



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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.



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



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

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

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

Did these methods address the workforce development challenges of their time? In 2018, employers are still concerned with the "skills gap" phenomenon. Retirees, many who put off, or came out of, retirement for economic reasons as the cost of living continued to rise and their pensions evaporated, are still in the workforce and their inevitable departure, with all of their technical expertise and job wisdom, still on its way out the door.

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Proactive Technologies' Publications Archive

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Free - Live Online Presentation Schedule

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

Online Resources for the New, Reluctant "Home Schoolers" and "Home Learners"

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



A massive disruption, such as the Covid-19 virus, challenges everyone's notion of "normal." It can send us, especially the unprepared, scrambling for short-term solutions when the connections to established institutions and resources are unplugged.

Some workers who had not worked from home try to set-up a space to effectively perform work previously performed onsite if employers support the effort. Some workers either find themselves at home, not necessarily "working" from home, with children who are also restricted to house confinement - children whose education can be at risk if delayed or previous progress is idled for too long. Teachers and parents are painfully aware of the "drop-off" in retention that occurs just over holiday and summer breaks alone. Younger students might see this as an unexpected vacation, older students may see this as a threat to their educational attainment and next phase of their education or employment.

No matter your assessment of the "stay at home" decrees, this disruption is particularly hard on those without internet access or lacking the hardware to connect from home. [Somewhere between 21 - 162 million Americans lack access to broadband](#), depending on who is estimating it. Many of those that do have access struggle with decreased speeds as large providers such as Sprint and Verizon went to "throttling" of bandwidth when net neutrality rules were suspended in 2018. Then there is the problem with crowded bandwidth use as so many more people are staying at home shopping, streaming videos and music and, yes, trying to work from home.

But for those who are fortunate to have access, some of the wireless providers have made available free and/or expanded access during the Covid-19 response, and schools and philanthropic organizations in some communities have tried to make laptops, tablets and hotspots available to those whose financial resources are focused on financially surviving this period.

Parents challenged to be a "teacher" or "teacher's assistant" when those things being taught were forgotten many years prior is still a problem for the newly "appointed." It can be frightening to find out how much has been forgotten for lack of use and how the nature of learning is so much different today. No one wants to appear ill-prepared or uninformed to a child learning 5th grade math. [Read More and View Links to Resources](#)

Are Advances in Technology Distracting, Rather Than Assisting, HR From the Fundamentals of Worker Selection and Development?

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

Billions of investment dollars are driving the advancements in technology into every corner of our lives, including the selection and development of workers. Predictably, the emphasis often seems more on the technology and the money it can make for investors than the practicality for the end-user or those it effects.

It is not just the refrigerators that talk to your grocery store, or watches that talk to the phone in your pocket. Wall Street, with an accumulating mountain of cash, can drive any idea to fabricate a "trend" that often dissipates as quickly as it emerges, sometimes leaving disruption in the wake but yields a return for investors. For investors it is the means to an end. To many, it may negatively affect their life and their future.

In the 1990's, investors started to look at the National Security Agency's and Central Intelligence Agency's ["key-word search"](#) capabilities used to scan millions of documents from around the world for specific words and phrases to expand their intelligence gathering reach. They saw applications of this technology in the civilian world, including scanning the mounds of resumes and employment applications employers had to filter in order to find a few new-hires. On the surface, this seemed to be a godsend.

Soon employers and employment candidates saw what the developers of this technology did not. The technology first had to count on employers having accurately designed job descriptions in consistent formats, using standardized terms, words and phrases to describe pre-hire knowledge,

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**

experience, skills and abilities of interest. The fact was reality couldn't have been farther from this, with job descriptions written 50 years prior, written precisely for someone the employer wanted to hire (not so reflective of the actual job requirements), or cut & pasted from a handy library resource. [Read More](#)

Nine Scenarios That Would Make You Wish You Had a Structured OJT System

by Dean Prigelmeier, President of Proactive Technologies, Inc.

I think one can confidently say that most employer's focus on training the workers they need - to perform the tasks they were meant to perform - has become detrimentally blurry, counterproductive and often non-existent. There are many reasons for that - some legitimate. But without a deliberate, measurable strategy for quickly driving each worker to mastery of the entire job classification, an employer's labor costs (not just wages, but opportunity costs and undermined return on worker investment as well) can be substantial and act as a drag on an organization's performance.

[Many employers are still waiting for the educational institutions to solve the problem.](#) After all, look at all of the money spent on education directed at "training the workers of tomorrow." Yet a lot of the institutional strategies appear to include repackaged tools from the past...and not the ones far enough past that seemed to work. For example, the recent comments made by [education insiders](#) saying we should have kept the [high school vocational programs](#) in place. These were phased out when the push to prepare students for college took priority.

Now, there is a push for community colleges to "pump out" more apprentices which, if done only to meet numbers but not emphasizing quality of the general training, could be another waste of scarce resources of time, money and opportunity for the trainee, the employer and communities. Another decade lost.

Still, no matter how well or how poorly institutions prepare the workforce for employers, the employer cannot deny their responsibility to continue the training process and train the worker for the organization's specific use. The degree to which they take this responsibility seriously will determine the success of the institution's efforts to prepare workers, how much value the worker adds to the operation, and how well the operation performs in the market. Any apprenticeship that lacks an aggressive structured on-the-job training program cannot be the robust experience it is meant to be. By definition, an apprenticeship without structured on-the-job training really isn't an apprenticeship.

But the success/failure doesn't stop there. A successfully and fully trained (to the tasks required) staff prepares, and keeps, the organization prepared to seize opportunities, adjust to disrupters and weather unforeseen forces. Failure at preparing and maintaining each worker's [job mastery](#), as part of system, can exacerbate an organization's challenges and, potentially, lead to failure or irrelevance of the organization.

Having a structured on-the-job training infrastructure in place not only allows the organization to adapt and evolve, if built correctly it can align the training of workers with the other systems of the organization and facilitate a higher level of compliance. Without it, there is nothing to ensure a worker's mastery performance of a process to engineering, quality and safety specifications.

Increased work quality and quantity, compliance, worker adaptability, worker capacity and return on worker investment...while decreasing the internal costs of training, scrap, rework and operator error. It sounds like a robust solution to me.

Nine, of the many, scenarios should make any employer wish they had structured on-the-job training for each of their critical job classifications. Several are intertwined, which explains why the lack of structured on-the-job training hobbles an organization more than realized if training is viewed as an isolated process:

1. Opportunities to Expand Market [Read More](#)

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

May, 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.



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- 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™](#).

