



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

Use Business Disruption Lulls to Develop Unused Worker Capacity: Build Organizational Value and Off-set Unexpected Costs

by Dean Prigelmeier, President of Proactive Technologies, Inc.



For those of us who remember the sheer terror of recent disruptive events, we remember the deep sense of doom they instilled in employers, workers and their families, and government leaders. We knew that these were not the "business cycles" of college textbooks, these were man-made catastrophes that spared no-one in the disruption...though sometimes enriching the architects. Nevertheless, they came and went - varying only in severity and duration.

Recent horrific business disruptions like the [Savings & Loan Crash of 1986](#) the [Black Monday Stock Market Crash of 1987](#), the [Dot.com Crash of 2000](#), the [Crash of 2008](#) (with scandals like the Penny Stock Market, SBA and HUD and recessions woven in between), made lives harder and transformed businesses for better or worse. If seemed that if a business survived these types of disruptors, it was often because they focused on using the downward part of the cycle to adjust and perfect their operations, build capacity and sharpen focus in preparation of the upward part of the cycle to come. **Maintaining as much forward momentum through adversity as possible is critical in determining the quality of the survival, especially when the time between disruptions continues to grow shorter.** Lead times, whether for new product introduction, entering a new market or just resuming normal operations is incredibly important if one considers the next disruption as a "backstop."

The current Covid-19 virus pandemic and the economic disruption that it is causing will, once again, test a company's strategy, planning, focus, infrastructure and sense of clarity. Did the company plan for disruption? Was there a plan in place to constructively make use of this disruption (that spares no company) to emerge, at a minimum, ready to adapt, resume growth and be competitive again? Or did the company succumb to the disruption through erosion or by whittling away at what worked - giving little time or thought to "what is next when this passes" and "how best to prepare for the new normal?"

One important business asset is often overlooked in this adaptation and preparation. [Read More](#)

Put Yourself in a Trainee's Shoes

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



It is fun to watch a popular TV show on CBS called "[Undercover Boss](#)," - reruns and all." Watching a CEO or executive of a major corporation slip into disguise and enter the world of their workers is interesting and entertaining. Sometimes they find the organization needs a little "tweaking," and sometimes it needs major rethinking.

The entertainment value, I suppose, comes from watching these individuals being tossed into a job classification - alien to most of them - and, while cameras are rolling, receiving a crash course in performing

Proactive Technologies, Inc.™ - capturing worker expertise to build and support job specific, task-based worker development programs (with metric-based solutions) since 1986.

Experience the power of the [accelerated transfer of expertise™](#)

Develop all the expert workers you need in a fraction of the time, with a fraction of the investment!

Increased worker capacity, work quality and quantity, and worker compliance (ISO9001:2015, AS9100D, TS16949, engineering and quality specifications, and safety requirements).

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 - April, 2020 Issue](#). While at our website, check out past newsletters, articles and more.

Helping employers to unlock worker value since 1986!



Sign-up for our free monthly newsletter

It's easy. Just click on the "Join Our Mailing List" link above. Make sure you continue to receive news that matters to you and your industry, from around the world.

In This Issue

[Proactive Technologies' Workforce Development News](#)

[Industry News](#)

[Financial News](#)

[International News](#)

[International Trade News](#)

[Education and Workforce Development News](#)

[Quality News](#)

[Cyber Security and IT News](#)

[Human Resource Management News](#)

[Environmental, Health & Safety News](#)

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**

various tasks. Some tasks are performed close to the customer. Not only do leaders get a rare look at what it is like at the lower rungs of the organization, in some cases they get a look at the sub-par performance most of their customers experience and how tenuous the corporation's existence is - sustained only by the initiative of a few loyal, but mostly self-interested, employees. These employees make up for the corporation's short-comings as if their job and future depend on it...which they do. If the company fails, they lose their job, plain and simple. Some put up with the company's shortcomings in pursuit of the next opportunity.

It is interesting to see CEO's marvel at how difficult it is to learn the job tasks that they previously thought were inconsequential and not worthy of attention. Previously known only as a word on a report, the fact that how the tasks are performed by these neglected employees are the reason the corporation exists goes unnoticed and unappreciated. Some episodes look like the popular television shows of the 50's and 60's, "I Love Lucy."

A typical Undercover Boss episode might reveal: [Read More](#)

How Start-Ups and Joint Ventures Can Benefit From Structured On-The-Job Training

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

An article in a previous issue of the *Proactive Technologies Report* entitled "[Enterprise Expansion/Contraction and Worker Development Standardization](#)" explained the process of standardizing training for expanding, contracting, merging and acquiring enterprises. It discussed how to take inventory of incumbents and new-hires in training, and how to standardize multiple worker development strategies. But what about standardizing tasks that are in design, have just been designed or are evolving in their design? Or the importance of this component in creating an enterprise to perform the tasks meant to lead to profit from an innovation? If the goal is the repeatable high-quality performance of tasks once they have been formalized, then standardizing and documenting the procedural steps is necessary, though often an afterthought.

Entrepreneurs and engineers that design and fine-tune a production process or service strategy are immersed in it until they feel confident it is ready for scaling. Whether through "expert bias" - the overconfidence that results with satisfaction in discovery leading to the opinion that everyone should understand their innovation - or through mere oversight, a brilliant idea can fail in proliferation during efforts to transfer the processes and techniques without a formal structure.

The solution is simple. It takes an understanding that a structure to transfer the standardized task from the expert to the task performer is vital to ensuring that all aspects of the innovation are maintained and repeatability of the highest quality of performance is certain.

When [standardizing best practices](#), the process Proactive Technologies follows to establish any task-based, structured on-the-job training program is the same for existing, evolving and newly released production or service processes. [Read More](#)

How Much Would "Full Worker Capacity" Through Full Job Mastery Be Worth to Your Firm?

by Dean Prigelmeier, President of Proactive Technologies, Inc.

According to Ed Timmons, CEO of the National Association of Manufacturers, "[our labor costs in the U.S. are still 20% too high.](#)" If he means that employers may be paying too much for unused or unusable worker capacity, and they should seek methods to develop it, I can agree with that. If he means employers should focus on spending enormous amounts on finding alternatives to labor, or randomly cutting workers, or asking workers to work for less wages and less benefits, I would say "hold on a minute."

Given the growing fear and discontent by workers who still haven't recovered from the [Crash of 2008](#), now knocked down with the Covid-19 pandemic, they may want a seat at the discussion. These workers will be trying for some time to, once again, regain value in their 401K and other impacted assets and to rise to the wage level they once had for the talents they possess. Many have the perception, wrongly or rightly, that their

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**

employer and their shareholders built great profits while workers slid backward. Many families, today, are challenged by rising prices of nearly everything, against eroding wages. This preoccupation with driving down labor costs, while reporting to Wall Street record quarterly profits, may benefit shareholders in the short-run, but it is surely illusory and self-destructive in the long-run as the Crash of 2008 should have demonstrated, but the Covid-19 pandemic might remind.

As recently reported in Industry Week, a group of CEOs from major U.S. corporations, [The Business Roundtable](#), released a statement saying that shareholder value is no longer its primary focus - shifting their practices to line up with their new definition of the "purpose of a corporation." The new vision emphasizes investing in employees, supporting communities, dealing ethically with suppliers and providing customers with value. "The group signed the [Business Roundtable's new Statement on the Purpose of a Corporation](#). It's a sea change that moves companies away from the age-old philosophy that companies' main goal is to look after shareholders." [Read More](#)

Check out the PROTECH system of managed human resource development™ for the accelerated transfer of expertise™!

We help the client find grants to offset the investment to set-up and implement each program. We provide the technical support to allow your firm to focus on business.

Imagine yourself under pressure to master the tasks of your new job, with no one available to show you how and very limited access to a resident expert.

It is a shame, but it happens... a lot!

The solution is the PROTECH system of *managed* human resource development™!

Proactive Technologies offers pilot program approaches, scale-discounts and opportunities for reimbursement to make your decision simple and successful!

- Capture worker expertise for accelerated transfer;
- Structures the informal, unstructured worker training probably already in place, incorporating existing work processes, as well as engineering and quality specifications;
- Increase worker capacity, work quality, work quantity and worker process training compliance (ISO/AS/TS and OSHA) without the need of additional staff or burdening existing staff;
- 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™](#).

representative will be in your area, in the month of:

April, 2020

Due to the Covid-19 virus and in the interest of safety for all, Proactive Technologies, Inc. has curtailed on-site presentations of the PROTECH™ system of *managed* human resource development™ for the accelerated transfer of expertise™ for the time being.

However, if you are interested in attending one of our regularly scheduled videoconferences, select from the schedule above or [visit our website](#) and [select a videoconference from the calendar](#). An email invitation will be sent to you confirming your selection. This videoconference will be to your computer and no other equipment is required.

If you would like more information or would like to schedule a custom briefing and presentation videoconference for you and your staff, click on the "contact us" link below.

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



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

Under-capacity of workers is an enormous source of untapped value and unrealized return on worker investment. In addition, standardizing expert task performance - between workers and shifts - can add to worker ROI through lower scrap and rework.

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



- Accelerated Transfer of Expertise™;

Industry News

DOMESTIC ECONOMIC DATA

Gross Domestic Product - Fourth Quarter and Year 2019 (Third Estimate); Corporate Profits, Fourth Quarter and Year 2019



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

Profits from current production (corporate profits with inventory valuation and capital consumption adjustments) increased \$53.0 billion in the fourth quarter, in contrast to a decrease of \$4.7 billion in the third quarter. [Read Report](#)

Personal Income, Outlays - February, 2020

US Department of Commerce - Bureau of Economic Analysis



Personal income increased 0.6 percent in February, the same increase as in January. Wages and salaries, the largest component of personal income, increased 0.5 percent in February, also the same increase as in January. [Read Report](#)

Manufacturers' Shipments, Inventories, and Orders

US Census Bureau



New orders for manufactured goods in January decreased \$2.3 billion or 0.5 percent to \$497.9 billion. January 2020: -0.5% change; December 2019 (r): +1.9% change. [Read Report](#)

Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau



New orders for manufactured durable goods in February increased \$2.9 billion or 1.2 percent to \$249.4 billion. February 2020: +1.2% change; January 2020 (r): +0.1% change. [Read Report](#)

Consumer Price Index

US Bureau of Labor Statistics



In February, the Consumer Price Index for All Urban Consumers rose 0.1 percent on a seasonally adjusted basis; rising 2.3 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy rose 0.2 percent in February (SA); up 2.4 percent over the year (NSA). [Read Report](#)

Producer Price Index

US Bureau of Labor Statistics



The Producer Price Index for final demand fell 0.6 percent in February, as prices for final demand goods decreased 0.9 percent and the index for final demand services moved down 0.3 percent. The final demand index increased 1.3 percent for the 12 months ended in February. [Read Report](#)

Job Openings and Labor Turnover

US Bureau of Labor Statistics



The number of job openings rose to 7.0 million (+411,000) on the last business day of January, the U.S. Bureau of Labor Statistics reported today. Over the month, hires and separations were little changed at 5.8 million and 5.6 million, respectively. Within separations, the quits rate was unchanged at 2.3 percent and the layoffs and discharges rate was little changed at 1.1 percent. This release includes estimates of the number and rate of job openings, hires, and separations for the total nonfarm sector, by industry, and by four geographic regions. The release also includes 2019 annual estimates for hires and separations. The annual number of hires at 69.9 million and the annual number of quits at 42.1 million increased in 2019. The annual number of layoffs and discharges at 21.7 million edged down in 2019. [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](#)

- Increased worker capacity, productivity, work quantity, work quality and compliance (specifications, ISO/AS/TS programs and safety mandates);
- Decreased internal costs of training;
- **Higher return on worker investment!**

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

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.

www.proactivetechnologiesinc.com

Copyright © 2019
Proactive Technologies, Inc.™
ALL RIGHTS RESERVED

OHIO STATE UNIVERSITY EXTENSION

ALBER ENTERPRISE CENTER



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

See more at [Our Website](#)

Job Creation - Employment Situation Summary

US Bureau of Labor Statistics

Total nonfarm payroll employment rose by 273,000 in February, and the unemployment rate was little changed at 3.5 percent, the U.S. Bureau of Labor Statistics reported today. Notable job gains occurred in health care and social assistance, food services and drinking places, government, construction, professional and technical services, and financial activities. [Read Report](#)



U.S. Private Sector Job Quality Index

Cornell Law School

Almost 56% of US production and non-supervisory jobs (about 59.5 million jobs) offer weekly incomes below the \$802 weighted average weekly income for all such jobs.

