero of the 1973 Arab-Israeli War, which it said "restored dignity and pride" among Arab nations. [Read Article and Hear Podcast](#)

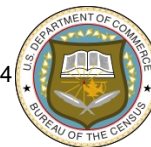
## International Trade News

### INTERNATIONAL TRADE DATA

#### Monthly Wholesale Trade

*US Census Bureau*

December 2019 sales of merchant wholesalers were \$494.4 billion, down 0.7 percent (+/- 0.4 percent) from last month. End-of-month inventories were \$674.5 billion, down 0.2 percent (+/- 0.4 percent)\* from last month. December 2019: -0.2\* % change in Inventories; November 2019 (r): +0.1\* % change in Inventories. [Read Article](#)



#### Manufacturing and Trade Inventories and Sales

*US Census Bureau*

U.S. total business end-of-month inventories for December 2019 were \$2,040.0 billion, up 0.1 percent (+/- 0.1 percent)\* from last month. U.S. total business sales were \$1,461.0 billion, down 0.1 percent (+/-0.2 percent)\* from last month. December 2019: +0.1\* % change in Inventories; November 2019 (r): -0.2 % change in Inventories. [Read Report](#)



#### U.S. International Trade in Goods and Services, November, 2019

*US Department of Commerce - Bureau of Economic Analysis*

The U.S. monthly international trade deficit decreased in November 2019 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit decreased from \$46.9 billion in October (revised) to \$43.1 billion in November, as exports increased and imports decreased. The previously published October deficit was \$47.2 billion. The goods deficit decreased \$3.9 billion in November to \$63.9 billion. The services surplus decreased less than \$0.1 billion in November to \$20.8 billion. [Read Report](#)



#### International Transactions, December 2019

*US Department of Commerce - Bureau of Economic Analysis*

The U.S. Census Bureau and the U.S. Bureau of Economic Analysis announced today that the goods and services deficit was \$48.9 billion in December, up \$5.2 billion from \$43.7 billion in November, revised.





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December exports were \$209.6 billion, \$1.6 billion more than November exports. December imports were \$258.5 billion, \$6.8 billion more than November imports [Read Report](#)

## New Foreign Direct Investment in the United States, 3rd Quarter 2019

US Department of Commerce - Bureau of Economic Analysis



The U.S. net international investment position, the difference between U.S. residents' foreign financial assets and liabilities, was -\$10.95 trillion at the end of the third quarter of 2019, according to statistics released by the U.S. Bureau of Economic Analysis (BEA). Assets totaled \$28.26 trillion and liabilities were \$39.21 trillion. At the end of the second quarter, the net investment position was -\$10.61 trillion. [Read Report](#)

## New Commerce Department Currency Rules

U. S. Department of Commerce

A new Department of Commerce rule that would impose countervailing duties on imports benefiting from foreign currency undervaluation.



The Department of Commerce (Commerce) is modifying two regulations pertaining to the determination of benefit and specificity in countervailing duty proceedings. These modifications clarify how Commerce will determine the existence of a benefit when examining a subsidy resulting from currency undervaluation and clarify that companies in the traded goods sector of the economy can constitute a group of enterprises for purposes of determining whether a subsidy is specific. [Read Release](#)

## Trump Just Signed the U.S.M.C.A. Here's What's in the New NAFTA.

The *New York Times* - Ana Swanson, Jim Tankersley  
President Trump signed the revised North American Free Trade Agreement into law on Wednesday, fulfilling a campaign promise to rewrite "one of the worst trade deals" in history.



"Today we are finally ending the NAFTA nightmare," Mr. Trump said during a White House signing ceremony, calling the new trade deal a "colossal victory" for farmers, factory workers and other countries. Much of the new United States-Mexico-Canada Agreement simply updates the 25-year-old North American Free Trade Agreement, with new laws on intellectual property protection, the internet, investment, state-owned enterprises and currency.