Industry News

DOMESTIC ECONOMIC DATA Gross Domestic Product, 1st Quarter 2020 (Advance Estimate)



US Department of Commerce - Bureau of Economic Analysis
Real gross domestic product (GDP) decreased 4.8 percent in the first quarter of 2020, according to the "advance" estimate released by the Bureau of Economic Analysis. In the fourth quarter of 2019, real GDP increased 2.1 percent. [Read Report](#)

Personal Income, Outlays - March, 2020 US Department of Commerce - Bureau of Economic Analysis



Personal income decreased 2.0 percent in March after increasing 0.6 percent in February. Wages and salaries, the largest component of personal income, decreased 3.1 percent in March after increasing 0.5 percent in February. [Read Report](#)

Manufacturers' Shipments, Inventories, and Orders US Census Bureau



New orders for manufactured goods in February decreased \$0.1 billion or virtually unchanged to \$497.4 billion. February 2020: -0.0° % change; January 2020 I: -0.5° % change. [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!**

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- Proactive Technologies Credentialing Partner
- Online and Onsite Instruction

See more at [Our Website](#)

Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in March decreased \$36.0 billion or 14.4 percent to \$213.2 billion. March 2020: -14.4% change. February 2020 (r): +1.1% change. [Read Report](#)



Consumer Price Index

US Bureau of Labor Statistics

In March, the Consumer Price Index for All Urban Consumers fell 0.4 percent on a seasonally adjusted basis; rising 1.5 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy fell 0.1 percent in March (SA); up 2.1 percent over the year. [Read Report](#)



Producer Price Index

US Bureau of Labor Statistics

The Producer Price Index for final demand fell 0.2 percent in March, as prices for final demand goods dropped 1.0 percent and the index for final demand services moved up 0.2 percent. The final demand index advanced 0.7 percent for the 12 months ended in March. [Read Report](#)



Job Openings and Labor Turnover

US Bureau of Labor Statistics

The number of job openings was little changed at 6.9 million on the last business day of February, the U.S. Bureau of Labor Statistics reported today. Over the month, hires and separations were little changed at 5.9 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 1.2 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. [Read Report](#)



Civilian Labor Participation Rate

Federal Reserve Economic Data

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



Job Creation - Employment Situation Summary

US Bureau of Labor Statistics

Total nonfarm payroll employment fell by 701,000 in March, and the unemployment rate rose to 4.4 percent, the U.S. Bureau of Labor Statistics reported today. The changes in these measures reflect the effects of the coronavirus (COVID-19) and efforts to contain it. Employment in leisure and hospitality fell by 459,000, mainly in food services and drinking places. Notable declines also occurred in health care and social assistance, professional and business services, retail trade, and construction. [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](#)

Does the US Tax Code Favor Automation?

Brookings Institute - Daron Acemoglu, Andrea

BROOKINGS



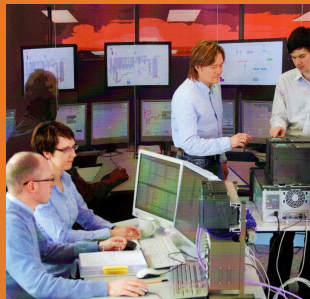
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Manera, and Pascual Restrepo

The U.S. tax code systematically favors investments in robots and software over investments in people, suggests, a paper to be discussed at the Brookings Papers on Economic Activity conference March 19. The result is too much automation that destroys jobs while only marginally improving efficiency.

The paper systematically documents the lopsided tax treatment of capital and labor. The authors then focus on potential fixes, particularly on reducing bonus depreciation, which allows businesses to immediately write off a large portion of their investments in automation rather than over its useful life. [Read Report](#)

Are We Firing Too Many People?

NPR Planet Money - Greg Rosalsky

An employee mounts a wheel on a Mercedes Benz A Class on the assembly line at the Daimler AG factory in Rastatt, southwestern Germany.



Over the last couple weeks, nearly ten million Americans have filed for unemployment. It's easily the worst two job weeks in U.S. history. And it might not be over. According to an estimate from economists at the Federal Reserve of St. Louis, 47 million Americans could be laid off during the pandemic.

Germany hasn't released its number of unemployment claims recently enough for us to compare it to the huge U.S. surge, but they are likely to be way lower. That's because Germany is handling the same crisis differently. They have a system aimed at preventing mass layoffs. It's called Kurzarbeit, which translates to "short-time work." Under the program, when companies declare they're under financial distress, the government helps them pay their workers. The workers reduce their work week, and the government pays them typically about 2/3 of their lost wages. In this way, everyone shares the pain of the downturn and the system safeguards employment.

Using the short-time work program, which has existed for over a century, Germans have weathered everything from world wars to financial crises. "Unemployment did not rise in Germany after the 2008 financial crisis like it did in other advanced economies," says Anke Hassel, an economist at the Hertie School in Berlin. "It was definitely due in large part to the Kurzarbeit because companies did not have to fire their workers." [Read Article](#)

Oshkosh Receives \$347 Million Army Vehicle Order

Thomas Insights - Andy Szal

Military vehicle manufacturer Oshkosh recently announced contracts with the U.S. Army worth a total of \$346.6 million.



Oshkosh Defense said in a statement that the deal would modernize the Army and Army Reserve fleets of Reserve Heavy Tactical Vehicles - particularly Heavy Expanded Mobility Tactical Trucks and Palletized Load System trucks - with technological and safety upgrades.

The 8-wheel HEMTT vehicles provide cargo, tanker, tractor, wrecker, and load-handling support to combat operations, while the 10-wheel PLS can transport critical supplies at highway speeds between ports and forward staging areas. Oshkosh will also produce new PLS trailers under the contract.

The company says the recapitalization process offers the same warranty and life-cycle cost of new vehicles with the advantage of quickly returning them to field operations. Oshkosh has overhauled more than 13,700 HEMTT trucks and 3,400 PLS vehicles over the past 25 years. [Read Article](#)

COVID-19 is a Chance to Invest in Our Essential Infrastructure Workforce

Brookings Institute - Joseph W. Kane

Even as the COVID-19 pandemic keeps millions of people home and many businesses shuttered for social distancing, up to 62 million essential workers are still reporting to their jobs in hospitals, grocery stores, and other critical industries. They are on the frontlines against the coronavirus, vital to our public health and economic survival. Of them, the 17 million workers who operate and maintain our infrastructure are among the most essential-delivering our packages, keeping our water running, ensuring our broadband is up to speed, and more.

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Infrastructure workers were essential long before COVID-19, but their economic importance has come into greater focus during the crisis and is beginning to shape the response, too. As federal, state, and local leaders look to provide economic relief, they must pay special attention to the support and protection of our current infrastructure workforce. Additionally, this moment offers an opportunity that we may not see again anytime soon: the chance to jumpstart long-term infrastructure careers for millions of prospective workers nationally.

Just as our infrastructure systems require generational investment, so too do our infrastructure workers. Hiring, training, and retaining a new generation of infrastructure workers will help drive our recovery and create a stronger, more resilient infrastructure system for the future. [Read Article](#)

What Manufacturers Need To Know About The Defense Production Act

Thomas Insights - Shalane Layugan

Many manufacturers and engineers have volunteered to address the shortage of supplies to combat the coronavirus pandemic but some supplies are taking a long time to produce. Invoking the Defense Product Act (DPA) allows the federal government to direct U.S. manufacturers to ramp up production of emergency medical supplies immediately.



After delays of rolling out its usage, FEMA confirmed earlier, Tuesday, March 24th of using the DPA for the first time during the coronavirus pandemic to order about 60,000 test kits and 500 million personal protective masks. However, FEMA then announced later that same Tuesday, "At the last minute, we were able to procure the test kits from the private market without evoking the DPA."

The uncertainties of today's crisis coupled with manufacturers' exempt status from state-wide closures signal that the industry should remain prepared for the enactment of the DPA. Here's what it means for U.S. manufacturers and how they can prepare. [Read Article](#)

Defense Giants Raytheon, United Technologies Merge

Thomas Insights - Mike Hockett

Raytheon and United Technologies announced late last month that they had received the necessary regulatory approvals for their previously announced all-stock merger. On April 3, after spinning off Carrier and Otis, United Technologies merged with Raytheon.



Upon the closing of the merger, United Technologies was renamed Raytheon Technologies Corporation. Its common stock is now trading on the NYSE under the ticker symbol "RTX."