Together, those low-quality jobs offer a weighted average of \$539 in weekly income, or just over \$28,000 per year.



There is a subset of these workers, in jobs often offering substantially less income than the above average, who are particularly vulnerable to cessation of economic activity due to the spreading pandemic. Many occupy front-line, customer-facing jobs that offer both low hourly wages and a limited number of hours of work per week.

In addition, there are several higher quality job sectors - such as air transportation - that are seeing shutdowns due to industry-specific, as opposed to generalized consumer, inactivity.

The JQI Team has prepared an advisory list of the sectors that we believe are likely to face the most severe levels of short-term job loss, divided into low and high quality job categories, respectively, as defined by the JQI methodology. [Read Report](#)

New Statistics Measure How Personal Income Is Distributed

US Department of Commerce - Bureau of Economic Analysis



BEA has developed prototype statistics that measure how the nation's personal income is distributed across households, offering a new tool for assessing how Americans share in the nation's economic growth.

U.S. personal income is one of the principal economic indicators produced by the Bureau of Economic Analysis. BEA combined its data with other publicly available data, including demographic surveys, aggregated tax information, and administrative records, to measure how personal income is distributed.

For example, the new statistics show that households in the top 10 percent of incomes (adjusted for household size) accounted for 37.6 percent of the nation's personal income in 2016. Households in the lowest 10 percent received 2.1 percent of U.S. personal income.

In addition to deciles, the data also show households divided into five groups, or quintiles, as well as the income received by the top 1 percent of households. There are breakdowns by sources of income, including compensation, interest income, and government benefits. [Read Release](#)

Sikorsky Receives \$470 Million Contract for Presidential Helicopters

Thomas Insights - Andy Szal

Aircraft manufacturer Sikorsky was recently awarded a Navy contract to produce six presidential helicopters, parent company Lockheed Martin announced this week.



The contract, worth more than \$470 million, is the second order of the VH-92A given to the company under its 23-helicopter program with the U.S. Marine Corps.

Aircraft under Lot II of the contract are scheduled to be delivered starting in 2022. Most of the work on the contract will take place in Connecticut and Pennsylvania, according to the Defense Department, with other production taking place at sites in New York, Maryland, and Virginia.

Sikorsky officials said the company has transferred five of the first order of VH-92A helicopters for government testing, with the sixth set to enter testing this spring. The aircraft have logged more than 1,000 test flight hours and remain on track to be delivered beginning this year.



The complete fleet of 23 helicopters is slated to be delivered by the end of 2023. [Read Article](#)

Strategizing Your Supply Chain Like a Game of Battleship



Thomas Insights - Stephanie Nikolopoulos

To win at the business game, companies need to strategize their supply chain as if they were playing a game of Battleship.

In the game of Battleship, a ship is quickly sunk once it's located. That's why successful players don't clump all their ships in the same place on the grid. Rather, winners spread out, taking advantage of the whole scope of the grid - boldly daring to go even to the outer edges.

Let's take a look at the principles of the board game and how they apply to business.

Don't Position All Your "Ships" in One Place

Oftentimes, it may be fiscally beneficial to join the fleet. There's a reason so many manufacturing businesses look to suppliers and factories in China, making it the world's top export country. Take advantage of the low costs and high quality - but be strategically savvy by fanning out.

Industry Today confirms, saying, "Companies with decentralized manufacturing enjoy many benefits that often elude companies with centralized plants. These advantages include flexibility, being closer to their customers, better and timelier information, more motivated managers and employees, and the ability to take advantage of low labor costs in different areas." [Read Article](#)

34th Annual Survey of Corporate Executives Commentary: Top Criteria Remain Logistics and Labor

Area Development - Bill Luttrell, Director of Corporate Real Estate, Werner Enterprises, Inc.

The 34th Annual Corporate Survey again reflects that logistics and labor remain the top criteria for corporate investment. Highway accessibility is especially important to the 60 percent of the respondents who are involved in manufacturing and warehouse/distribution.

Nearly 70 percent of all freight is hauled by trucks and over 80 percent of the communities in the U.S. are served by trucks only. Rising logistics costs and real estate prices aside, growing market demand is the ultimate investment driver as e-commerce, J-I-T manufacturing, and timely last-mile delivery require great highway access and proximity to markets. Improving one's supply chain footprint is so important that most manufacturers and distributors start their site selection process by doing logistics analysis up front to determine their search area, then go out to find the best labor, real estate, regulatory/business environment, etc. within the search area.

The Corporate Survey also points out the ongoing concern investors have regarding the availability of skilled labor and overall labor costs. Locations large and small with meaningful educational institutions, focused labor training programs, and/or a "quality of life" that attracts and retains a skilled workforce will continue to attract investors. [Read Article](#)

Raytheon Inks \$551 Million U.S. Army Contract for Missile Defense System



Thomas Insights - Mike Hockett

Defense, government, and cybersecurity solutions provider Raytheon announced earlier this month that it has been awarded a \$551 million contract by the U.S. Army to begin production of the Patriot air and missile defense system for the Kingdom of Bahrain.

Raytheon describes Patriot as the most advanced tactical air and missile defense system in the world, providing protection against a full range of advanced threats that includes aircraft, tactical ballistic missiles, cruise missiles, and unmanned aerial vehicles.

"Raytheon's Patriot provides the Kingdom of Bahrain and 16 other countries around the globe with a combat-proven system that protects citizens, infrastructure, and armed forces from a broad spectrum of threats," said Tom Laliberty, vice president of integrated air and missile defense at Raytheon's Integrated Defense Systems business. "Patriot works has saved countless lives, and will continue to do so for many years because the system is constantly tested, modernized, upgraded, and improved to stay ahead of the advancing threat." [Read Article](#)



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



[Visit Our Website](#)

© 2019 Lifetime Learning LLC.

SAR Automation and Training



- We Design, Build, Install and Support Advanced Automation Technology for Manufacturing
- We Offer Training Courses Based on Practical Experience such as S7

Basic Training, Profinet, Profisafe

- SAR Offers Other Specialty Courses for Manufacturing



SAR Group

Visit [Our Website](#)

© 2019 SAR Automation

K & D Consulting

Proven Solutions for Employers and Education

- Apprenticeship Program Design and Technical Implementation Support
- Employer - Educational Institution - Community Partnership Program Development and Support
- Employee Pre and Post-Hire Assessment Design and Administration
- Management Consultation, Training and Support



Over 80 combined years of gained expertise and experience!

[Learn More](#) about K & D Consulting's services for education and industry

© 2019 K & D Consulting

PTI Systems International, Inc.

- Affiliated with Proactive Technologies, Inc. for projects outside the United States;
- Workforce development partner for employers, and education/training providers who support employers, to ensure every worker can be trained to full job

How-To Reduce the Complexity of Your Assembly Process

Assembly Magazine - John Derry

An overly complex assembly process can become the downfall of what would otherwise be a successful project. The main areas that tend to add to the complexity of an assembly process are the initial design, the integration and setup, quality assurance along with maintaining and supporting the process for the lifespan of the assembly equipment.



1. Initial Design

The Initial Design of an assembly machine can add unnecessary complexity to the process. Using different components, multiple controllers with unique interfaces and software often results in increased design time, mismatched components, and latency issues. Communication between these systems generally relies on an intermediate device such as a programmable logic controller (PLC) for translation purposes which increases complexity for each device. Promess is working to reduce the number of controllers required to perform an assembly process by utilizing our UltraPRO servo controller with multi-axis motion control capabilities, simple sensor integration and an intuitive, user friendly software. [Read Article](#)

Equipment Makers Contribute \$791 Billion to U.S. Economy [Report]

Thomas Insights - Mike Hockett

Manufacturers of construction, mining, and agriculture equipment represent 12% of all manufacturing jobs in the United States, according to a new report released by the Association of Equipment Manufacturers (AEM).



The Market Size and Economic Contributions of the Off-Highway Industry provides a detailed assessment of the equipment manufacturing industry's contributions to the U.S. economy and the role it plays in creating opportunities and supporting jobs for 2.8 million Americans across the country. The report, produced by IHS Markit, was released March 10 at CONEXPO-CON/AGG 2020, North America's largest construction trade show, which is owned and operated by AEM.

"Every day the 2.8 million men and women of our industry roll up their sleeves and go to work building state-of-the-art equipment in communities across the country," said Dennis Slater, president of AEM. "This report tells the story of the people who make America by building the combine the farmer uses to harvest his corn and the excavator the construction worker uses to build our roads and bridges." [Read Article](#)

Increasingly Concerned About Price Surges, Half of U.S. Manufacturers Looking to Source Domestically

Thomas Insights - Cathy Ma

This month's Thomas Industrial Survey revealed a sharp rise in manufacturing companies predicting a decline in revenue for 2020. In March, 55% of manufacturers indicated they anticipated a reduction in revenue compared to only 34% in February's survey results.



About 1 in 2 North American manufacturers (47%) are now looking to source domestically due to the disruptions caused by the recent coronavirus outbreak. The ancillary oil price plunge led more than half (53%) to expect an impact on their business; some are optimistic, but most are concerned.