But the 2,082-page pact also includes significant changes in several key areas, including incentives to make cars in North America and open Canadian markets for American dairy farmers. [Read Article](#)

## China Cuts Tariffs on \$75 Billion in U.S. Goods



Thomas Insights - Anna Wells

Some of the agreements made between the U.S. and China in their Phase 1 trade resolution are now coming to fruition, and there will be measurable impacts for many different market sectors.

China has announced it will cut in half existing tariffs on \$75 billion worth of U.S. products.

Specifically, there will be 916 items that will see their tariffs shrink from 10% to 5%. Effective February 14, these include goods like soybeans, pork, and fish. Likewise, the rate for around 800 items, including auto parts, will be pared down to 2.5%, from 5%.

According to the AP, there's been no indication that China had "altered" its cuts based on its current situation, where the impacts of the Wuhan Coronavirus have been battering the country's economy.

The conciliatory gesture follows the U.S.'s announcement last month that it would be cutting tariffs on \$112 billion in Chinese products. [Read Article](#)

## Big Oil Warned Trump Team China Trade Deal Was Unrealistic

MSN News - Bloomberg, Jennifer A. Dlouhy, Shawn Donnan and Nick Wadhams



Industry leaders privately warned the Trump administration that the U.S. will struggle to produce the oil, gas and other energy products that China has committed to buy in a new trade deal, raising additional questions about one of the president's signature economic achievements.

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- \* Establishes the framework for employer specific/job-specific apprenticeships and internships - registered or not;
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The "phase one" deal signed by President Donald Trump on Jan. 15 calls for China to purchase an additional \$52.4 billion in liquefied natural gas, crude oil, refined products and coal over the next two years. To do that, China would have to import an additional 1 million barrels per day of crude oil, 500,000 barrels per day of refined products and 100 tankers full of liquefied natural gas, the American Petroleum Institute cautioned last month in a closed-door meeting with the Energy Department.

Those amounts would strain shipping infrastructure and production capacity and would require China to purchase more crude oil than the federal government has predicted the U.S. would add in new production by 2021, the oil industry lobbying group said. [Read Article](#)

### **Ready to Scale Your Business Globally? Follow This Export Expert's Tips**

*Thomas Insights - Lindsay Gilder*

With the expansion of the internet, growing your industrial business on a global scale has never been easier. It seems like a natural next step in the evolution of an industrial business to decide the most effective ways to import and export your products and materials, but many up-and-coming businesses are reluctant to take the leap into international business.



While it may come with some extra work and challenges, the potential benefits are huge as your business gains access to a country's worth of customers and potential profits.

To help get your foot in the door of international exports, there are plenty of domestic resources and even financial assistance available from the U.S. government. [Read Article](#)

### **STDF Launches 2020-2024 Strategy for Safe and Inclusive Trade**



*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - World Trade Organization - Standards and Trade Development Facility*

At an event held at the WTO on 30 January, the Standards and Trade Development Facility (STDF) launched its 2020-2024 strategy entitled "Safe and Inclusive Trade Horizons for Developing Countries".

The strategy sets out a roadmap for STDF activities in line with the UN's 2030 Agenda. Building on the STDF's strong track record, the strategy will support small-scale farmers and micro, small and mid-sized businesses in developing countries to help them benefit more from trade.

Over the next five years, the STDF will develop the skills of people along the supply chain to help them meet international health and safety standards and reach global and regional markets.

To mark the launch of the strategy, WTO Director-General Roberto Azevêdo said in a video message: "I wish success to the STDF in implementing this strategy. On behalf of the WTO, I look forward to working with them to ensure that global trade drives growth, development and job creation for people everywhere."

The strategy spells out how the STDF will work in partnership to promote sustainable solutions through dialogue, knowledge exchange and projects on the ground. Results will be jointly delivered by the STDF's partners, donors, global and regional members, including the private sector and developing country experts. [Read Article](#)

### **EU and 16 WTO Members Agree to Work Together on an Interim Appeal Arbitration Arrangement Dispute Settlement**



*Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - European Commission*

Today, in Davos Switzerland, the EU and Ministers from 16 Members of the World Trade Organization (WTO) have agreed to develop a multi-party interim appeal arrangement that will allow the participating WTO members to preserve a functioning and two-step dispute settlement system at the WTO in disputes among them. This initiative was launched in mid-December 2019 by the EU and a number of other WTO members following the effective paralysis of the WTO Appellate Body, due to the blockage of any new appointments since 2017. [Read Release](#)

### **Europe to Assess Whether US-China Deal is WTO Compatible**

*Deutsche Gesellschaft für Internationale Zusammenarbeit*





maintained "Return on Worker investment" through any type of change...