"We are pleased to have received all the necessary regulatory approvals, which clears the way for the successful completion of our merger of equals," said Tom Kennedy, Raytheon Chairman and CEO. "We are more than just two businesses coming together - Raytheon Technologies will be uniquely positioned to deliver advanced and innovative solutions to our customers while delivering significant value to shareowners."

Specializing in defense, civil government, and cybersecurity solutions, Raytheon is headquartered in Waltham, Massachusetts. Based in Farmington, Connecticut, United Technologies provides high technology products and services to the building and aerospace industries. [Read Article](#)

Critical in a Public Health Crisis, COVID-19 Has Hit Local Newsrooms Hard

Brookings - Clara Hendrickson

While the coronavirus may be a global pandemic, the public health crisis has revealed the critical role of local news outlets currently working tirelessly to cover the impact of the coronavirus on their communities. These outlets have helped to disseminate essential information from state and local government actors, prevent the spread of misinformation, and report important community stories from the effects on the local economy to a food pantry trying to meet a surge in demand as workers lose their jobs and income.

But some communities in the U.S. lack a local outlet that can tell these stories and provide details about the area's COVID-19 cases, school and business closures, and other vital news. At the same time, in communities that do have a local news outlet to turn to, local newsrooms have been hit

mastery;

- Experienced with governmental, IDB, GIZ and economic development agency sponsored projects;
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Don't complain about a "skills gap," deliberately develop every worker to full job mastery!

[Learn more](#)



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MEMORABLE QUOTES

"A common disease that afflicts management and government administration the world over is the impression that "Our problems are different." They are different, to be sure, but the principles that will help to improve quality of product and of service are universal in nature."

[**W. Edwards Deming**](#)

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

"Appraisals are where you get together with your team leader and agree what an outstanding member of the team you are, how much your contribution has been valued, what massive potential you have and, in recognition of all this, would you mind having your salary halved."

[**Theodore Roosevelt**](#)

American statesman, politician, conservationist, naturalist, and writer who served as the 26th president
1858-1919

"Our greatest glory is not in never falling, but in rising every time we fall."

[**Confucius**](#)

Chinese philosopher and politician of the Spring and Autumn period

by a severe and sudden decline in revenue, forcing employee lay-offs and furloughs as well as cuts to staff hours and pay. While the COVID-19 pandemic underscores the critical need for local journalism, it threatens its provision. [Read Article](#)

Boeing Announces It Will Resume Seattle Area Production

Industry Week - Staff

Boeing Co. announced April 16 that they would resume production at their Puget Sound-region facilities as early as April 20. Last week, on April 5, they announced their factories there would remain closed until further notice after production was suspended there in March as a response to the COVID-19 pandemic. 27,000 Boeing employees work at the factories in that region, which construct the 737, 747, 767, 777 and 787 model commercial airplanes.



The employees won't all come back at once, though. Workers on all models except for the 787 will begin coming back beginning with the third shift on Monday, April 20. Employees working on the 787 will start work again on the third shift April 23 later that week. The move comes later in the week after Boeing resumed defense production operations in the region, which employ about 2,500 people. Boeing's South Carolina operations are to remain suspended. [Read Article](#)

Did the Tax Cuts Boost US Manufacturing?

IndustryWeek - Michael Collins

The TCJA was touted as creating millions of jobs and jump-starting the GDP.



The Tax Cuts and Jobs Act of 2017 (TCJA) was the ultimate test of supply side economic theory, reducing corporate taxes from 35% to 21%, or by \$1.5 trillion over 10 years.

Did the TCJA boost manufacturing?

Chart A summarizes some of the economic factors that affect manufacturing growth. It tracks data through 2019, so prior to the pandemic. [Read Article](#)

Too Much Oil: How a Barrel Came to Be Worth Less Than Nothing



MSN News - The New York Times, Stanley Reed and Clifford Krauss

Something bizarre happened in the oil markets on Monday: Prices fell so much that some traders paid buyers to take oil off their hands.

The price of the main U.S. oil benchmark fell more than \$50 a barrel to end the day about \$30 below zero, the first time oil prices have ever turned negative. Such an eye-popping slide is the result of a quirk in the oil market, but it underscores the industry's disarray as the coronavirus pandemic decimates the world economy.

Demand for oil is collapsing, and despite a deal by Saudi Arabia, Russia and other nations to cut production, the world is running out of places to put all the oil the industry keeps pumping out - about 100 million barrels a day. At the start of the year, oil sold for over \$60 a barrel but by Friday it hit about \$20. [Read Article](#)

BMW's SUV Hydrogen Powertrain Will Only Emit Water Vapor



Thomas Insights - Jeff Reinke

From an automotive perspective, two categories are dominating the headlines - new SUV designs and electrically powered vehicles. So, when BMW starts talking about a zero-emissions vehicle that can generate up to 374 horsepower, it's a safe bet that they're referencing a new electric SUV.

Hopefully, you didn't lay any money down on that one, as BMW's latest news pertains to preliminary specifications for an experimental powertrain that is for SUVs, but not completely electric. The new system consists of four main components: [Read Article](#)

The Coronavirus Is Going To Change How We Think About Design

Area Development - BisNow, Christie Moffat, Bisnow Houston

As the coronavirus pandemic continues to spread, disrupting daily life and causing major economic damage, design leaders are pivoting to focus on how building design can combat infectious diseases and improve public health outcomes.



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

[Apprenticeships: Be Careful Not to](#)

The coronavirus, which causes the disease COVID-19, has led to more than 40,000 deaths globally in the last three months. Over 3,000 deaths have occurred in the U.S. as of Tuesday afternoon.

There are still many unknowns surrounding COVID-19, including a viable vaccine and whether it will reoccur seasonally. With this in mind, building design could start to change quickly, as the industry seeks to make workplaces and public spaces safer. [Read Article](#)

P&G Sales Surge 6% on Home Products Demand
CFO.com - Matthew Heller

Amid coronavirus lockdowns, consumers have been stocking up on P&G products ranging from toilet paper to laundry detergent.



Procter & Gamble reported its biggest U.S. sales gain in decades on Friday amid increased demand for household staples ranging from toilet paper to laundry detergent due to coronavirus lockdowns.

P&G's organic sales increased 10% in the U.S. in the third quarter and 6% overall, with its business units that make well-known brands such as Bounty paper towels, Charmin toilet paper, and Pampers diapers showing particularly strong growth.

The company is the first major maker of household staples to report financial results since the coronavirus pandemic that initially ravaged China spread worldwide.

"The strong results we delivered this quarter are a direct reflection of the integral role our products play in meeting the daily health, hygiene, and cleaning needs of consumers around the world," CEO David Taylor said in a news release. [Read Article](#)

Cooper Tire Reopening Plants in U.S., Serbia; Idles Mexico

Thomas Insights - Mike Hockett

Cooper Tire announced last week that its manufacturing plants in the United States and Serbia will begin the process to reopen and ramp up production next week. Those facilities have been temporarily closed for approximately five weeks due to the COVID-19 pandemic and its impacts.



The company's U.S. plant locations include Findlay, Ohio (headquarters), Clarksdale and Tupelo, Mississippi, and Texarkana, Arkansas. Cooper's Serbia plant is located in Krusevac. Meanwhile, the company's plant in Melksham, England remains temporarily closed.