These results are from a follow-up survey completed by over 1,400 manufacturing companies conducted by Thomas on the impacts of the coronavirus (COVID-19) outbreak on manufacturing this month. You can participate in future surveys by signing up to join the Thomas Industrial Survey Panel. We have also launched the Thomas Coronavirus Resource Hub for manufacturers and industry professionals to help unite and distribute resources to help us overcome this challenge. [Read Article](#)

Coronavirus: Carmakers Answer Pleas to Make Medical Supplies

BBC - Justin Harper, Business Reporter

Car firms are answering calls from governments to help make more ventilators and face masks to help out during the coronavirus pandemic.



On Monday, Fiat began converting one of its car plants in China to start making about one million masks a month.

mastery;

- Experienced with governmental, IDB, GIZ and economic development agency sponsored projects;
- Experienced in assuring multi-national employers expanding to the U.S. have the skilled workforce they need.



Don't complain about a "skills gap," deliberately develop every worker to full job mastery!

[Learn more](#)



PTI Systems International, Inc.

© 2019 PTI Systems International, Inc.

The carmaker wants to start production in the coming weeks, wrote its chief executive Mike Manley in an email. [Read Article](#)

Department of Energy Awards \$187M to Strengthen U.S. Manufacturing Competitiveness

Quality Magazine

The U.S. Department of Energy (DOE) announced approximately \$187 million in funding, including \$48 million of cost share, for 55 projects in 25 states to support innovative advanced manufacturing research and development. These projects address high-impact manufacturing technology, materials, and process challenges that advance the Trump Administration's goal to strengthen domestic manufacturing competitiveness and position the U.S. for global leadership in advanced manufacturing.

"The manufacturing sector is on the leading edge of American innovation and plays an integral role in our economy," said U.S. Under Secretary of Energy Mark W. Menezes. "By investing in advanced manufacturing projects that enhance energy productivity, we're supporting the competitiveness of the entire U.S. manufacturing industry."

The DOE Office of Energy Efficiency and Renewable Energy's Advanced Manufacturing Office will provide funding for projects in the following three topic areas: [Read Article](#)

Continuing to Promote Your Manufacturing Business During an Economic Downturn

Thomas Insights - Shalane Layugan

Many companies worry about how their business will fare in bad economic conditions, but sometimes opportune outcomes stem from times of economic uncertainty - especially for manufacturers.



With seemingly difficult economic conditions on the horizon, there are plenty of indicators that can seem at odds with one another. Recently, the stock market had its worst week since 2008 while sourcing activity for North American suppliers on Thomasnet.com saw record-breaking numbers.

Based on a Coronavirus Impact survey conducted this month, over half of the manufacturers surveyed are 'likely to extremely likely' to bring production and sourcing back to North America and 47% of U.S. manufacturers report they are now seeking domestic sources of supply - likely the reasons for sourcing surge. [Read Article](#)

Delaware Offered Amazon \$4.5 million to Locate a New Facility There. Guess Who Wins?

Area Development - The Washington Post, Nathan M. Jensen

Last month, the state of Delaware announced it was giving Amazon \$4.5 million to help set up a fulfillment center that would create 1,000 jobs. This was a more expensive deal than it looked: Delaware was to pay cash, even though most incentives are tax abatements over 10 or more years.

It wasn't clear which other locations Delaware was competing against. Of course, cities offered much bigger incentives in fall 2017 when Amazon, instead of quietly shopping a few locations for its new headquarters, publicly announced it was accepting proposals from cities in a call that included 23 mentions of "incentives." (The Washington Post is owned by Amazon chief executive Jeff Bezos.) [Read Article](#)

Department of Commerce Extends Public Comment Period for Input on Huawei Temporary General License Extensions

US Department of Commerce

The Department of Commerce Bureau of Industry and Security (BIS) announced an extension of the public comment period on Huawei Temporary General License Extensions through April 22, 2020. BIS is seeking input on the continuing need for, and scope of, possible future extensions of the Temporary General License (TGL) for Huawei Technologies Co. Ltd. and its non-U.S. affiliates on the Entity List.

The Department has received requests from industry to allow for additional comments, and is granting this request in support of robust consideration of future extensions of the TGL.

Earlier this month, the Department extended the TGL through May 15, 2020. That date remains in place. [Add Comment to Public Comment List](#)

MEMORABLE QUOTES

"All anyone asks for is a chance to work with pride."

[W. Edwards Deming](#)

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

"We have always held to the hope, the belief, the conviction that there is a better life, a better world, beyond the horizon."

[Franklin D. Roosevelt](#)

often referred to by his initials FDR, was an American politician who served as the 32nd president of the United States
1882-1945

"Life is not easy for any of us. But what of that? We must have perseverance and above all confidence in ourselves. We must believe that we are gifted for something and that this thing must be attained."

[Marie Curie](#)

a Polish and naturalized-French physicist and chemist who conducted pioneering research on radioactivity
1867-1934

Recent Proactive

Technologies News Article Quicklinks

March

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Internships of Value - For Employer AND Intern](#)

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

[Workforce Development Partnerships with Substance: My Experience](#)

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

[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.

February

[Certifying and Auditing Workers, Subcontractors](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Assessing Employees with Past Drug Addictions for Work Tricky](#)

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

[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.

[Your "Resident Expert" May Not Be an Expert Trainer, But Easily Could Be](#)

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

Workers Who Supply the World's Food are Starting to Get Sick

MSN News - Bloomberg, Lydia Mulvany, Deena Shanker and Isis Almeida



Poultry giant Sanderson Farms Inc. on Monday reported the first case of a worker at a major U.S. meat producer testing positive for coronavirus. The employee and six more from the McComb, Mississippi, plant were sent home to self-quarantine, with pay, but operations continued as normal.

A few days later Smithfield Foods Inc., the world's biggest pork producer, confirmed a positive case at its Sioux Falls, South Dakota, facility. On Friday, beef producers in Canada and Argentina shuttered plants after virus cases.

In all likelihood, the number of cases will keep going up at meat plants, farms, warehouses and packaging factories across the globe.

The infections speak to a growing threat to the world's food supplies. [Read Article](#)

Investment Follows Talent to Mid-Size Markets Area Development - Drew Repp, Content Manager, Emsi



The affordability of mid-sized communities has made them attractive to tech-savvy workers who, in turn, are drawing business investment to those locales.

Since the industrial revolution, the labor market feedback loop has given rise to cities. It works simply: opportunities attract workers, and those workers attract companies in need of talent.

Over the last few decades this feedback loop has kicked into overdrive as businesses and talent feed off each other in "superstar cities." But instead of being fueled by manufacturing, as was the case during the industrial revolution, this trend is now driven by innovation, tech, and the service-based economy.

But one direction of the loop may be slowing. Talent is the number-one need of businesses. And there is only so much talent that can fit, or more accurately, afford to live, in the superstar cities and other major metros. As a result, businesses are being forced to go to where the talent is. And mid-size cities have been standing at the ready. [Read Article](#)

Financial News

Private Equity & Venture Capital Valuations Draw Scrutiny

CFO.com - Kevin Cannon



Regulators and standard setters have increasingly turned up the heat on PE and VC managers over the past several years.

The valuation of private equity and venture capital investments has recently been garnering greater marketplace attention, with investors demanding more transparency and information than ever before.

Regulatory bodies, standards-setting organizations, and independent auditors in recent years have been tightening up their scrutiny of such valuations.

Marc Wyatt, former acting director of the SEC's Office of Compliance Inspections and Examinations, said in a May 2015 speech that valuation was one of several areas receiving heightened focus among SEC examiners in their review of private equity advisers.

In May 2017, Jina Choi, former director of the SEC's San Francisco regional office, and Michele Wein Layne, director of the Los Angeles regional office, noted in a securities enforcement forum that private equity managers and advisers should expect that valuation practices would continue to be an SEC exam and enforcement priority. [Read Article](#)

Fragile Safety Net Leaves US economy Vulnerable to Coronavirus Hit

MSN News - Reuters, Jonnelle Marte and Heather Timmons



The spreading coronavirus outbreak poses a double-barreled threat to U.S. workers who face not only the prospect of lost wages if they are forced to stay home during a quarantine but also a fragile safety net to fall back on during such a crisis.

[Apprenticeships That Make Money? Not As Impossible as it Seems - Part 1 of 2: The European Difference](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

December

["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.

[Algorithms for Hiring, Credit..What Next? Perhaps Caution Should be Exercised](#)

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

November

[Reluctant to Reshore Due to Apparent Shortage of Skilled Labor? Don't Be](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Have You Captured The Expertise of Your Critical Hourly and Salary Positions?](#)

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

[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

October

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

by Dean Prigelmeier, President of

Proactive Technologies, Inc. Unlike in other rich countries, the United States provides thin and uneven social assistance for its 130 million full-time workers, and even less for the country's nearly 30 million part-time employees.

There also are no federal laws requiring companies to provide paid sick leave, or paid time off to care for sick relatives, leaving workers at the mercy of their employers and local governments.

Low-wage and part-time workers in particular are likely to lack some of the workplace benefits that make it possible for them to stay home if they contract the flu-like illness or if they need to care for a family member who becomes sick.

The number of confirmed U.S. cases of COVID-19, the disease caused by the coronavirus, has jumped to more than 100, and nine people have died in the outbreak, which originated in China late last year. [Read Article](#)

Short Sellers Made Over \$50 Billion During Coronavirus Sell-off

MSN Money - Bloomberg, Kristine Owram

Short sellers added to their U.S. positions during the recent coronavirus-related sell-off, making more than \$50 billion in profits over seven trading days, according to data from financial analytics firm S3 Partners.



There was nearly \$15 billion of additional short selling between Feb. 24 and March 3, bringing total domestic equity short interest to \$848 billion. Those short sellers made \$51.3 billion in mark-to-market profits, S3 said in a report published Wednesday. The S&P 500 Index fell 10% over the same period.

The most profitable short since Feb. 24 was Tesla Inc., "a very familiar name for short sellers," the firm said. Investors who bet Tesla would decline made \$1.1 billion over the seven-day stretch, recouping some of their \$9 billion in year-to-date losses, as shares fell 17%.

On a percentage basis, natural-gas producer Tellurian Inc. was the big winner for short sellers, generating a 111% return as shares plunged 76%. [Read Article](#)

House Report Says Wells Fargo Continues to 'Abuse' Customers

CFO.com - Benzinga

Wells Fargo isn't complying with the various financial settlements it agreed to over the last few years in the fake accounts scandal, the United States House Committee on Financial Services said in a report on Wednesday.

The report, released a week ahead of Wells Fargo CEO Charles Scharf's testimony to Congress, concluded that the Wells Fargo board failed to oversee the management in addressing the risk management concerns raised by the regulators.

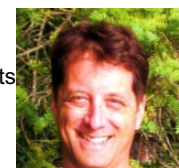
The board didn't ensure that there were managers with "sufficient compliance experience" to handle the matter, the report said, and instead outsourced the compliance to outside consultants.