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**Having trouble finding, selecting, training and keeping the skilled workers you need? Are your employee turnover costs a concern?**

Let's start with what we already know:

- Classes alone will not train workers to perform your tasks...
- Quality Control policies and Process Documents are not a substitute for task training...
- Putting 2 people together and hoping for the best is not a training strategy...
- Wishing and hoping won't develop the skilled workers you need...

The cost of one worker malperformance or one worker's under-capacity or under-performance - due to lack of proper training - **can more than justify the investment to train all your workers properly!**

AND, unstructured, uncontrolled, undocumented task training is going on all day, every day. **But if you cannot explain the process, you surely cannot measure and**

(GIZ) GmbH  
- Euractiv

The EU will assess whether a US-China deal to roll back some bilateral tariffs in exchange for increased US imports to China is compatible with World Trade Organisation rules, said Trade commissioner Phil Hogan on Thursday (16 January). [Read Release](#)

## U.S. Raises Tariffs on European Aircraft in Ongoing Dispute Over Subsidies

MSN News-Reuters - Andrea Shalal

The U.S. government on Friday said it would increase tariffs on aircraft imported from the European Union to 15% from 10%, ratcheting up pressure on Brussels in a nearly 16-year transatlantic dispute over aircraft subsidies.

The U.S. Trade Representative's Office said it remained open to reaching a negotiated settlement with the EU on the issue, but could revise its actions if the EU imposed tariffs of its own in connection with a pair of disputes over the subsidies.

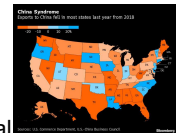
In a statement released late on Friday, USTR said it would make minor modifications to 25% tariffs imposed on cheese, wine and other non-aircraft products from the EU, including dropping prune juice from the list. It did not raise the tariff rates on those product, as it had suggested it might do in October.

The higher aircraft tariff will take effect March 18. [Read Article](#)

## China Trade War Walloped More Than Half of US States in 2019

MSN News-Bloomberg - Anita Sharpe

The figures don't yet reflect two significant developments for the world economy this year: The U.S-China trade deal signed in January that is supposed to significantly boost American exports to China and the coronavirus outbreak in the Asian nation.



Amid the casualties, though, were some bright spots, including the presidential swing state of North Carolina, where exports to China jumped 40% last year to \$3.25 billion, driven in large part by pharmaceutical sales.

China's appetite for tobacco from North Carolina waned last year to virtually nothing, said John Loyack, vice president of the Economic Development Partnership of North Carolina. But drug companies more than filled the void by shipping \$1.3 billion worth of products, Loyack said. Corporations ranging from Denmark's Novo Nordisk Pharmaceutical Industries to New Jersey-based Merck & Co. have set up major operations in North Carolina in recent years, making it one of the top pharmaceutical-industry states in the U.S. [Read Article](#)

## Education and Workforce Development News

### Increasing Access Through Noncredit Education

Community College Daily News - Madelyn Arballo

Noncredit programs have been welcoming students and promoting career and college pathways for decades, regardless of individuals' educational, personal or immigration status.



These programs provide a safe space to engage with faculty, staff and peers. Simply stated: noncredit education transforms the lives of adults within a safe space as they seek jobs, higher wages, life enrichment, college preparation and support during college.

This excerpt comes from an article in the current issue of Community College Journal, which is published bimonthly by the American Association of Community Colleges. [Read Article](#)

### Senate Bill Would Build on TAACCCT

Community College Daily News - Matthew Dembicki

A bipartisan Senate bill introduced this week would create a grant program to help community colleges and states address changing workforce demands.