To help safeguard the health and safety of employees, the company said it has put in place a comprehensive set of return to work procedures that include required employee disclosures, increased cleaning and disinfecting of equipment, social distancing, and physical barriers, visitor restrictions, and other measures. Similar procedures have been effective at Cooper's two plants in China, which reopened and began ramping up production in mid-February. [Read Article](#)

Tesla Calls Some California Plant Workers Back This Week

Assembly Magazine

Tesla Inc. is calling some workers back to its lone U.S. vehicle-assembly plant here starting this week, before San Francisco Bay area stay-home orders are scheduled to expire. Supervisors told some staff in the paint and stamping operations of the factory to report to the facility on April 29. In messages seen by Bloomberg News, plant leaders ask workers to reply and say whether they plan to show up.



Tesla had previously communicated to workers that it expected to resume normal production on May 4, the day after Bay area health measures are slated to end. The electric-car maker clashed with Fremont officials last month over whether its factory was an essential business or otherwise needed to shut down to comply with an Alameda County order issued in mid-March.

The Fremont plant builds every vehicle currently in Tesla's line-up -the Model Y, 3, X and S-and last produced cars on March 23. Analysts at Credit Suisse Group AG estimate that the factory's shutdown has been driving about \$300 million of cash burn per week. [Read Article](#)

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by Proactive Technologies, Inc. Staff

Financial News

Buffett Disciple Posted a Whopping Gain During the Market Meltdown

MSN News - Business Insider, Theron Mohamed

A hedge fund boss and Warren Buffett disciple made a 40% gain during the brutal coronavirus sell-off after more than two years of betting against the stock market.



Kevin Smith, the founder and investment chief of Crescat Capital, revealed in an investor letter that the group's macro fund posted a 40.5% gain between February 20 and March 20. Another key Crescat fund delivered a 34.3% gain over the same period, while the S&P 500 plunged by almost a third.

Smith has been bearish on equities for years, noting that "US large-cap stocks are the most overvalued in history" in a letter to investors in November 2017. He kept 50% of the fund's assets in cash and parked money in gold and silver as stocks continued their record bull run, according to Ozy, a multimedia outlet.

"This is just 'The Big Short' again," Tavi Costa, Smith's co-portfolio manager, told Ozy. "It's very difficult, and emotionally, it's just brutal." [Read Article](#)

Why Boeing Might Not Need a Bailout Despite Coronavirus, 737 Max Crises



USA Today - Nathan Bomey, Brent Schrotenboer, Joey Garrison

With seven vaguely written words in the \$2 trillion federal stimulus law, Congress carved out a special provision for Boeing, one of the nation's largest manufacturers.

Boeing isn't mentioned by name in the 880-page bill. But the aerospace giant will qualify for as much as \$17 billion in taxpayer relief through this language threaded into the fourth paragraph of page 513 of the CARES Act: "businesses critical to maintaining the national security."

Does Boeing need or deserve taxpayer help?

To critics the answer is a sharp no. They note that the company is sitting on \$24 billion in cash and has been the source of severe criticism for its actions in the 737 Max crisis, which was dragging down the company well before the novel coronavirus pandemic.

But supporters counter that the aid may be necessary to prevent Boeing from faltering and setting off crushing job cuts across the company and its vast supplier network - and to maintain its role in national defense as a major military contractor. Boeing had about 161,100 employees as of Dec. 31. [Read Article](#)

Dynamic Cash-Flow Forecasting - A Must-Have in Times of Crisis

CFO.com - David Lewis, 8020 Consulting

In times of uncertainty, the capability of an organization to navigate through significant instability can be the catalyst for long-term financial health. A cash-flow forecast model serves as an early warning sign to a company's future business health by putting a forensic lens on cash balances under a variety of future circumstances.



Having a model that is dynamic, easily updated for changing conditions, and able to support iterative scenario analysis isn't a luxury; it's a necessity - as vital as a fire extinguisher in a furnace room. Moreover, a cash-flow forecast model should be simple enough to be operated and communicated across an organization's entire leadership team.

Why Needed?

Cash flow is the lifeblood of any business. If a company runs out of cash and cannot secure additional financing, it becomes insolvent. So, the need to view accurate forecasted cash positions always is critical. This is particularly important in times of market disruption, where unprecedented events, such as a global health pandemic, changing supplier/customer landscapes, or employment volatility, can lead to business failure if not properly planned. In particular, cash-flow forecasting can provide the following insights: [Read Article](#)

November

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

by Proactive Technologies, Inc. Staff

Fed Offers Liquidity to Foreign Central Banks

CFO.com - Matthew Heller

The U.S. Federal Reserve on Tuesday made another move to shore up financial markets, announcing a new facility that will allow foreign central banks to swap U.S. Treasuries temporarily for dollars.



The Fed's FIMA Repo Facility reflects concerns over stresses in U.S. dollar markets as companies and governments around the world scramble for the safe haven of greenbacks amid the coronavirus crisis.

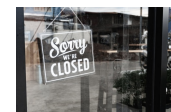
Foreign central banks that have accounts at the New York Fed will now be able to temporarily raise dollars by selling Treasuries to the Fed's System Open Market Account and agreeing to buy them back at the maturity of the repurchase agreement.

The Fed, in effect, will make overnight dollar loans to the central banks, taking U.S. Treasury debt as collateral. [Read Article](#)

A Guide to Federal & State COVID-19 Financial Relief Programs Available for Small Businesses

Thomas Insights - Lindsay Gilder

According to Thomas' recent survey assessing the impacts of COVID-19 on North American manufacturers, 60% of North American manufacturing companies say they are being impacted in some way by the virus; that figure has likely increased over the past few weeks as widespread "stay at home" measures and other state-specific orders have been implemented.



These safety guidelines are, in many cases, leading to layoffs and major cuts in profits, along with a host of other expenses that many small businesses had no way to prepare for. According to Chase, half of all small businesses save up a cash buffer intended to cover business expenses equivalent to 27 days of typical outflows. As COVID-19 related shutdowns in some states approach Day 27, some business leaders may need additional support to keep their industrial businesses afloat.

Both federal and state governments are now beginning to offer financial relief to small businesses impacted by COVID-19 closures. A guide to these resources, including additional information and links to application pages, is outlined below.

Federal Small Business Loan Resources [Read Article](#)

Analysis: The Fed Is Seizing Control of the Entire US Bond Market

MSN News - Bloomberg, Brian Chappatta

The Federal Reserve is not leaving any corner of the U.S. bond market behind in this crisis.



There's no other way to interpret the central bank's sweeping measures announced Thursday, which together provide as much as \$2.3 trillion in loans to support the economy. It will wade into the \$3.9 trillion U.S. municipal-bond market to an unprecedented degree, can now purchase "fallen angel" bonds from companies that have recently lost their investment-grade ratings, and has expanded its Term Asset-Backed Securities Loan

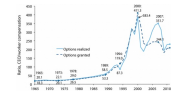
Facility to include top-rated commercial mortgage-backed securities and collateralized loan obligations.

The details matter. Here's what's new and significant for bond markets: [Read Article](#)

How COVID-19 Could Push Congress to Start Reining in Vulture Capitalism

Brookings Institute - Elaine Kamarck

The effects of income inequality have been felt throughout society but they are especially evident in the current coronavirus crisis. For instance, workers in the information economy are able to telework and draw their salaries, but workers in the service sector are either unemployed or at great risk as they interact with customers during a pandemic. In Chicago 68% of deaths from the virus are among African-Americans who make up only 30% of the city's population, and in Wisconsin, a state with a small (6%) African American population, they constitute nearly 50% of deaths.