The report further alleged that the board allowed management to "repeatedly" submit inadequate plans in response to the 2018 regulatory consent orders and that former Wells Fargo chief executive officer Timothy Sloan gave false statements to Congress in his March 2019 testimony. Both the board and the management also "prioritized financials and other considerations" rather than working on fixing the issues identified by the regulators, it said. [Read Article](#)

High Court Hears Dispute Over 'Ill-Gotten Gains'

CFO.com - Matthew Heller

The justices appeared skeptical that the SEC exceeded its powers by obtaining a \$27 million disgorgement order against a California couple.



The U.S. Supreme Court is considering whether the Securities and Exchange Commission may force defendants accused of defrauding investors to disgorge their ill-gotten gains.

At a hearing on Tuesday, the justices appeared skeptical that the SEC exceeded its authority by obtaining a disgorgement order against a California couple for the \$27 million they had raised from investors by

[More Employers Finding Ways To Strategically Ensure Fair Pay](#)

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

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

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

[Pre-Employment Physical Ability Tests Can be a Legal Liability If Not Done Right](#)

by Jim Poole, President of Lifetime Learning, LLC.

[Explaining Your Process Training to Auditors, Prospects and Clients](#)

by Proactive Technologies, Inc. Staff

September

[How Much Would "Full Worker Capacity" Through Full Job Mastery Be Worth to Your Firm?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Task-Specific Performance Reviews - An Accurate Metric for a Structured On-Job-Training Outcome](#)

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

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

by Proactive Technologies, Inc. Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

August

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[The High Cost of Employee Turnover](#)

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

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

Proactive Technologies, Inc. - Staff

[From Innovation to Implementation - Success Depends on Preparedness of Those Executing](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

center. The money would be used to fund a cancer-treatment center.

Charles Liu and Xin Wang argued that disgorgement was not a form of "equitable relief" that Congress has authorized the SEC to seek, citing a 2017 Supreme Court decision known as *Kokesh v. SEC* finding it was a penalty.

"This authority is being used by the agency to punish ...their justification for it is punitive," the couple's attorney, Gregory Rapawy, told the court.

But the justices suggested it was not punishment for the SEC to take money from a fraudster to refund the defrauded. "Is it not an equitable principle that no one should be allowed to profit from his own wrong?" Justice Ruth Bader Ginsburg asked. [Read Article](#)

With Interest Rates Near Zero, Preserving Retirement Income Gets Risky



MSN News - CNBC, Jessica Dickler

The coronavirus is sending shock waves through the economy, and even those looking for a safe haven can't find much relief.

In the wake of an emergency rate cut by the Federal Reserve to combat the economic effects of the COVID-19 outbreak, savings rates, certificates of deposit and Treasury yields are all down significantly.

For savers in need of reliable retirement income through their golden years, "it's probably going to get worse before it gets better," said Eric Jacobson, a senior analyst of fixed income strategies at Morningstar.

Interest rates were already low in the aftermath of the Great Recession and will likely head lower in the months ahead, he said.

Thanks to the Federal Reserve's post-financial crisis policies, American savers have already lost \$500 billion to \$600 billion in interest payments on bank accounts and money market funds over the last decade, according to Wells Fargo analyst Mike Mayo. [Read Article](#)

Good CFO/Bad CFO

CFO.com Rob Krolik, Burst Capital and Jeff Epstein

There's a stark contrast between an effective finance chief and an ineffective one. Here are the major differences.



Good CFOs are voracious readers, and we've had the pleasure of reading Ben Horowitz's Good Product Manager/Bad Product Manager awhile ago. As an homage to Ben, we borrowed his format and applied it to the CFO in 2020.

A good chief financial officer (CFO) knows how to communicate, manage teams, and knows the details behind the numbers. A good CFO manages all the areas no one else wants but still needs, including accounting, tax, facilities, insurance, financial planning, and treasury - to name a few.

A good CFO paints a financial picture of the company's next 12 to 24 months to help the senior executives see the future and plan accordingly. [Read Article](#)

JPMorgan Metals Trader Pleads Guilty to Spoofing, Resigns from Bank



MSN News - Reuters, Jonathan Stempel

A JPMorgan Chase & Co precious metals trader pleaded guilty to spoofing, or placing bogus trade offers, on Tuesday, when he also resigned as an executive director at the bank.

The guilty plea and resignation of Christian Trunz, 34, of London, were announced by the U.S. Department of Justice.

Trunz admitted in the federal court in Brooklyn, New York, to having from July 2007 to August 2016 at JPMorgan and another bank placed thousands of orders for gold, platinum and palladium futures contracts that he never intended to complete. [Read Article](#)

This Time Do Everything

Aspen Institute - Maureen Conway & Mark G. Popovich

We are all in the crosshairs of the economic fallout of the COVID-19 pandemic. Wall Street is drenched in red ink as markets are battered by sickening slides. But as business closings mount and millions of working people are suddenly without a



July

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Decreasing the Cost of Turnover WHILE Increasing Worker Capacity, Work Quality and Compliance...With One Approach!](#)

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

[The Skills Gap Solution: Employers Still Reluctant to Commit to Role Only They Can Fill](#)

by Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

June

[The US is Ranked 12th in Talent, Topped By Those Pesky Socialist Countries. What's Gone Wrong?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

[Is the "Gainful Employment" Requirement For Education Realistic?](#)

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

May

[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 Corporate and Continuing Education at Community Colleges in MA, OH, PA, SC. Currently President of K&D Consulting

[Enterprise Expansion/Contraction and](#)

paycheck, it's not Wall Street that's most worrisome - it's Main Street.

The hard fact is that the individuals most impacted by this economic collapse are those least equipped to sustain the hit. They are restaurant staff and office cleaners, hotel workers and baggage handlers, childcare providers and Uber drivers, and workers in malls, movie theaters, and more. These low-wage hourly workers were already struggling to keep a roof over their heads and food on the table. Their low pay and less stable work have left their personal and financial health precarious. They have no rainy day fund. And the sudden plunge into unemployment exposes the gross inadequacy of our social safety net.

In 2008, in the painful throes of the Great Recession, we didn't do enough. Extraordinary measures were quickly enacted to stabilize the financial system. But we did far too little to stabilize households. In the recovery period, we encouraged people to find work, to invest in themselves, and build their skills to be ready for new jobs. [Read Article](#)

[IASB Floats Rule Changes on Acquisition Disclosures](#)

CFO.com - Matthew Heller

The International Accounting Standards Board is considering changes to its rules that would require companies to disclose more information about how their acquisitions have performed.



In a discussion paper released on Thursday, the IASB said investors want more information on whether takeovers live up to expectations and believe current disclosures required under IFRS rules - such as the annual test for goodwill impairment - are not sufficient.

The board's preliminary view is that the requirement to disclose the primary reasons for an acquisition should be replaced with a requirement to disclose the strategic rationale for undertaking an acquisition and management's objectives for the acquisition at the acquisition date.

Additionally, the information a company discloses about an acquisition's subsequent performance "should reflect the information and metrics the company's management uses to monitor and measure the acquisition's progress against the objectives of the acquisition." [Read Article](#)

[Fed Unveils Plan to Shore up Commercial Paper](#)

CFO.com - Matthew Heller

The U.S. Federal Reserve moved on Tuesday to shore up the commercial paper market to ease funding pressures on companies amid the coronavirus outbreak.



The Fed announced it will revive the Commercial Paper Funding Facility, a program first introduced during the financial crisis, to maintain the flow of short-term debt that companies frequently use to fund everyday expenses such as rent and payroll.

The CPFF will offer a liquidity backstop to U.S. issuers of commercial paper through a special purpose vehicle (SPV) that will purchase unsecured and asset-backed commercial paper rated A1/P1, as of March 17, 2020, directly from eligible companies, with the Treasury providing \$10 billion of credit protection. [Read Article](#)

[Trump Signs \\$2.2 Trillion Stimulus Package to Provide Payments to Most Americans](#)

Daily Press - Associated Press, Andrew Taylor, Alan Fram, Laurie Kellman, Darlene Superville

President Donald Trump signed an unprecedented \$2.2 trillion economic rescue package into law Friday, after swift and near-unanimous action by Congress to support businesses, rush resources to overburdened health care providers and help struggling families during the deepening coronavirus epidemic.



Acting with unity and resolve unseen since the 9/11 attacks, Washington moved urgently to stem an economic free fall caused by widespread restrictions meant to slow the spread of the virus that have shuttered schools, closed businesses and brought American life in many places to a virtual standstill. [Read Article](#)

[How the Fed's Magic Money Machine Will Turn \\$454 Billion Into \\$4 Trillion](#)

MSN News - The New York Times, Jeanna Smialek

Treasury Secretary Steven Mnuchin has a favorite talking



[Worker Capacity; Malperformance Cause-Effect](#)
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](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Your Resident Expert May Not Be an Expert Trainer, But Easily Could Be](#)

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

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

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

[Worker Capacity; Malperformance Cause-Effect](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

March

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

[Some Community Colleges Moving Back Toward 70's Approach to Vocational Programs; Why Did it Take So Long?](#)

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Visit the Proactive Technologies website "[News and Publications](#)" page for Past Newsletters and Archived Articles



PROACTIVE TECHNOLOGIES, INC.
Human Resource Management for Tomorrow...Today!

We Partner With Educational Institutions, Workforce/Economic Development Groups,

point: With the Federal Reserve's help, the government will turn a \$500 billion spending package working its way through Congress into a \$4 trillion booster shot for the United States economy.

The answer lies in the central bank's emergency lending authorities, given to it by the Federal Reserve Act. When the Fed declares that circumstances are unusual and exigent, and Treasury signs off, it can set up special programs that essentially buy debt from - or extend loans to - businesses large and small.

The Fed could simply print the money to back that lending, but it avoids taking on credit risk, so it asks for Treasury funding to insure against losses. But those taxpayer dollars can be leveraged: Because the Fed expects most borrowers to pay back, it does not need one-for-one support. As a result, a mere \$10 billion from Treasury can prop up \$100 billion in Fed lending. And voilà - the \$454 billion Congress dedicated to Fed programs in the aid bill can be multiplied many times. A separate \$46 billion in the package will go to specific industries.

This is how the mechanics work and who might get the money: [Read Article](#)

Jobless Claims Smash Record

CFO.com - William Sprouse

A record 3.28 million Americans filed unemployment claims last week, according to the Labor Department, as the economic impacts of the novel coronavirus outbreak rippled across the global economy.



The previous weekly record was 695,000 in October 1982. The peak during the Great Recession was 665,000 in March 2009.

Two weeks ago, which reflected the period before the worst of the coronavirus hit, there were 282,000 claims. [Read Article](#)

Justice Department Looking Into Senator's Stock Sell-Off

NPR - Tim Mak

Senate Intelligence Committee Chairman Richard Burr sold off a large amount of stocks before the coronavirus market crash, and now the Justice Department is looking into his statements around this time period, NPR can report.



Media outlets including CNN, The Wall Street Journal and The Associated Press have also reported that the FBI has reached out to Burr to assess whether he made stock sales based on nonpublic information.