The Assisting Community Colleges in Educating Skilled Students (ACCESS) to Careers Act would build on lessons learned in the much-lauded Trade Adjustment Assistance Community College and Career Training grant program (TAACCCT), according to Sens. Tim Kaine (D-Virginia) and Todd Young (R-Indiana), who introduced the bill.

improve it.

Proactive Technologies's approach to structured on-the-job training takes place where, and while, the work is performed. **You need no additional staff and structured on-the-job training does not interrupt your work schedule** like unstructured, haphazard and ad hoc training does.

You probably have most of the pieces are already in place; they just need structure around them to make the training experience work for everyone through the [accelerated transfer of expertise™](#).

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"It's important that states make strategic investments to set students up for success in the constantly-evolving labor market, and the best training for high-wage, high-skill or in-demand jobs is often offered by community colleges," Kaine said in a press release. [Read Article](#)

### CTE, Pell Spared During Contentious Approps Hearing

*Community College Daily News - Matthew Dembicki*

In a tension-filled House appropriations hearing Thursday about the president's proposed 2021 budget for education, there was no political bickering around proposed funding increases for career and technical education (CTE) and expanding eligibility for Pell grants.



Political bickering overshadowed a good part of the House education appropriations hearing, but lawmakers on both sides of the aisle asked U.S. Education Secretary Betsy DeVos about the Trump administration's proposal to boost funding for career and technical education by about \$900 million and its plan to extend Pell Grant eligibility to qualifying inmates and for certain high-quality short-term programs.

In queries from both Democrats and Republicans about the so-called Second Chance Pell, a pilot program that allowed certain inmates to use the grants to pay for college classes, DeVos said many of the sites - including one involving Tulsa Community College, which she visited - are yielding results.

[Read Article](#)

### Apprenticeship Grantees, Work-Study Waivers Announced

*Community College Daily News - Matthew Dembicki*

The U.S. Education and Labor departments on Wednesday announced the community colleges and other institutions selected to receive grants and waivers through two programs designed to provide flexibility around apprenticeships and Federal Work-Study programs.



Five community colleges and state systems are among the 28 public-private partnerships that will receive grants totaling nearly \$100 million through the Apprenticeship: Closing the Skills Gap grant program. The grants aim to support large-scale expansions of apprenticeship in industries including advanced manufacturing, healthcare and information technology.

The five institutions and their grant amounts are: [Read Article](#)

## Training and Organizational Development News

### 8 Quotes From American Presidents to Inspire Great Leadership

*Thomas Insights - Stephanie Nikolopoulos*

This President's Day, we're looking at what U.S. presidents throughout history have said that exemplified their insightful leadership styles. These leadership quotes may inspire you in to reach new heights in leading your company forward.



"It is hard to fail, but it is worse never to have tried to succeed." -Theodore Roosevelt

Leadership means taking the reigns and making an attempt at succeeding in achieving goals. In Tony Uphoff's recent conversation with Sterling Drive Ventures President and CEO Michael Araten on the Thomas Industry Update Podcast, they discuss how there is never 100% certainty in any venture yet one must make a decision on how to act based on the information at hand.

"It is not strange... to mistake change for progress" -Millard Fillmore

Often, and particularly in the case of new management, leaders assert their control by implementing radical change. There are incredible benefits to change, including opportunities for greater growth. However, change just for the sake of it can frustrate employees and be a waste of time and money. It's critical to think through why changes are fundamentally necessary to the progress of the company and how to lead the company through the changes. [Read Article](#)

### Create Training That Produces Business Results

*Training Magazine - Jim Kirkpatrick and Wendy Kayser Kirkpatrick*



To get started, select the most important, mission-critical training program

on your plate and try to obtain leadership support from an executive who will act as a champion.

The Oxford dictionary defines training as the "action of teaching a person or animal a particular skill or type of behavior." Unfortunately, this definition does not point to the organizational purpose for training to produce business results. Most Training professionals are aware of this gap but uncertain how to close it.

Here are four simple steps Training professionals can follow to create training that will measurably impact organizational results.