The emergency legislation passed to deal with coronavirus marks the first

[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](#)

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

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[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

time in many years that lawmakers have taken steps to curb income inequality. The \$2-trillion-dollar package Congress passed late last month prohibits some of the legal but most egregious abuses of 21st century capitalism for companies getting government aid: stock buybacks and executive compensation. Corporations that get federal loans will not be able to use the money for stock buybacks for the term of the loan plus an additional year. Executive compensation has been limited, and for the first time the law defines compensation as "bonuses, stock awards and other benefits, rather than just salaries, which often make up only a small portion of executive compensation." Again, the limits hold for the duration of the loan and one extra year and in the case of the airline industry for two extra years. Senate Republicans initially opposed the provisions but Democrats held their ground, forcing another vote until the Republicans gave in. Even President Trump came out in favor of prohibiting stock buybacks with the loan money.

While the law does not go as far as some Democrats would have wished, it is an important and critical camel's nose under the tent. Going forward we should apply the lessons from these provisions to thinking carefully about how we manage a capitalist system that has gotten out of control. [Read Article](#)

Has the M&A Market Caught a Virus Too?

Thomas Insights - Dickinson Bransford

The M&A market is certainly disrupted by COVID-19, but it is far from dead.



Private company owners contemplating an M&A exit or other private capital transaction often mistakenly think that they can achieve optimal valuation and deal terms goals whenever they are ready to proceed. That is seldom true, but never has the reminder been so stark that owners really do not have complete and simultaneous control over goal outcome and timing.

Abysmal First Quarter for Public Equities

Public equities just ended their worst quarter since 1987. The S&P 500 was down 20% for the quarter and Dow Jones Industrials Index dropped by 23%. The M&A market is profoundly affected by the macroeconomy and public equities market, but the two do not move in lockstep. [Read Article](#)

Lobbyists Descend on Washington Seeking Coronavirus Relief Money

NPR - James Doubek

Lobbyists are virtually descending on official Washington to try to gather as much as they can of the government's ongoing coronavirus relief packages.



Companies and interest groups - many of them new to the lobbying world - are competing for loans and other forms of financial help.

The Center for Responsive Politics tracks money spent in U.S. politics. Sheila Krumholz, the organization's executive director, talked with All Things Considered about the boom in lobbying for coronavirus relief. Here is some of that interview: [Read Article](#)

Look Out for These 6 COVID-19 Scams

Thomas Insights - Hugo Britt

Scammers are exploiting vulnerability and fear during the COVID-19 crisis to steal money and personal information.



These scams can come in any format, including:

- *Emails (some of which will get past your spam filters)
- *Text messages
- *Phone calls
- *Social media posts or direct messages (DMs)

Here are six emerging scams to look out for. [Read Article](#)

The U.S. Has Thrown More Than \$6 trillion at the Coronavirus Crisis. That Number Could Grow.

MSN News - The Washington Post, Andrew Van Dam

In late February, the Trump administration said it planned to spend \$2.5 billion to fight the coronavirus. A month and a half later, President Trump signed off on spending almost a thousand times as much - \$2.35 trillion. And that amount doesn't include the Federal Reserve's efforts, which are harder to measure but seem likely to blow past the \$4 trillion mark.



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?

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

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Enterprise Expansion/Contraction and Worker Development Standardization

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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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.

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Put Yourself in a Trainee's Shoes

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Worker Capacity; Malperformance Cause-Effect

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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?

each historic in its own way, put the country on track to eclipse World War II-era highs in the national debt and the Federal Reserve's balance sheet.

All told, the U.S. government has committed more than \$6 trillion to arrest the economic downturn from the pandemic. The moves appear to have calmed stock market investors but may not be enough to hold the economy together if the health crisis drags through the summer. [Read Article](#)

Small Businesses on Their Own

NPR Planet Money - Stacey Vanek Smith, Cardiff Garcia
Congress passed the \$2.2 trillion CARES Act last month. Part of the act was designed to help small businesses, by offering loans of up to \$2 million, to keep their heads above water while the economic shutdown continues.



Or that was the idea, at least. It turns out that the \$350 billion dollars in aid directed to small and medium-sized enterprises isn't getting to many of them. When it has arrived, it's been in much smaller amounts than advertised. And today we learned the money has run out, leaving a disturbing number of small businesses on the brink of ruin. [Listen to Podcast](#)

PBGC Provides Relief to Mitigate Effects of COVID-19 Pandemic

Pension Benefit Guaranty Corporation

WASHINGTON - The Pension Benefit Guaranty Corporation (PBGC) today announced extended deadlines for upcoming premium payments and other filings with the agency. Due dates for filings or actions that would otherwise have been due on or after April 1, 2020, and before July 15, 2020, have been extended to July 15, 2020. The action is part of the Administration's broader efforts to respond to the coronavirus disease 2019 (COVID-19) outbreak, which President Donald J. Trump declared a National Emergency on March 13.



"PBGC understands the far-reaching effects COVID-19 is having on workers, families, and companies across the country," PBGC Director Gordon Hartogensis said. "This move will offer flexibilities to deliver relief that many employers and pension plan service providers need during this unprecedented time." [Read Release](#)

Mortgage Forbearance Requests Skyrocket as COVID-19 Halts Economy

CFO.com - William Sprouse

A coalition of mortgage servicers say a liquidity facility is needed to support the market.



The number of forbearance requests to mortgage lenders rose 1,896% between the week of March 16 and the week of March 30, according to the Mortgage Bankers Association (MBA).

That follows a jump of 1,270% between March 2 and March 16. The CARES Act, signed into law on March 27 to help limit the economic damage from COVID-19, allows borrowers with government-backed mortgages to delay payments with no documentation of hardship necessary.

The MBA said the number of calls to servicers requesting forbearances was 218,718 for the week ended March 29 and that figure jumped to 717,577 the next week. The group said the proportion of loans in forbearance grew from 0.25% to 2.66% among those it sampled from March 2 to April 1. [Read Article](#)

Small Business Rescue Earned Banks \$10 Billion In Fees

NPR Heard on Morning Edition - Laura Sullivan, Meg Anderson, Cheryl W. Thompson, Barbara Van Woerkom, Graham Smith, Sacha Pfeiffer

Banks handling the government's \$349 billion loan program for small businesses made more than \$10 billion in fees - even as tens of thousands of small businesses were shut out of the program, according to an analysis of financial records by NPR.



The banks took in the fees while processing loans that required less vetting than regular bank loans and had little risk for the banks, the records show. Taxpayers provided the money for the loans, which were guaranteed by the Small Business Administration.

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.

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

We Partner With Educational Institutions, Workforce/Economic Development Groups, Government Agencies.

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

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

These partnerships:

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

According to a Department of Treasury fact sheet, all federally insured banks and credit unions could process the loans, which ranged in amount from tens of thousands to \$10 million. The banks acted essentially as middlemen, sending clients' loan applications to the SBA, which approved them. [Read Article](#)

Chase and Other Banks Shuffled Paycheck Protection Program Small Business Applications, Lawsuit Says



USA Today - Dalvin Brown

Two companies in California filed a class-action lawsuit against JPMorgan Chase bank alleging unfair business practices toward some small businesses that applied for coronavirus-related loans under the government's Paycheck Protection Program.

In the suit filed on Sunday, a cybersecurity firm and event planning company accused Chase Bank of prioritizing small business borrowers who were seeking larger loan amounts rather than processing the government-sponsored loan applications on a first-come, first-served basis as advertised.

The move meant that Chase and other banks would collect larger processing fees - nearly \$6 billion in total - by frontloading the queue with businesses seeking higher loans, according to the lawsuit.

The businesses seeking lower loans were deprioritized, so many didn't get the aid they were entitled to, the lawsuit filed on behalf of small businesses said.