NPR first broke news of a secret recording in which Burr, R-N.C., privately warned well-connected constituents in February about how bad the coronavirus crisis would become. [Read Article](#)

International News

Mexico, Latin America, South America and the Caribbean

Is Latin America Prepared to Fight Coronavirus?

BBC - Katy Watson, South America correspondent, São Paulo

The number of coronavirus cases in Latin America has not reached European proportions yet but judging by decisions taken in the last few days, governments here are not taking any chances.



Venezuela's President Nicolás Maduro announced that the whole country, already suffering from years of economic and political turmoil, would be under quarantine from Tuesday after the number of cases there rose from 16 to 33 in one day.

"We're facing a serious pandemic," he told the nation in a televised address. "If we don't stop it in time, cut it off and control it, it could bring us down." [Read Article](#)

Coronavirus: Mexicans Demand Crackdown on Americans Crossing the Border

BBC

Mexican protesters have shut a US southern border crossing amid fears that untested American travellers will spread coronavirus.



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!](#)

Residents in Sonora, south of the US state of Arizona, have promised to block traffic into Mexico for a second day after closing a checkpoint for hours on Wednesday.

They wore face masks and held signs telling Americans to "stay at home". Mexico has fewer than 500 confirmed Covid-19 cases and the US over 65,000.

The border is supposed to be closed to all except "essential" business, but protesters said there has been little enforcement and no testing by authorities.

The blockade was led by members of the group Sonorans for Health and Life, who called for medical testing to be done on anyone who crosses from the US into Mexico. [Read Article](#)

Coronavirus: Bolsonaro Downplays Threat of Pandemic to Brazil

BBC

Brazilian President Jair Bolsonaro has accused the media of "fear-mongering" in a speech that downplayed the threat of coronavirus to the country.

In a televised address on Tuesday, he called on mayors and governors to roll back restrictions they have introduced to curb the spread of Covid-19.

His intervention came as the two biggest cities - Sao Paulo and Rio de Janeiro - went into partial lockdown.

Brazil has reported 2,200 confirmed infections and 46 deaths.

"Our lives have to go on. Jobs must be kept... We must, yes, get back to normal," Mr Bolsonaro said, in a speech that sparked protests across the country. [Read Article](#)



Canada, Europe and Great Britain

Automakers to Suspend Production at European Factories Due to COVID-19

Assembly Magazine

COLOGNE, Germany - Ford Motor Co., Volkswagen, Daimler and Ferrari announced this week that they will temporarily shut down vehicle and engine production at its factories in Europe in response to the spread of COVID-19, a disease caused by the coronavirus.

Ford said its shutdown will begin Thursday and is expected to continue for a number of weeks. The company did not provide a specific timeline, but said that it hopes the closure will only be required for a short period. The duration depends on a number of factors, including the spread of the coronavirus, government restrictions, supplier constraints and the return of customers to dealerships, many of which are now closed.

Ford's manufacturing sites in Cologne and Saarlouis in Germany, and its Craiova facility in Romania, will halt production beginning Thursday. The company's assembly and engine facility in Valencia, Spain has been closed since Monday, after three workers were confirmed with the coronavirus over the past weekend. [Read Article](#)



Coronavirus: Rule of Law Under Attack in Southeast Europe

DeutscheWelle

Several states in central and southeastern Europe are using the COVID-19 crisis to undermine the principles and institutions upholding the rule of law. First among them is Hungary.

To curb the COVID-19 outbreak, countries around the world have been forced to accept wide-ranging restrictions on public life. People have been told to stay at home, respect curfews and avoid any Unnecessary travel - all in an effort to slow the spread of the disease.

Several countries in central and southeastern Europe, however, appear to be taking advantage of the crisis to undermine the rule of law, with Hungary leading the way. On March 20, Viktor Orban's right-wing nationalist government presented a draft law that would give the executive branch dictatorial powers for an unlimited period of time. Known as the "law to protect against the coronavirus," it's expected to be approved by next week. [Read Article](#)





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

www.proactivetechnologiesinc.com

Copyright © 2019
Proactive Technologies, Inc.™
ALL RIGHTS RESERVED



CLIENT SERVICES

To supplement onsite PROTECH™ system of managed human resource development classes, these regularly scheduled webinars are available to the registered staff of clients:

"Structured On-The-Job Training Instructor Certification"

"Structured On-The Job Training Checklist Administrator Certification"

"Management Structured On-The-Job Training Project Support Briefing"

"Integrating Support for Plant-Wide ISO/AS/TS Quality and Safety Systems with PROTECH Workforce Development System"

"Supporting "Pay-For-Value" Systems"

"Promoting Continuous Process Improvement While Implementing the PROTECH System for the Accelerated Transfer of Expertise™"

"PROTECH Onsite System Administrator Certification"

[Contact US](#) to attend one of these seminars and we

"Do More-Fast. Don't Wait."

MSN Money - The Atlantic, Derek Thompson
Denmark, which is basically freezing its economy, has a message for America.



There's a reason the country is frequently recognized for being the happiest on Earth. One look at its beautiful waterfront, a taste of its delicious pastries and an evening spent watching the fireworks in Tivoli, and you'll want to call Denmark home, too.

Around the world, countries are seeking to lock down their populations to halt the spread of the coronavirus, "freeze" their economies in place, and help people survive the ice age by any means necessary.

Denmark's version of ice-age economics goes like this: To discourage mass layoffs, the government will pay employers up to 90 percent of the salaries of workers who go home and don't work. The plan could require the government to spend as much as 13 percent of its GDP in three months-roughly the equivalent of a \$2.5 trillion stimulus in the United States spread out over just 13 weeks. [Read Article](#)

China and Southeast Asia

Production Restarts at Honda's Wuhan Plant

Assembly Magazine

WUHAN, China - Honda Motor Co. said it has partially resumed four-wheel vehicle production here, the epicenter of the new coronavirus outbreak, after obtaining permission from local authorities.



The assembly plant, which built 791,518 vehicles last year, shut down for the annual Chinese spring holiday in late January. Scheduled to reopen February 3rd, the plant was closed indefinitely when the Chinese government sealed off Hubei province to control the virus' spread. [Read Article](#)

China's New Normal

NPR - Cardiff Garcia, Stacey Vanek Smith

China was the location of the original coronavirus outbreak, but for the first time since December, it has no new domestic cases to report. How did they do it? By locking down entire regions, restricting travel and enforcing strict quarantines.



Here in the United States, governments, corporations and individuals are focused on trying to control the spread of coronavirus. Offices, bars and restaurants have closed, local government facilities have shut down and people are practising social distancing, staying at home and restricting interaction with others. The result is a kind of lockdown in many parts of the country, colored by uncertainty around how long it might take to stop the spread of coronavirus and return the economy to normal operations. [Read Article and Hear Podcast](#)

Second Virus Shock Wave Already Hitting China's Factories

MSN News - Bloomberg

Since last week, from foreign clients have been flooding into export manager Grace Gao's in-box, asking to delay orders already made, putting goods ready to be shipped on hold until further notice, or asking for payment grace periods of up to two months.



Gao's firm, Shandong Pangu Industrial Co., makes tools like hammers and axes, 60% of which go to the European market. As the virus ravages the continent from Spain to Italy, the shutdowns there are cutting off orders to Chinese factories just as they were beginning to get back on their feet. It's a story playing out across the country.

"It's a complete, dramatic turnaround," lamented Gao, estimating sales in April to May will plunge as much as 40% from last year. "Last month, it was our customers who chased after us checking if we could still deliver goods as planned. Now it's become us chasing after them asking if we should still deliver products as they ordered." [Read Article](#)

Asia, India and Australia

India Needs at Least 38 Million Masks to Fight Coronavirus-agency Document

Reuters - Aditya Kalra, Devjyot Ghoshal

India needs at least 38 million masks and 6.2 million pieces of personal



will send you an e-reservation. Include your client ID, name and user ID number and which webinar you would like to attend.

www.proactivetechnologiesinc.com

Copyright © 2019
Proactive Technologies, Inc.™
ALL RIGHTS RESERVED



EMPLOYERS!
If your organization sees training as a cost, not as an investment, maybe you should consider another approach!

The PROTECH™ system of managed human resource development:

- * Captures worker expertise and legacy knowledge for the [accelerated transfer of expertise™](#);
- * Cuts the employer's internal costs of training;
- * Lowers the costs associated with turnover;
- * Drives new-hires and incumbent workers to "full job mastery;"
- * Increases worker capacity, work quality, productivity and compliance (ISO/AS/TS training and records requirement, engineering specifications and safety mandates);
- * Creates framework for cross-training, retraining and worker certification;
- * Establishes the framework for employer specific/job-specific apprenticeships and internships - registered or not;
- * Builds career development tracks and succession plans for hourly (and salary) workers;
- * Ensures the increased and

will send you an e-reservation as it confronts the spread of coronavirus, and has approached hundreds of companies to secure supplies quickly, according to a report by the country's investment agency seen by Reuters.

As cases of the illness have risen, so has demand for protective equipment and masks, as well as complaints from healthcare workers about shortages.

In a four-page internal document dated March 27, the Invest India agency detailed efforts to find companies that can supply critical supplies. Invest India said it had contacted 730 companies for ventilators, ICU monitors, protective equipment, masks and testing kits, of which 319 firms had responded so far.

India, with 873 recorded cases of coronavirus and 19 deaths, took strong steps this week to curb the spread of the illness, with authorities concerned the healthcare system could be overwhelmed if the disease becomes rampant in the country of 1.3 billion.

Prime Minister Narendra Modi ordered everyone on Tuesday to stay at home for three weeks. [Read Article](#)

Fires Where They Are 'Not Supposed to Happen' In Australia's Ancient Rainforest

NPR - Nathan Rott

Even some of the darkest, wettest parts of the Australian landscape burned during the country's fire season. The incursion of fire into these damp refuges alarms ecologists like Mark Graham.



Nestled in the mountains of eastern Australia are fragments of an ancient world. Damp, dark and lush, they are some of the oldest ecosystems on Earth: temperate rainforests that have persisted since the days of supercontinents and dinosaurs.

The Gondwana Rainforests of Australia - and the hundreds of rare species that call them home - are the ultimate survivors, clinging to wet, wild patches of a continent that's increasingly developed and dry.

But even these forests could not escape the country's unprecedented fire season unscathed.

"These are the deepest, wettest parts of the whole landscape, pure rainforest," he says. "To see them burning... it was like this dissolution of the biosphere. It was like, 'this is not supposed to happen.'" [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

Russian Parliament Allows Putin 2 More Terms as President

NPR - Matthew S. Schwartz

Russia's lower house of parliament on Wednesday approved a constitutional amendment to allow President Vladimir Putin - already the country's longest-serving leader since Josef Stalin - to extend his rule until 2036.



Lawmakers in the State Duma voted 383 to 0 in favor of the amendment, with 43 abstentions. Putin said on Tuesday that Russia's Constitutional Court would have to rule on whether the move would contradict Russian law. Putin's critics have said approval by the court is all-but certain.