### **STEP 1: DEFINE THE BUSINESS OUTCOME**

The first step is to determine the specific organizational- level result desired. Your goal is to discover and understand the underlying problem that generated the training request, and what would indicate the problem has been solved.

The more specifically you define the desired outcomes, the better target you have to focus your efforts. You also should ensure the stated outcomes are at the organizational level. For example, "Teach our new leaders effective communication skills" is not an outcome. You need to know what kinds of positive outcomes would occur if new leaders were to use effective communication skills, such as increased employee satisfaction or reduction in errors. [Read Article](#)

## **Quality News**

### **Back to Basics: Tensile Testing for Rigid Plastics**

*Quality Magazine - Edward McMEnamin*

Regular tensile testing is important for checking rigid plastics through the entire manufacturing cycle, from the raw material to the forming process and ultimately the production part.



"From a quality standpoint, one of the ways you check your process stability is through routine tests, day-in and day-out, with every batch of material you make," says Steve Driscoll, professor, department of plastics engineering,

University of Massachusetts Lowell. "For the producers using the material, it's the same situation. You are looking at, what happens if your process goes out of whack? What happens if, for some reason, you have a temperature control that's not working properly-be it an extrusion operation or a blow-molding operation or an injection-molding operation? So by looking at various physical properties, you get a better idea of how robust your process is.

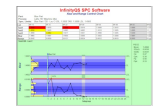
"For the design engineer, the person who's selecting the right material for the right application, again tensile properties is just one of those prime indicators of the strength of the material."

For the resin suppliers and the part makers, the practical applications for tensile testing are as vast as the number of plastic components used in aerospace and automotive manufacturing. [Read Article](#)

### **Brushing Up on the Fundamentals of Statistical Process Control**

*Quality Magazine - Darryl Seland*

Returning often to the fundamentals is essential to a host of endeavors, from athletics to arithmetic to business. Basketball players shoot endless free throws, mathematicians remain grounded in the logic and laws of mathematics, and businesses keep vigilant focus on their P&Ls. Why?



Because remembering the foundations of your pursuit is necessary to move to the next level, to win the championship, break the Riemann hypothesis, or become a Fortune 500 operation. Statistical Process Control (SPC) should be no different. Quality sat down with Doug Fair, Chief Operating Officer at InfinityQS, to talk about the keys, trends, and fundamentals of SPC.

Fair: These days, consumers expect more. Lots more. They expect higher quality in every product, no matter how inexpensive. Low cost is not necessarily correlated with low quality as in decades past, and this has helped to dramatically increase consumer expectations of quality. As a result, more manufacturers have become serious about improving process and product quality, and doing so on a larger scale. These companies want to expose more information about quality challenges, where they reside and what to do about them, and they recognize that statistical process control can provide them a great strategic advantage in that

regard. [Read Article](#)

## Continuous Improvement: Fully Utilize Your SPC Solution

*Quality Magazine*

When you're in manufacturing, you collect lots of data.

How do you use all that data? Is it for historic purposes? Traceability? For recalls? For process control? For feeding data to your Six Sigma teams?



Often, companies gather data and store it "just in case" they might need it in the future. There are a variety of valid reasons to collect data, but self-preservation is not a compelling reason to do so-not in today's manufacturing world.

Thousands of years ago, the caveman was in self-preservation mode. All the time. No choice. But you have to believe that when we started to thrive, when we began to live outside the cave, to inch toward who we are today, that was when we looked beyond self-preservation and started to dream of what we could become.

Collecting data for statistical process control (SPC) is so much more than self-preservation. The data you collect can tell operators what they need to look at, adjust, or improve so that finished products are consistent and of the highest quality possible. And it's your gateway to understanding what's really happening on your shop floor and in all of your critical manufacturing operations. [Read Article](#)

## Trends in Automotive Inspection

*Quality Magazine - Genevieve Diesing*

Quality control within automotive manufacturing has come a long way.

Although automotive parts suppliers use a variety of testing equipment to conduct a wide range of tests and inspections-and within specific tolerances, which warrant highly precise tools and processes-original equipment manufacturers have refined these inspection practices over the course of decades.