The legal action is one in a series of lawsuits lodged by small businesses against big banks such as Wells Fargo, Bank of America and Bancorp citing unfair business practices and false advertising. [Read Article](#)

The Small Business Relief Program is Still Broken

Brookings Institute - Aaron D. Klein, Fellow - Economic Studies, Policy Director - Center on Regulation and Markets



In four weeks, Congress has dedicated over \$650 billion dollars to help small businesses, a linchpin of the \$2 trillion national recovery effort from the Covid-induced recession.

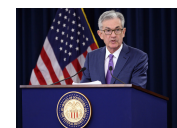
Though well-intentioned and important, the small-business program - known as the Paycheck Protection Program - has been troubled from the start: It ran out of money in 14 days, in part because a huge amount of the money went to businesses that few people would consider "small." National chains such as Potbelly's, Shake Shack, and Ruth's Chris Steakhouse received initial money, as did some hotels like the Ritz Carlton in Atlanta. Some loans were so embarrassing, and public, that the firms actually returned the money; many more have not.

This happened because of a combination of loopholes and oversights in the original law that allowed medium and large businesses to be eligible for money, and decisions by the Treasury Department and Small Business Administration that created incentives for banks to prefer making larger loans to existing customers.

The bad news is that Congress didn't manage to fix these problems last week when it passed the next funding round of \$310 billion. Without some important changes, many genuine small businesses will continue to fall through the cracks. [Read Article](#)

Why Is The Fed Sending Billions Of Dollars All Over The World?

NPR Planet Money - Greg Rosalsky



As the global economy shuts down, the U.S. Federal Reserve has begun sending billions of dollars to central banks all over the world. Last month, it opened up 14 "swap lines" to nations such as Australia, Japan, Mexico, and Norway. A "swap line" is like an emergency pipeline of dollars to countries that need them. The dollars are "swapped," i.e., traded for the other country's currency. The Fed has also started allowing around 170 foreign central banks that hold U.S. Treasury bonds to temporarily exchange them for dollars.

Sending billions of dollars abroad in the middle of a historic economic crisis might seem crazy: As America's economy crumbles, why are we moving our precious dollars *out* of the country?

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The answer has to do with the Fed's unique position in the global economy. Dollars are the lynchpin of global trade. International loans, debts, and bank transactions are largely done with dollars. Foreign central banks need dollars to stabilize their financial systems. The dollar isn't just America's money. It's the world's money. It's why when the COVID-19 crisis hit, there was a record-breaking rush to get dollars around the globe. And the Fed is the only institution with the power to print them. [Read Article](#)

International News

Mexico, Latin America, South America and the Caribbean

How is Coronavirus Affecting Trade and Integration in Latin America and the Caribbean?



InterAmerican Development Bank

The COVID-19 pandemic has increasingly impacted trade and the economies of Latin America and the Caribbean (LAC) in recent days. In the second edition of this Newsletter on the impact of the coronavirus on regional trade, we share the latest data and findings compiled by the IDB's Integration and Trade Sector and its Institute for the Integration of Latin America and the Caribbean (INTAL):

- In recent weeks, the number of LAC countries that have adopted measures to facilitate the supply of medical products has increased. But governments have placed more significant restrictions on the exports of these products.
- LAC exports fell in the first months of 2020. Nonetheless, the most substantial effects of COVID-19 are expected to take place in the second quarter.
- The health crisis, in addition to the low regional economic activity, explain a 12% year-on-year retraction in the first two months of 2020 of imports of industrial goods from China.
- Surveyed LAC companies already register COVID-19 impacts on activity and the export segment. [Read Report](#)

Mexico's COVID-19 Distance Education Program Compels a Re-think of the Country's Future of Education

Brookings Institute - María Cristina Osorio Vázquez

Saturday, March 14, 2020 was a historic day for education in Mexico. Through an official statement, the Secretariat of Public Education (SEP) informed students and their families that schools would close to reinforce the existing measures of social distancing in response to COVID-19 and in accordance with World Health Organization recommendations.



Mexico began to implement distance education programs such as Aprende en Casa (Learn at Home), where primary and secondary school students can access educational content on television and the internet to continue their learning.

However, due to the lack of internet connectivity in isolated parts of the country, the Aprende en Casa program is not accessible to all students, especially girls. Because of both physical distance to schools and gender norms that keep them at home, they are in the greatest need of distance education programs that can be enjoyed safely. [Read Article](#)

Sergio Moro: Brazil Prosecutor Requests Bolsonaro 'Meddling' Probe

BBC

Sergio Moro was seen as a key figure in the government Brazil's top public prosecutor has requested clearance to investigate allegations of political interference by President Jair Bolsonaro.



It comes after Justice Minister Sergio Moro resigned on Friday, accusing the president of wanting to install a new federal police chief who would provide him with intelligence reports. Mr Bolsonaro denies the allegation. The row has thrown his administration into turmoil as it struggles to address the coronavirus crisis. [Read Article](#)

Mexico Drug Cartels Turn Charities in Coronavirus Pandemic

DeutscheWelle

Drug cartels in Mexico have been handing out food to people in need during the coronavirus pandemic. The organized crime



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are vying to maintain and even grow their influence.

Alejandrina Guzman, the daughter of Sinaloa cartel boss Joaquin "El Chapo" Guzman, has distributed boxes with groceries to elderly and impoverished people who lack food during the coronavirus pandemic while her father sits behind bars in the United States. Media in Mexico have labeled the donations "Chapo food parcels."

Guzman owns the El Chapo 701 fashion brand, registered in the state of Jalisco, which specializes in narco-themed apparel. Online media platforms have broadcast footage of her filling cardboard boxes bearing the El Chapo 701 logo with toilet paper and rice for distribution to people in need. Her helpers then swarm to deliver the donations. [Read Article](#)

Canada, Europe and Great Britain Will Germans Trade Privacy for Coronavirus Protection?

DeutscheWelle

Asian countries have used digital tracking to fight the new coronavirus, while Europe has put its faith in social distancing. Germany's government is debating how much privacy should and can be protected amid a pandemic.



Should Germany concentrate more energy on digital surveillance in the fight against the new coronavirus? These days that issue is being hotly debated in Germany's parliament, the Bundestag, where the federal commissioner for data protection, Ulrich Kelber of the center-left Social Democratic Party (SPD), directly contradicted Health Minister Jens Spahn of Chancellor Angela Merkel's conservative Christian Democratic Union (CDU).

Speaking with the German weekly newspaper Die Zeit, Spahn pointed to South Korea, saying, "We have seen how South Korea, a democratic country, was able to fight the virus using cellphone data." He said that cellphone data helped authorities there to quickly track down people who had come into contact with infected individuals and thus pinpoint potential spreaders. Those affected were requested to enter quarantine. [Read Article](#)

EU Finance Ministers Reach \$590 Billion Coronavirus Rescue Deal

NPR - H.J. Mai

The European Union's finance ministers have reached a deal on a 540 billion-euro rescue plan (about \$590 billion) to support the continent's coronavirus-stricken economies.



The Eurogroup, which consists of the 19 finance ministers representing the EU's eurozone countries, approved the rescue package on Thursday after the Netherlands backtracked on its demand for economic reform and oversight.

"Today, we agreed upon three safety nets and a plan for the recovery, to ensure we grow together, not apart, once the virus is behind us," Eurogroup President Mário Centeno said in a video statement following the agreement.