The constitutional amendment proposed by lawmaker and former cosmonaut Valentina Tereshkova - who gained fame in 1963 as the first woman in space - resets the current term limits, which limit Russian presidents to two consecutive six-year terms. Russians are scheduled to vote on the proposed amendment on April 22 in a nationwide constitutional referendum. [Read Article and Hear Podcast](#)

Saudi Royal Arrests: Why Top Princes Have Been Silenced

BBC - Michael Stephens

The arrest of senior princes by Saudi Arabia's de facto leader, Crown Prince Mohammed bin Salman, has triggered a wave of speculation as to why they were suddenly removed.



No stranger to controversy, Prince Mohammed (commonly known as MBS) has displayed a ruthless ambition to force his way to the very top of the political tree, silencing rivals and opponents from across the spectrum

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

ALL OF THIS FROM ONE APPROACH!

This structured on-the-job training is performed where, and while, the work takes place!

You need no additional staff, and this will not disrupt your work schedule or burden your existing staff!

If your firm is partnered with local career and technical educational institutions, use of shared employer's equipment, facilities and paid wages of trainer(s) and trainee(s) are attractive match for potential grant assistance.

[Contact a Proactive Technologies representative for more information.](#)

www.proactivetechnologiesinc.com

Copyright © 2019
Proactive Technologies, Inc.™
ALL RIGHTS RESERVED

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**

since his meteoric rise began in 2015.

The unfortunate subjects of MBS's ambition this time were other members of the Saud family - most notably one of his uncles, Prince Ahmed bin Abdul Aziz, a former interior minister; and a cousin, Prince Mohammed bin Nayef (known as MBN), a former crown prince and interior minister - who were detained for questioning and placed under investigation for treason, although no charges have been made. [Read Article](#)

African Economy Too Dependent on China

DeutscheWelle

China is Africa's biggest trading partner. The economic fallout of the virus won't only affect big infrastructure projects like the one in Uganda. Individuals are also worrying about their future. [See Video Report](#)



International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

January 2020 sales of merchant wholesalers were \$504.6 billion, up 1.6 percent (+/- 0.5 percent) from last month. End-of-month inventories were \$671.6 billion, down 0.4 percent (+/- 0.4 percent)* from last month. January 2020: -0.4* % change in Inventories; December 2019 (r): -0.3* % change in Inventories.

[Report Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for January 2020 were \$2,035.3 billion, down 0.1 percent (+/- 0.1 percent)* from last month. U.S. total business sales were \$1,471.2 billion, up 0.6 percent (+/-0.2 percent)* from last month. January 2020: -0.1* % change in Inventories; December 2019 (r): 0.0* % change in Inventories. [Read Report](#)



U.S. International Trade in Goods and Services, January, 2019

US Department of Commerce - Bureau of Economic Analysis

The U.S. monthly international trade deficit decreased in January 2020 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit decreased from \$48.6 billion in December (revised) to \$45.3 billion in January, as imports decreased more than exports. The previously published December deficit was \$48.9 billion. The goods deficit decreased \$2.6 billion in January to \$67.0 billion. The services surplus increased \$0.6 billion in January to \$21.7 billion. [Read Report](#)



International Transactions, Fourth Quarter and 2019

US Department of Commerce - Bureau of Economic Analysis

The U.S. current account deficit, which reflects the combined balances on trade in goods and services and income flows between U.S. residents and residents of other countries, narrowed by \$15.6 billion, or 12.4 percent, to \$109.8 billion in the fourth quarter of 2019. The narrowing mainly reflected a reduced deficit on goods that was partly offset by an expanded deficit on secondary income. The fourth quarter deficit was 2.0 percent of current dollar gross domestic product, down from 2.3 percent in the third quarter.

[Read Report](#)



U.S. International Investment Position, Fourth Quarter and Year 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 -\$10.99 trillion at the end of the fourth quarter of 2019, according to statistics released by the U.S. Bureau of Economic Analysis (BEA). Assets totaled \$29.32 trillion and liabilities were \$40.31 trillion.

At the end of the third quarter, the net investment position was -\$10.98 trillion. [Read Report](#)



OPEC Tries to Force Russia into Deeper Cuts as Oil Price Slumps

MSN News - Bloomberg, Grant Smith, Nayla Razzouk and Matthew Martin

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™](#).

As part of every project, **Proactive Technologies provides the support to set-up, implement, manage, document and revise the worker development system so you can stay focused on business.**

[Ask your Proactive Technologies, Inc. representative](#) about the [PROTECH™ system of managed human resource development](#)

Copyright © 2019
Proactive Technologies, Inc.™
ALL RIGHTS RESERVED

OPEC members tried to force Russia to join them in production cuts, a high-stakes gamble that risks an oil price crash if it backfires.

Bloomberg

Cartel members told Russia that if it doesn't join them in cutting production by another 1.5 million barrels a day to offset the economic impact of the coronavirus, then OPEC could abandon its cuts altogether. Hours later they raised the pressure on Moscow again, emerging from an informal meeting at the Saudi delegation's hotel with a proposal to extend the curbs for even longer.

Even as Secretary-General Mohammad Barkindo struck a conciliatory tone and praised Russia as a dependable ally, the oil market braced for OPEC to fail. Brent settled below \$50 a barrel in London for the first time in nearly three years. [Read Article](#)

Commission Decides to Partially Withdraw Cambodia's Preferential Access to the EU Market Preferential Trade Access

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

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

The withdrawal of tariff preferences - and their replacement with the EU's standard tariffs (most favoured nation MFN) - will affect selected garment and footwear products, and all travel goods and sugar. The withdrawal amounts to around one-fifth or €1 billion of Cambodia's yearly exports to the EU. Unless the European Parliament and the Council object, this will take effect on 12 August 2020. [Read Release](#)

US-China Trade Truce at Risk as Virus Hits Global Economy

MSN News - AFP

A hard-won trade war truce between the US and China is at risk as the coronavirus pandemic rocks the global economy, making it tough for Beijing to fulfil its commitments.



There are concerns that the conditions of a US-China trade pact will not be met as the coronavirus pandemic rocks the global economy. © NICOLAS ASFOURI There are concerns that the conditions of a US-China trade pact will not be met as the coronavirus pandemic rocks the global economy

The United States also faces huge disruptions from the deadly virus while a diplomatic spat between Beijing and Washington threatens to derail the phase-one deal that came after more than a year of escalating tensions between the world's two biggest economies.

In the pact signed in January, China agreed to buy \$200 billion more in US goods over two years than it did in 2017 -- before the trade war erupted and triggered tariffs on billions of dollars of two-way trade.

But concerns are mounting that the conditions of the deal cannot be met as the world economy is threatened by governments taking drastic measures to contain the outbreak, including quarantines, travel bans and closures of public spaces. [Read Article](#)

Goods Barometer Signals Further Weakening of Trade in First Quarter of 2020 Trade in Goods



Deutsche Gesellschaft für Internationale

Zusammenarbeit (GIZ) GmbH - World Trade Organization

World merchandise trade growth is likely to remain weak in early 2020, according to the WTO Goods Trade Barometer released on 17 February. The real-time measure of trade trends now reads 95.5 - less than the 96.6 recorded last November and well below the index's baseline value of 100. This below-trend performance could be reduced further by a new global health threat.

The Goods Trade Barometer provides information on the current trajectory of world merchandise trade relative to recent trends, based on best-available forward-looking data. It does not account for recent developments such as the outbreak of COVID-19, the new coronavirus disease, which may dampen trade prospects further.

WTO trade statistics show that the volume of world merchandise trade was down 0.2% in the third quarter of 2019 compared to the previous year. While the year-on-year growth figures for the fourth quarter may pick up slightly, the latest barometer reading provides no indication of a sustained recovery. Indeed, year-on-year trade growth may fall again in the first quarter of 2020, though official statistics to confirm this will only become available in June. [Read Article](#)

Banks Bow to Pressure and Axe Shareholder Payments

BBC



Some of the UK's biggest banks have agreed to scrap dividend payments and hold onto the cash, which may be needed during the coronavirus crisis.

The Bank of England welcomed the decision to suspend the payments to shareholders and urged the banks not to pay bonuses to senior staff either.

The banks, which include NatWest, Santander and Barclays, were due to pay out billions to shareholders.

But in recent days they have come under pressure to hold onto the money. [Read Article](#)

How China Plans to Lead the Computer Chip Industry

BBC - Danny Vincent, Hong Kong



On a university campus on the outskirts of Hong Kong a group of engineers are designing computer chips they hope will be used in the next generation of Chinese made smart phones.

Patrick Yue leans back in his chair in a coffee shop on the campus, sporting a Stanford University t-shirt. He is the lead engineer and professor overseeing the project.

His research team designs optical communication chips, which use light rather than electrical signals to transfer information, and are needed in 5G mobile phones and other internet-connected devices. [Read Article](#)

Trump Set to Announce 90-day Deferral for Some Tariff Payments

MSN News - Bloomberg



President Donald Trump approved a proposal pushed for by some businesses to delay payment of certain tariffs by three months, according to people familiar with the matter.

Trump said his administration expects the peak of deaths in the U.S. coronavirus outbreak to be reached in about two weeks, and that he would extend guidelines for Americans to distance themselves from one another until April 30.

The announcement to defer levies for so-called most-favored nation duties will come in the form of an executive order, one of the people said. The order, which could come as soon as this week, would give the Treasury Department the authority to direct Customs and Border Protection to delay collecting tariffs on those imports for 90 days.

The order wouldn't apply to tariffs Trump imposed as a result of an enforcement action, such as on Chinese goods or steel and aluminum from around the world. [Read Article](#)

Education and Workforce Development News

Updating, Expanding the Apprenticeship Act

Community College Daily News - Matthew Dembicki



Democrats on the House education committee are working on a bill to authorize \$400 million in federal grants for apprenticeships that would double to \$800 million by 2025. The 149-page "discussion draft" of the bill also would bring apprenticeship programs - including youth and pre-apprenticeship programs - under one umbrella.

There's also a good chance that Republicans on the committee may back the legislation.

Democrats released their draft bill to reauthorize the National Apprenticeship Act prior to Wednesday's House Higher Education and Workforce Investment Subcommittee hearing on reworking the law, which has remained almost unchanged since it was enacted in 1937.

Rep. Susan Davis (D-California), who chairs the House panel, said the proposal has three key parts. It would: [Read Article](#)

IRAPs Rule Stays Much the Same

Community College Daily News - Matthew Dembicki

The U.S. Department of Labor (DOL) will keep as is much of its proposal for an alternative program to registered apprenticeships, which has renewed concerns about the potential for unscrupulous activities, especially among for-profit organizations.



DOL on Tuesday released its final rule pertaining to so-called industry-recognized apprenticeship programs (IRAPs) that it hopes will encourage more companies to provide apprenticeships, especially in new and emerging fields and in sectors that don't typically offer such paid, work-based learning experiences.