## Integrating Industry 4.0

Smart factories, or plants that use data from connected production systems to learn and adapt to new demands, are becoming more status quo.

"It's no longer a luxury to integrate [smart] technology into your processes," says Brian Martensen, senior program manager, quality products and services at Automotive Industry Action Group (AIAG). [Read Article](#)

## How Leak Testing Works

*Quality Magazine - Jackie Vars*

A leak test is a procedure used to determine if an object, product, or system functions within a specified leak limit.



There are many different types of leak test methods, which have different detectable leak rate limits.

Leak testing is a broad term that includes a multitude of technologies. For the purposes of this article, different leak test methods will be referenced but not described in full detail. This article defines the broad term leak test and takes a closer look at the pressure decay leak test method.

Furthermore, this article will describe how a pressure decay test works, considerations for the pressure decay method, and how recent technological advancements have impacted manufacturing environments.

**What is Leak Testing?** [Read Article](#)

## Cyber Security and IT News

### Clearview AI Hit with Cease-and-Desist From Google, Facebook Over Facial Recognition Collection

*CNET - CBS News, Alfred Ng and Steven Musil*

In an interview with CBS This Morning, Clearview AI's founder says it's his right to collect photos for the facial recognition app.

Google, YouTube and Facebook have sent a cease-and-desist letters to Clearview AI, the facial recognition company that has been scraping billions of photos off the internet and using it to help more than 600 police departments identify people within seconds.

That follows a similar action by Twitter, which sent Clearview AI a cease-and-desist letter for its data scraping in January. The letter from Google-owned YouTube was first seen by CBS News. (Note: CBS News and

## **U.S. Charges Four Chinese Military Members in Connection With 2017 Equifax Hack**

*MSN - The Washington Post, Devlin Barrett and Matt Zapposky*

The Justice Department has charged four members of the Chinese military with a 2017 hack at the credit reporting agency Equifax, a massive data breach that compromised the personal information of nearly half of all Americans.

In a nine-count indictment filed in federal court in Atlanta, federal prosecutors alleged that four members of the People's Liberation Army hacked into Equifax's systems, stealing the personal data as well as company trade secrets. Attorney General William P. Barr called their efforts "a deliberate and sweeping intrusion into the private information of the American people."

The 2017 breach gave hackers access to the personal information, including Social Security numbers and birth dates, of about 145 million people. Equifax last year agreed to a \$700 million settlement with the Federal Trade Commission to compensate victims. Those affected can ask for free credit monitoring or, if they already have such a service, a cash payout of up to \$125, although the FTC has warned that a large volume of requests could reduce that amount. [Read Article](#)

## **U.S. Prosecutors Hit Huawei With New Federal Charges**

*NPR - Merrit Kennedy*

The Chinese technology firm Huawei is facing a raft of U.S. federal charges, including racketeering conspiracy.



Federal prosecutors have added new charges against Chinese telecom giant Huawei, its U.S. subsidiaries and its chief financial officer, including accusing it of racketeering and conspiracy to steal trade secrets from U.S.-based companies.

The company already faced a long list of criminal accusations in the case, which was first filed in August 2018, including bank fraud, wire fraud and conspiracy to defraud the United States. Prosecutors filed the expanded indictment in federal court in Brooklyn on Thursday.

In a statement provided to NPR by Huawei, the company said the charges are "an attempt to irrevocably damage Huawei's reputation and its business for reasons related to competition rather than law enforcement... The government will not prevail on its charges, which we will prove to be both unfounded and unfair." [Read Article](#)

## **Twitter Says It's Being Blocked by Pakistan's Government**

*Business Insider - Steve Kovach*

Twitter's service was blocked by Pakistan's government Saturday, the company said in a tweet from its policy account.



"We are aware of reports that the Pakistani government has taken action to block Twitter service, as well as other social media services, and that users are having difficulty using Twitter in Pakistan. We are monitoring the situation and hope service will be fully restored soon," Twitter's statement reads.