"These proposals build on our collective financial strength and European solidarity." [Read Article](#)

Hard-Hit Spain Tries A Gradual Easing of Its Coronavirus Lockdown

NPR - Scott Neuman

Some nonessential workers in Spain, one of the countries hardest-hit by the novel coronavirus, will return to work this week as part of an easing of restrictions imposed a month ago in an effort to stem the COVID-19 pandemic.



The move allows some businesses that can't operate remotely, such as construction and manufacturing, to reopen, even as the majority of the country's population remains in a lockdown that began on March 14. [Read Article](#)

EU Helps Protect Weak Firms from Foreign Takeovers

BBC - Justin Harper

The EU plans to help block foreign takeovers of European companies struggling with the virus downturn.



* 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;

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* Ensures the increased and maintained "Return on Worker investment" through any type of change...

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

Let's start with what we already know:

Classes alone will not train

include some form of ownership.

While it called them "measures of last resort", the European Commission says it is consulting member states.

A focus for the regulator is to counter unfair competition from state-owned firms, which are the backbone of economies such as China's.

It is now looking at further protection for businesses based in the EU, in light of the significant financial impact coronavirus lockdowns are having on them. [Read Article](#)

Canada Tightens Foreign Investment Scrutiny, Citing Economic Impact of COVID-19

Area Development - Marieke Walsh, Sean Silcoff-Technology Reporter, Michelle Carbert

Ottawa is tightening its foreign investment rules, scrutinizing direct investments in Canadian companies related to public health or critical supply chains during the pandemic, as well as any investment by state-owned companies or by investors with close ties to foreign governments.

The goal is to "ensure that in-bound investment does not introduce new risks to Canada's economy or national security, including the health and safety of Canadians," a policy statement from Innovation, Science and Economic Development Canada said.

The new rules will focus primarily on "investments of any value, controlling or non-controlling" in businesses involved in public health or the supply of critical goods and services. The policy also removes any threshold for scrutinizing potential investments in any sector by state-owned or state-connected entities. [Read Article](#)

China and Southeast Asia

China's Economy Retreats, With Pandemic Causing Biggest GDP Drop in Decades

NPR - Emily Feng, Scott Neuman

China's economy contracted by 6.8% in the first three months of 2020 from the same period a year ago - its biggest drop in nearly three decades, as the country's factory output and domestic spending ground to a halt amid the unprecedented shock of the coronavirus pandemic.

Data from the National Bureau of Statistics of China on Friday showed that industrial output was down 8.4% from the year before and retail sales fell by a whopping 19% as the country has been on lockdown for weeks in an effort to contain the spread of the virus.

The sharp drop-off in first-quarter gross domestic product, the biggest since China began sharing quarterly economic data in 1992, represents a 9.8% contraction over the final three months of 2019. The country hasn't recorded an economic contraction in any of its official statistics since 1976, the year it exited the Cultural Revolution, a bloody decade of political turmoil. [Read Article](#)

Coronavirus Pandemic Helps China Expand its Influence in Africa

DeutscheWelle

Despite the racist hostilities against Africans, China's influence in Africa is expanding as Beijing races to help the continent from the impact of the COVID-19 pandemic.

African nations are currently arming themselves against the coronavirus - and almost everywhere they are receiving support from China.

In Ethiopia and Burkina Faso, as an example, Chinese doctors have been working as advisers in the fight against the global pandemic.

DW correspondents across the continent have reported the arrival of containers from China, packed with masks, ventilators, and protective suits. [Read Article](#)

Asia, India and Australia

Coronavirus: Smog Pollution in Delhi Vanishes

BBC

The Indian capital, Delhi, experienced some of its worst days in history for pollution in November.



- 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!**

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The country has been under strict lockdown since March and experts say this closure of factories and airports has resulted in a dramatic reduction in smog pollution. [See Report](#)

Coronavirus: Australia Urges G20 Action on Wildlife Wet Markets

BBC

Most "wet markets", such as this one selling prawns in Wuhan, do not sell wildlife.



The Australian government is calling for the G20 countries to take action on wildlife wet markets, calling them a "biosecurity and human health risk".

Australia is not yet calling for a ban - but says its own advisers believe they may need to be "phased out".

"Wet markets" are marketplaces that sell fresh food such as meat and fish.

But some also sell wildlife - and it's thought the coronavirus may have emerged at a wet market in Wuhan that sold live, "exotic" animals.

The Huanan market in Wuhan reportedly offered a range of animals including foxes, wolf cubs, civets, turtles, and snakes.

What did Australia say? [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

March Was a Roller Caster Month for Ukraine BROOKINGS

Brookings Institute - Steven Pifer

Ukrainians rode a wild roller coaster in March. President Volodymyr Zelenskiy began the month by firing the prime minister and reshuffling the cabinet, prompting concern that oligarchs were reasserting their influence. COVID-19 and its dire economic implications, however, refocused attention. At the end of the month, the Rada (Ukraine's parliament) passed on first reading legislation key to securing low-interest credits from the International Monetary Fund.

Meanwhile, controversy flared over the Donbas. A March 11 agreement reached by Zelenskiy's chief of staff broke a long-standing Ukrainian position by giving status to the so-called Donetsk and Luhansk "people's republics" - the parts of Ukraine's eastern region of Donbas occupied by Russian and Russian proxy forces. It is unclear if Kyiv will go forward with the agreement. [Read Article](#)

COVID-19, Africans' Hardships in China, and the Future of Africa-China Relations

Brookings Institute - Yun Sun

In the midst of the global scramble to deal with the COVID-19 crisis, relations have ruptured at a most unexpected front-between China and Africa. Since April 8, reports and social media discussions about the eviction and maltreatment of Africans in the Chinese city of Guangzhou have gone viral, leading to a series of formal and official diplomatic protests from the African Union and African countries toward China. Never before had the two sides had such a critical, high-profile, and widespread clash of positions, let alone allowed it to erupt in front of the public. Given China's relentless efforts to consolidate ties and enhance engagement with Africa (including sending medical equipment and doctors to the continent during this crisis), this racism and discrimination against African migrants and residents is both shocking to the world and damaging for China's policy agenda.



The origin of the rupture: A rise in imported COVID-19 cases. The discrimination and maltreatment the African nationals have suffered are the direct result of the rising pressure from the imported cases of COVID-19 faced by the authorities of Guangzhou. [Read Article](#)

How the Coronavirus has Altered Iranians' View of Faith

DeutscheWelle

The Iranian government's handling of the COVID-19 health crisis is contradictory, as the statements of the mullahs are fueled by religion, but their decisions are often pragmatic. This is unsettling to many believers.



Over 85,900 people have so far been infected and almost 5,400 have died

of COVID-19 in Iran, according to Johns Hopkins University, keeping the country among the top 10 nations most affected by the coronavirus pandemic.

Last week, a warning issued by Iran's Science Ministry triggered further concerns: If isolation measures were not implemented, up to 75% of Iranians could become infected with coronavirus, resulting in the death of up to 30,000 people. However, if effective measures were implemented, the number of projected deaths could be reduced by up to 6,000. [Read Article](#)

Chernobyl Fires Still Burning on Anniversary of Accident

DeutscheWelle

Fires are still blazing near the site of the world's worst nuclear disaster. Ukraine's President Volodymyr Zelenskiy has visited firefighters trying to extinguish the flames, marking the 34th anniversary of the accident.



More than 1,000 firefighters were working on Sunday to contain wildfires in the radiation-contaminated Chernobyl exclusion zone in Ukraine. Sunday marks the 34-year anniversary of Chernobyl nuclear disaster.