"Apprenticeships are widely recognized to be a highly effective job-training approach for American workers and for employers seeking the skilled workforce needed in today's changing workplace," Labor Secretary Eugene Scalia said in a press release. "This new rule offers employers, community colleges and others a flexible, innovative way to quickly expand apprenticeship in telecommunications, health care, cybersecurity, and other sectors where apprenticeships currently are not widely available."

DOL - which received some 326,800 comments on the rule - did clarify, tighten and add some requirements in its rule. For example, IRAPs now have to include written agreements with apprentices, which wasn't in the proposed rule. [Read Article](#)

FREE Roku Educational Channels

If you are finding yourself scrambling to be teachers in your home, Roku educational channels offer tutorial videos for students of all ages, content from education institutions, foreign language instruction, test prep, and information of interest to educators at all levels. [Visit Site](#)

Washington Watch: A Deeper Look at the CARES Act

Community College Daily News - David Baime

The just-enacted CARES Act (Coronavirus Aid, Relief, and Economic Security Act) provides substantial amounts of funding for community colleges and their students, even though it is clear that significantly more resources are needed.



Since President Trump signed the legislation on Friday, community college leaders have had numerous questions about the implementation of the CARES Act, but at this point most of those questions remain unanswered. This is not surprising given the breadth and complexity of the legislation, but hopefully the U.S. Education Department (ED) soon will issue more concrete plans for implementing key provisions.

Many of the CARES Act provisions are broadly drafted, and the department will need to give detailed guidance in order for institutions to make sure they comply with the law. [Read Article](#)

Training and Organizational Development News

Locally Grown CEOs Manage for the Longer Term

CFO.com - David McCann

CEOs from the state where their companies are based are less likely to cut R&D expenses in order to achieve earnings targets, research finds.



What confidence can shareholders have in top executives' ability to manage for the long run - as leaders might do, for example, in sustaining a company's investments in research and development even as they strive to meet earnings forecasts?

A survey some years ago of 400 CFOs found that about 80% would choose to reduce intangible spending, including R&D, to meet earnings targets, even though investment in intangibles is widely considered key to companies' future competitive success.

Indeed, failure to think for the long haul - so-called corporate myopia - has been widely lamented as an egregious shortcoming of contemporary management, and has evoked an array of proposals in response.

Mostly these involve providing financial incentives for top managers' to think long-term. For example, companies may use stock awards to increase executives' ownership of company equity. [Read Article](#)

Industry Solutions: The Overlooked Success Factor of M&A: The Human Factor

Training Magazine - Ron Zamir, CEO, AllenComm

Mergers and acquisitions (M&A) require a significant organizational change. So early success factors are best measured by the integration of people and processes.

Isolating the impact that Learning and Development teams (L&D) have on their organizations is the holy grail of our industry. We must shift from reactive participants to proactive organizational change leaders.

A recent Deloitte report cited record-setting activity in mergers and acquisitions (M&A) within the last seven years, amounting to \$10 trillion in domestic transactions. In this report, 46% of respondents said that less than half of their transactions over the last two years generated expected value or ROI.

The disconnect between investments in M&A and financial success provides an opportunity for L&D leaders. It should come as no surprise that M&A success most often is measured in terms of financial outcomes (e.g., share price, profits). But M&A are a significant organizational change. So early success factors are best measured by the integration of people and processes.

This article will explore challenges, common mistakes, and solutions around organizational integrations.

What Goes Wrong [Read Article](#)

The Best Onboarding Never Ends

Training Magazine - JD Dillon, Chief Learning Architect, Axonify

L&D must transform onboarding into a human experience. They must work with partners to craft a continuous learning strategy that makes people feel welcomed and supported from the day they start to the day they leave.

This is a true onboarding story.

An 18-year-old recent high school graduate just got his first full-time job. He plans to work in the retail store for at least the next year so he can earn money for college. Then, because he'll still need a job while in school, he may drop to part-time and work on the weekends and during breaks. Right now, he's just looking forward to getting started. He's been coming to this store for years and is excited to work with his friends in a place he's always enjoyed.

The store manager welcomed him upon arrival for his first day and walked him to the office at the back of the store. Before he could start working in the store, the employee had to complete his new hire training on the computer. So he would have to spend his first two shifts (12 hours) completing e-learning in the office-by himself. After struggling to stay awake while clicking through module after module about harassment, money laundering, theft prevention, and inventory procedures for five hours, the employee got up and left the store. He never came back. Instead, he took another job at a competing store down the street for 50 cents more per hour.

Why did this happen? [Read Article](#)

7 Ways to Gain Trust and Respect from Your Team

Thomas Insights- J.M. Lacey

Virtually all leaders and managers will tell you they strive to have their employees to both trust and respect them.



We value good relationships and seek friends who are like-minded, trustworthy, and honest. But in both our personal and professional lives, most of us desire to be respected above being liked. It takes a lot of work to successfully lead teams and become the manager others admire. We aren't born with the traits of trustworthiness and respectability; these have to be shaped, nurtured, and trained.

How can you gain your team's trust and respect? Start by focusing on these seven actions and attitudes.

1. Be Honest

We all know that "honesty is the best policy," so you might not think you have to focus on this. But If you are ever tempted to ask your team to lie for you or your company, remember that employees who are willing to lie for

Quality News

It's Time for Risk Based Thinking

Quality Magazine - Michelle Bangert

Risk based thinking can help you prevent losses, capture opportunities and improve communication throughout the organization.



NASA. Volkswagen. BP. It's not hard to find examples of quality gone awry. The consequences of the Challenger disaster, VW's Dieselgate, and the Deepwater Horizon were tragic and far-reaching. While these are some of the most well-known incidents, stories of quality failures are numerous and almost constant.

Murphy's Law seems to apply to all areas of manufacturing and technology: What can go wrong, will go wrong. In many cases, preventing problems is a complex interplay of factors and stakeholders. But one thing is certain. Pretending that nothing unfortunate will happen is not the way to prevent disaster; a quality system should not depend on luck. Risks are ever-present and it pays dividends to think about them before they happen.

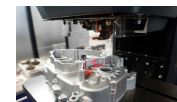
Risk based thinking is one solution. It's one of the big changes in the ISO 9001 update, but more than that, it's a way to prevent problems before they occur and improve the business along the way. Avoiding risk doesn't just mean being cautious. It's about maximizing opportunities.

How Does It Work? [Read Article](#)

Hardness Testing Changes with the Times

Quality Magazine - Genevieve Diesing

As 2020 marks the 100-year anniversary of the world's first commercial hardness tester, the technology is as significant as ever.



Component manufacturers across the manufacturing spectrum-such as in automotive, aerospace, electronics, medical, energy and other fields-must ensure that their parts meet engineers' specifications. In addition to metrology, mechanical testing and nondestructive testing methods, among others, hardness testing is an important method of testing part quality.

Material hardness testing gauges a material's strength by measuring how well it stands up to penetration efforts. Because this form of testing shows how easily part materials can be machined and how long they will resist wear, it is helpful to engineers as they design parts.

Hardness tests come in various forms: Rockwell, instrumented indentation, and ball indentation measure the depth of indenter penetration, while Vickers, Knoop, and Brinell gauge the size of the impression left by the indenter. And now some niche methods, such as Leeb-otherwise known as the ball-rebound test-or ultrasonic devices are sometimes used to estimate the hardness in the field. [Read Article](#)

Taking Flight: Aerospace Solutions Allow Accuracy with Uncompromised Productivity

Quality Magazine

Wilbur and Orville Wright began experimenting with the idea of flight in 1899, and their first aircraft famously took flight in 1903. "It was the Wrights' genius and vision to see that humans would have to fly their machines, that the problems of flight could not be solved from the ground," according to the National Park Service.



A little more than twenty years later, Charles Lindbergh flew across the Atlantic in 1927. According to the New York Times front-page coverage of his historic solo flight from New York to Paris, Lindbergh "ate only one and a half of his five sandwiches" during the flight and also briefly fell asleep.

While planes have gotten exponentially more complex, I think we can agree that a sleeping pilot doesn't sound wise. But a safe flight depends on a host of technology, and aerospace metrology solutions continue to advance.

Stephanie McCartan of Carl Zeiss Industrial Metrology explains why aerospace trends are all about quality. [Read Article](#)

Cyber Security and IT News

Uncovering The CIA's Audacious Operation That Gave Them

There have been some startling revelations about U.S. intelligence activities by journalists in recent years, but the story last month by our guest, Greg Miller of The Washington Post, stands out as especially remarkable. He reported that a Swiss company which sold encryption equipment and technology to governments around the world for decades was secretly owned by the CIA and the West German intelligence service, and they were rigging the technology they sold to allow the U.S. and West Germany to spy on the countries that bought it. Miller obtained a secret CIA study of the project. His story was jointly reported with the German public broadcaster ZDF, which obtained a similar account of the operation by the German intelligence service the BND.

Greg Miller is a national security reporter for The Washington Post. He was among two reporting teams at the post that won Pulitzer Prizes in 2014 and 2018. He's the author of the book "The Apprentice: Trump, Russia And The Subversion Of American Democracy," which has just come out in paperback.

Greg Miller, welcome back to FRESH AIR. So let's go over some of the basics here. This was a Swiss firm, Crypto or Crypto AG. What exactly was its business?

GREG MILLER: So Crypto AG was a maker of encryption devices; that is, it made equipment that was mainly for governments, for nations to use to protect their communications. So basically, these are machines that scramble messages and code them and then decode them at the other end so that other governments can't listen to what you're saying to your diplomats or to your military or to your spies. It's designed to protect the secrecy of countries' communications.

DAVIES: And do we know how many countries bought the stuff?

MILLER: Yeah. So Crypto AG was, for most of its history, the world's leading supplier of this kind of technology, and it sold its devices to more than 120 countries around the world.

DAVIES: And all that time, the buyers didn't know the true owners, right?

MILLER: (Laughter) Right. So the - Crypto AG, from its inception, was cooperating with U.S. intelligence agencies and, for most of its history, was actually owned by the CIA. From 1970 until 1998, it was essentially a subsidiary of the CIA, even while dozens and dozens of countries around the world were buying these machines, this equipment, encryption equipment, trusting this company with their most precious secrets.

DAVIES: Right. And it was the CIA and the German intelligence agency, the BND, too, right? [Read Interview and Hear Podcast](#)

5G Will Be Fast, but Will It Be Affordable?

Thomas Insights - Hugo Britt

No matter how expensive the latest iPhones are, Apple will always have die-hard fans camping outside their stores who are willing to pay more than \$1,000 for their latest product. But will the cost of 5G-capable handsets push high-tier smartphones into the realm of unaffordability? Will 2020 be the first year that customers choose to downgrade rather than upgrade their smartphones?



Recent research shows that in the U.S. fewer than 10% of people spend more than \$1,000 on a new smartphone. The average cell phone life cycle increased by approximately two months between 2016 and 2018, suggesting consumers are less willing to splash the cash on an up-to-date device.

This trend presents a huge challenge for cell phone manufacturers today because incorporating 5G technology is significantly more expensive. The Cost of 5G: [Read Article](#)

Why Aren't More Stores Adopting Autonomous Checkout?