There have also been scattered reports that Facebook and other social media sites have been blocked. Business Insider has reached out to Facebook for confirmation. [Read Article](#)

## **Facebook Settlement May Trigger More Privacy Laws**

*CFO.com - David McCann*

The social media giant's \$550 million settlement of a class-action case alleging that it violated an Illinois privacy statute could have a ripple effect.

Facebook's recent \$550 million settlement of a class-action lawsuit in Illinois over alleged privacy violations may lead to a wave of privacy legislation across the country.



The largest-ever cash settlement resolving a privacy-related issue will establish a fund to be shared by Illinois Facebook users. In the case, Patel v. Facebook Inc., plaintiffs alleged that the social media giant violated the state's Biometric Information Privacy Act (BIPA) by its use of facial recognition software without users' consent.

Michael Canty, a partner at law firm Labaton Sucharow who served as plaintiffs' co-lead counsel, predicts that the settlement will be a point of reference for lawmakers in many other states as well as Congress, where laws similar to Illinois' BIPA are under consideration.

Currently, in addition to Illinois, only California, Texas, and Washington have biometric privacy laws, which are intended to regulate the collection of computer data based on people's identifying physical characteristics. [Read Article](#)

### **Attacked by Ransomware, Many Companies Opt to Pay Up**

*William C. Mayville, Jr., Aileen Alexander, Craig Stephenson, and Jamey Cummings, Korn Ferry*

The demanded ransom is often a moderate amount that would pale in comparison to the recovery and reputational costs for a company that refuses to pay.



It's like the plot of a James Bond movie: Hackers take control of a global organization's computer systems and threaten to destroy its records, steal its intellectual property, and drain its bank accounts unless a hefty ransom is deposited into an untraceable offshore bank account by the end of the day.

Except instead of Agent 007 suavely tracking down the anonymous would-be thieves and saving the organization from ruin, its leaders give in - and pay the ransom.

To a little-noticed but alarming degree, so-called "ransomware" attacks on governments, businesses, and other entities jumped last year. In all, they rose 41% from 2018 to 2019 to more than 205,000 globally, according to newly published data. [Read Article](#)

## **Human Resource Management News**

### **How Hard Will the Robots Make Us Work?**

*Area Development - The Verge, Josh Dzieza*

In warehouses, call centers, and other sectors, intelligent machines are managing humans, and they're making work more stressful, grueling, and dangerous

On conference stages and at campaign rallies, tech executives and politicians warn of a looming automation crisis - one where workers are gradually, then all at once, replaced by intelligent machines. But their warnings mask the fact that an automation crisis has already arrived. The robots are here, they're working in management, and they're grinding workers into the ground.

The robots are watching over hotel housekeepers, telling them which room to clean and tracking how quickly they do it. They're managing software developers, monitoring their clicks and scrolls and docking their pay if they work too slowly. They're listening to call center workers, telling them what to say, how to say it, and keeping them constantly, maximally busy. While we've been watching the horizon for the self-driving trucks, perpetually five years away, the robots arrived in the form of the supervisor, the foreman, the middle manager.

These automated systems can detect inefficiencies that a human manager never would - a moment's downtime between calls, a habit of lingering at the coffee machine after finishing a task, a new route that, if all goes perfectly, could get a few more packages delivered in a day. But for workers, what look like inefficiencies to an algorithm were their last reserves of respite and autonomy, and as these little breaks and minor freedoms get optimized out, their jobs are becoming more intense, stressful, and dangerous. Over the last several months, I've spoken with more than 20 workers in six countries.

For many of them, their greatest fear isn't that robots might come for their jobs: it's that robots have already become their boss. [Read Article](#)

### **Rogue Employees - The Enemy Within**

*Training Magazine - Dr. Dexter Morse, LL.M., MSC,*

*Director, Industry Risk Management & Insurance, International Air Transport Association*

Insurance industry reports suggest 80 percent of all cyber liability claims come from employee negligence, including acts by rogue employees.



The largest threat to your company and network comes not from the hackers and crackers on the outside trying to get in but from your own

employees who want to cause mischief or who inadvertently cause damage from within.