Thomas Insights - Hugo Britt

Pet peeves at the grocery store:

1. Long lines at the checkout
2. Standing in line at the checkout and discovering that the person in front of you is paying entirely in dimes
3. Overly friendly checkout operators
4. Out-of-service self-checkout machines



Sometimes, you just want to walk into a grocery store, get what you need,

are in operation, though, the checkout process is still the biggest bottleneck in stores. And nobody enjoys standing in line.

While most retailers are doing their best to streamline the checkout process, Amazon and a handful of start-ups have taken the radical step of eliminating checkouts altogether. However, we're unlikely to see widespread adoption of checkout-free stores in the near future - but why? [Read Article](#)

Cyberattacks Could Cripple U.S. Financial System

CFO.com - Chris Harner, Chris Beck, and Blake Fleisher, Milliman



Even an attack against a midsize bank could have a spillover effect causing a threat to the solvency of a top-five institution, Milliman says.

In 1999, NASA lost its \$125 million Mars Climate Orbiter due to a careless error: the engineers forgot to convert measurements from imperial to metric. This single point failure had cascading effects, with the probe ultimately disappearing altogether.

In the 21st century, first-order, single-point failures with profound second- and third-order effects are especially common in cyberattacks against complex systems. For one, the U.S. financial system is complex and highly interconnected, making it very vulnerable to a cyberattack.

The Federal Reserve Bank of New York (FRBNY) recently epitomized this interconnectivity in a report, arguing that a cyberattack could impair a bank's ability to service creditors. More specifically, impairment of any of the five most active U.S. banks could result in significant spillovers to other banks, with 38% of the network affected on average. [Read Article](#)

Apple Hit with Antitrust Violations in France

CFO.com - William Sprouse

The French Competition Authority announced it is imposing a fine of €1.1 billion (\$1.2 billion) against Apple, alleging the tech giant was guilty of creating cartels and placed restrictions in contracts with wholesalers designed to limit competition and influence retail prices.



"Apple and its two wholesalers have agreed not to compete with each other and to prevent distributors from competing with each other, thereby sterilizing the wholesale market for Apple products," the antitrust regulator said in a statement.

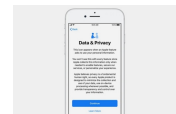
Tech Data was fined €63 million (\$70 million) and Ingram Micro was fined €76 million (\$85 million) for their role in the scheme.

The fine stemmed from a 2012 complaint filed by Apple reseller eBizcuss.com. [Read Article](#)

Why You Should Care About Your Right to Data Privacy [Confessions of an Industry Millennial]; Confessions of an Industry Millennial

Thomas Insights - Lindsay Gilder

We live in an era of oversharing.



That's it. That's the article.

Just kidding. BUT I can definitely say that I understand the problem of sharing in excess, even if it's far less than the days of constant posting on your friends' Facebook walls or using your account to log in to everything and anything. The bad news is that they're listening, and watching, and have been doing so ever since we made accounts over 10 years ago (mine is 11 years old, I just checked).

Even though my 11-year-old Farmville data is probably not super helpful to them right now, Facebook has known exactly what I like based on my activity for the last 11 years. It knows that I live in New York, that I work at Thomas, and that I have a guilty pleasure for BuzzFeed quizzes.

How does it know that? I've either posted it myself, or I've been looking online OUTSIDE of Facebook, but they still have access to the search history on my phone. While it's meant to be helpful in suggesting things you might like, I still find it pretty creepy at times, and all of the tracking has become a nuisance for the targeted ads I get. [Read Article](#)

Cybersecurity Insurer Chubb Hit With Possible Ransomware Attack

CFO.com - William Sprouse



Cybersecurity insurance provider Chubb has been investigating a data breach that gave hackers unauthorized access to information belonging to a third party.

A company spokesperson confirmed the "security incident" but said there was no evidence Chubb's own network was affected and it remained "fully operational."

The breach was first reported by Tech Crunch.

Brett Callow, an analyst at the security firm Emsisoft, said the hack was carried out by the ransomware group Maze that steals data from networks and holds it hostage while extorting companies for payment. [Read Article](#)

Human Resource Management News

Administration Moves Forward with Rule Change That Could Kick People Off Food Stamps

MSN News - Business Insider, Koseph Zeballos-Roig

The Trump administration is moving forward with rule changes to the nation's food stamp program that could kick 700,000 Americans off the rolls even as coronavirus takes a toll on the US economy.

The new guidelines for the Supplemental Nutritional Assistance Program (SNAP) are set to take effect on April 1. They will tighten the ability of states to provide access to food stamps and implement new work requirements for people seeking them.

Adults without children or disability will need to work at least 20 hours to qualify for the program.

At a Tuesday congressional hearing, Democratic Rep. Sanford Bishop called the scheduled rule change "particularly cruel" as more Americans stay home from work to avoid the virus or lose their jobs.

Over a quarter of American workers, or 32 million people, don't have paid sick leave. [Read Article](#)

Get the Latest Coronavirus (COVID-19) Information from the Centers for Disease Control and Prevention

Centers for Disease Control and Prevention

Every one of us has a critical role to play in stopping the spread and transmission of the virus. [Visit CDC Website](#)

Your Employees Are More Loyal Than You Think

Harvard Business Review - Atta Tarki and Arvid Malm

The narrative is familiar by now: job-hopping is increasingly common in the United States, while long-term employment relationships are hard to establish. But new research shows that the story is much more complicated; in fact, looking at the overall economy, business leaders of a generation ago would have envied the low job switching rates that U.S. companies enjoy today. So to increase employee loyalty, savvy hiring managers need to move past common myths about job tenure and focus on the story the data is actually telling. Only then can they design truly successful retention strategies.



In general, workers are job-hopping less often today than they were 30-plus years ago. A recent NBER working paper by Raven Molloy, Christopher

Smith, and Abigail K. Wozniak shows that the share of workers with less than one year of tenure fell from 18-20% in the 1980s and 1990s to about 16% in recent years. At the same time, the share of workers with more than 20 years of tenure has increased from 8-9% in the 1980s and 1990s to about 10% in recent years. [Read Article](#)

U.S. Supreme Court Sides with ERISA Plaintiff

CFO.com - Matthew Heller

The ruling in a case against Intel could make it easier for retirement plan beneficiaries to sue administrators for investing plan funds imprudently.



The U.S. Supreme Court rejected a timeliness challenge to an ERISA class action against Intel, potentially making it easier for retirement plan beneficiaries to sue administrators for investing plan funds imprudently. The plaintiff in the case, former Intel engineer Christopher Sulyma, alleged

Intel's plan administrators breached their fiduciary duty to beneficiaries by over-investing in alternative assets such as hedge funds, private equity, and commodities.

Intel argued the case was untimely because Sulyma filed it more than three years after he had "actual knowledge" of the company's investment strategy from notices it had posted on the NetBenefits website and other disclosures.

But in a unanimous decision, the Supreme Court ruled Wednesday that actual knowledge "requires more than evidence of disclosure alone."

[Read Article](#)

How to Keep Your Employees Safe if You Can't Stop Production During COVID-19 Outbreak

Thomas Insights - Hugo Britt



Across the U.S., governors have been passing executive orders mandating workers to stay at home to prevent the further spread of coronavirus. But a select number of businesses, including some manufacturing, construction, and trucking companies, have been instructed to continue their business operations due to their critical nature.

For those still at work, the virus presents a much greater threat, which means employers must implement stringent, new health and safety protocols. Here are seven steps to help keep your employees safe and ensure that the essential work your company delivers can continue.

1. Develop an infectious disease preparedness and response plan [Read Article](#)

Why Age Can Be a Major Asset in the Workplace

Thomas Insights - Stephanie Nikolopoulos

There's been a lot of talk about the rise of the millennial workforce, with many older employees concerned about being pushed out of their jobs. While millennials offer innovative thinking that helps businesses think outside the box and push into new territories, "perennials" - the term for older employees - remain foundational to the success of businesses.



Rather than pitting millennials and boomers against each other, these two groups do best when they work in tandem. Laura Carstensen, Stanford's leading aging expert, points to the results of a study of workers in an auto plant as an example.

"They studied teams made up of all young workers, all older ones and some mixed groups," she explains. "The researchers found that the mixed-age teams were the most productive because they benefited from the knowledge and experience of the older workers as well as the skill and speed of the younger workers." [Read Article](#)

Environmental, Health & Safety News

What's On the Horizon for OSHA's Lockout Standard?

EHS Today - Arthur G. Sapper

Important developments may be underway for the law of lockout.



The OSHA Lockout Standard, 29 C.F.R. § 1910.147, is OSHA's fourth-most cited standard. The standard, which was adopted in 1989, has not kept up with technological developments, however. It was based largely on a consensus standard adopted in 1982, which in turn reflected the technology of the mid-1970s. The standard also has provisions, such as the minor servicing exception and the ban on control circuitry, that make no sense today, and likely never made sense.

In May 2019, OSHA published in the Federal Register a "request for information" on how the standard might be improved. That development and others described below show that changes lie on the horizon. To understand them fully, however, one must know the case law that has developed involving the standard.

When Does the Lockout Standard Apply? The GM-Delco Decision [Read Article](#)

Front Line: NEPA Rule Changes on the Horizon

Area Development - Dan Emerson, Staff Editor

Proposed changes to the environmental review have been



welcomed by NAM and others.

In January, President Trump proposed new rules for the National Environmental Policy Act (NEPA), which requires federal agencies to assess the impact of major projects such as new mines, pipelines, and highways. Since the law took effect in 1970, environmental groups, tribal activists, and others have used the law to delay or block infrastructure, mining, logging, and drilling projects that might cause environmental harm. The proposed changes would reduce the scope of the regulations, with the goal of expediting needed infrastructure projects across the U.S.

The move would also reduce the amount of control communities have over some projects built in their locales. Additionally, the changes would also redefine what constitutes a "major federal action," with the goal of exempting privately financed projects that have minimal government funding or involvement. According to industry experts, that could make it much easier to build some pipelines, which have become controversial due to potential environmental effects. [Read Article](#)

This Is How Many People Die from the Flu Each Year, According to the CDC

Health.com - Claire Gillespie

Are more people dying from the flu this year compared to other seasons? Here's what to know.

While everyone is in a panic about the coronavirus (officially renamed COVID-19 by the World Health Organization), there's an even deadlier virus many people are forgetting about: the flu.

Flu season is hitting its stride right now in the US. So far, the CDC has estimated (based on weekly influenza surveillance data) that at least 12,000 people have died from influenza between Oct. 1, 2019 through Feb. 1, 2020, and the number of deaths may be as high as 30,000.

The CDC also estimates that up to 31 million Americans have caught the flu this season, with 210,000 to 370,000 flu sufferers hospitalized because of the virus. [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!



www.proactivetechnologiesinc.com

Copyright © 2019 Proactive Technologies, Inc.™ ALL RIGHTS RESERVED.