According to SANS Institute, a nonprofit cybersecurity research organization, disgruntled employees or ex-employees are responsible for two-thirds of all intellectual property theft. Insurance industry reports suggest 80 percent of all cyber liability claims come from employee negligence, including acts by rogue employees. Research by Carnegie Mellon University indicates it takes companies on average a staggering three years to notice an employee is stealing secrets, which gives the perpetrator ample opportunity to cause serious damage. [Read Article](#)

## Environmental, Health & Safety News

### **EPA Looks at 3D Printing Emissions**

*Material Handling & Logistics - David Sparkman*

The Environmental Protection Agency (EPA) is increasing its scrutiny of 3D printing emissions just as recent predictions say the technology is just beginning to revolutionize manufacturing and the supply chain.



Working in cooperation with the Consumer Products Safety Commission (CPSC), EPA is studying possible harmful emissions that are emitted during the 3D printing process. Also conducting research on 3D printer nanomaterials is the National Institute of Standards and Technology (NIST).

"Users may not be aware of chemical emissions during the printing process," notes Dr. Souhail Al-Abed, who is the lead scientist on the new EPA study. So far, his team's research shows that common 3D printer ink, called filament, can emit gases during the printing phase that may pose a health risk to users and bystanders, EPA reports. [Read Article](#)

### **How Can Mixed Reality Fit into Production?**

*EHS Today - Aviad Almagor*

A look at the technology's potential to move beyond engineering and frontline tasks.



Once viewed as purely futuristic, immersive technologies like virtual reality (VR), augmented reality (AR) and mixed reality (MR) are transforming manufacturing workflows as business leaders recognize the value of visualizing complex data dimensionally and supporting more information-rich experiences.

When talking about these three technologies, it is important to understand the differences between them. Virtual reality is a fully immersive technology in which the user only sees the digital content displayed by the device. With augmented reality, the physical and virtual worlds are combined by overlaying digital information into the user's environment, usually through a 2D display. Mixed reality blends the digital and physical worlds and allows the digital content to interact with the real-world in 3D.

[Read Article](#)

**If it's difficult to identify, explain or document your firm's worker development process, maybe you don't have one.**

**Perhaps your firm finds it difficult to accommodate change or measure and improve worker performance. Or, scrap and rework are unreasonably high for workers that were thought trained.**

**Spend a few minutes to learn more about a worker training approach:**

- **designed for manufacturing;**
- **proven for any industry;**
- **customized to your job classifications, your tasks and specifications, and your business operation's needs...**

**Does your organization struggle with high turnover rates leading to**

lower organizational capacity, work quality and quantity and compliance? Is your organization faced with these increasing costs while seeing a decreasing training budget?



**Wouldn't it be worth a few minutes of your time to find out how you can drive every worker - incumbent and new-hires - through structured on-the-job training to full job mastery. with a small investment and huge return?**

**Check the "Upcoming Events" section of this newsletter for when a Proactive Technologies Representative will be in your area next and schedule an onsite briefing!**

Proactive Technologies, Inc. [always offers a low-to-no risk pilot program approach.](#) We work with the client to design a project to fit their budget and meet their business needs.

**Plan to attend** one of our **scheduled *live* online presentations** (see schedule on left) **OR tell us a date and time that fits your schedule**, which we can follow-up with an onsite presentation. Or skip the online presentation and schedule an onsite briefing.



**The PROTECH™ approach:**

- Is designed to your job classification, your operation and incorporates your firm's specifications, process, standards and policies;
- Ends your worries and costs over finding qualified candidates and closing the "skills gap;"
- Drives every worker to full job mastery while they simply learn their job;
- Cuts your employee turnover costs;
- Captures worker expertise before it leaves and use it to quickly and thoroughly train replacements;
- Provides metrics and reports for process monitoring and improvement.

European-style apprenticeships without the exorbitant cost... whether registered or not.

We research available training grant funds for each project and help the client apply. Grants may offset most or all of the investment to set-up and implement the structured training system!!

**Low investment, no risk, high returns - everything to gain!**

**Isn't an hour of your time worth it to see if this approach to worker training is the one you always wished you had?**

**[Contact a Proactive Technologies, Inc. representative](#) today!**