"On this day we bow our heads to the blessed memory of those heroes who saved the future from the danger of radiation," President Volodymyr Zelenskiy, who visited the firefighters on Sunday, said in a statement to mark the anniversary. [Read Article](#)

Putin's Not-So-Excellent Spring

Brookings Institute - Steven Pifer, Nonresident Senior Fellow - Foreign Policy, Center for 21st Century Security and Intelligence, Center on the United States and Europe, Arms Control and Non-Proliferation Initiative

Editor's Note: At the beginning of 2020, the spring looked auspicious for President Putin, who planned to cement constitutional changes allowing him to stay in power with a referendum and large celebration of the 75th anniversary of the end of WWII, until COVID-19 intruded, argues Steven Pifer. This post originally appeared on Stanford CISAC's website.



Early this year, Vladimir Putin had big plans for an excellent spring: first, constitutional amendments approved by the legislative branch and public allowing him the opportunity to remain in power until 2036, followed by a huge patriotic celebration of the 75th anniversary of the defeat of Nazi Germany. Well, stuff happens-specifically, COVID-19. Putin's spring has turned out quite differently from what he had hoped.

Big Plans for the Spring

The president surprised Russians on January 15 in his annual speech to the Federal Assembly (the lower house of the Russian legislative branch). He proposed amending the constitution to reduce the authority of the presidency, increase the power of the Federal Assembly, and provide a legal basis for a State Council. [Read Article](#)

International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

February 2020 sales of merchant wholesalers were \$500.7 billion, down 0.8 percent (+/- 0.5 percent) from last month. End-of-month inventories were \$655.8 billion, down 0.7 percent (+/- 0.2 percent) from last month. February 2020: -0.7 % change in Inventories; January 2020 I: -0.6 % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for February 2020 were \$2,012.7 billion, down 0.4 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,464.2 billion, down 0.5 percent (+/-0.2 percent) from last month. February 2020: -0.4 % change in Inventories; January 2020 I: -0.3 % change in Inventories. [Read Article](#)



U.S. International Trade in Goods and Services, February, 2020

US Department of Commerce - Bureau of Economic



Analysis

The U.S. monthly international trade deficit decreased in February 2020 according to the U.S.

Bureau of Economic Analysis and the U.S. Census Bureau. The deficit decreased from \$45.5 billion in January (revised) to \$39.9 billion in February, as imports decreased more than exports. The previously published January deficit was \$45.3 billion. The goods deficit decreased \$5.9 billion in February to \$61.2 billion. The services surplus decreased \$0.4 billion in February to \$21.3 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](#)

The Biggest Chokepoint in the Global Food Supply Chain Is Trucks

MSN News - Bloomberg, Thomas Black, Jonathan Gilbert and Isis Almeida



Truckers hauling food are facing delays across the globe in the latest disruption to supply chains snarled by the coronavirus pandemic.

They're enduring lengthy wait times in Europe because of restrictions that have been imposed to control the virus's spread. In South America, local laws have at times conflicted with country-wide ordinances that deem hauling food an essential service, leaving supplies sometimes stuck in storage. In parts of Africa, the shuttering of public transportation means drivers aren't even able to make it into work. And huge spikes in demand have caused lags for loading at some U.S. warehouses.

Just about everywhere, drivers' access to critical services has been reduced or even cut off. It's getting harder to find places to eat with restaurants shut down and rigs too big to go through drive-thru lanes. A decent place to sleep, shower, even use a clean toilet is becoming difficult to track down. [Read Article](#)

How Decades of Offshoring Led to a Mask Shortage in a Pandemic

Area Development - WIRED, Tom Simonite



The US Department of Health and Human Services estimates that 95 percent of surgical masks and 70 percent of tighter-fitting respirators, such as N95 masks, are made overseas

If you can reach him, Gus Nasrallah, president and CEO of manufacturing equipment supplier Sharpertek in Pontiac, Michigan, can sell you a machine that cranks out the N95 face masks desperately needed by health workers treating Covid-19 patients. It will cost you \$250,000 or more-but don't expect it soon. "We're telling them six-month delivery."

Keith Hayward, managing director of specialty fabric maker Monadnock Nonwovens in Mount Pocono, Pennsylvania, is also deluged with phone calls. Among other products, his company makes meltblown fabric that provides the ultrafine filtration in N95 masks. He estimates Monadnock has been getting upwards of 200 calls a day. "Demand is unprecedented," he says.

Nasrallah and Hayward are in the middle of a logjam in America's

manufacturing capacity caused by the coronavirus pandemic. The crisis has exposed the fragility created by decades of companies shrinking production on US soil and growing complex overseas supply chains, most notably in China.

China's vast, cheap labor pool and canny government incentives have fostered an extensive ecosystem of manufacturers, suppliers, and workers that is the default place to make everything from disposable face masks to \$1,000 smartphones. [Read Article](#)

Trump Rebuffs Demands to Lift Tariffs as Economy Falters

The New York Times - Ana Swanson

WASHINGTON - President Trump continues to resist calls from hundreds of companies to drop tariffs he has placed on foreign goods, arguing that the levies do not impose costs on American companies, despite economic evidence to the contrary.



The Trump administration has been weighing an executive order that would defer tariff payments on some imports, though not cancel the levies outright. But Mr. Trump said Tuesday evening that he had yet to approve the measure, and it was not clear if the administration would ultimately proceed with it.

"That might be, but I'm going to have to approve the plan," Mr. Trump said of lowering tariffs. He pushed back on news reports that he had made a decision, saying, "I approve everything and they haven't presented it to me, so therefore it's false reporting." [Read Article](#)

Virus to Reduce World Trade by a Fifth in 2020

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Capital Economics, Gabriella Dickens



- The latest trade figures from the CPB revealed only a small fall in world trade volumes in January, but export orders from the PMI surveys have since slumped. With the coronavirus plunging the world economy into recession, global trade looks set to fall much further than it did during the financial crisis.
- Though old news, data published today by the CPB Netherlands Bureau showed that after an increase of 0.4% in December, world trade volumes contracted by 1.2% in January. (See Chart 1) In three-month year-on-year terms, trade volumes contracted by 0.8%.
- Leading indicators had pointed to a liberalized global trade at the turn of the year. (See Chart 2) But with the world economy now falling into recession, any potential for a recovery in global trade has been blown out of the water. Indeed, the country-level CPB data showed that the coronavirus was already having an impact on Chinese exports, which dropped by over 11% in January. [Read Report](#)

How Seriously Does the EU Take Values and Standards in Trade Agreements?

Deutsche Gesellschaft für Internationale

Zusammenarbeit (GIZ) GmbH - German Development Institute, Frederik Stender

It's the economy, stupid!



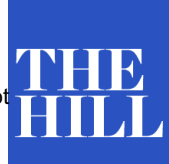
With overt protectionism once again acceptable on the global trade stage, international cooperation seems more necessary than ever. In fact, the 2030 Agenda for Sustainable Development itself points out the positive trade and development effects of a reliable and open trade regime for the countries of the global South. The European Union (EU) operates in this context as the defender of rule-based trade relations and liberalized markets and also considers itself very much an exporter of values and standards. The EU's two recent successes in negotiations with Mercosur and Vietnam, however, show that European trade policy is not free of tension between these different principles.

Looking back, June 2019 was an extremely successful month for European trade policy. [Read Report](#)

Who's to Blame for China's Industrial Stranglehold? Look in the Mirror, America

The Hill - Stanley Chao, opinion contributor

The views expressed by contributors are their own and not the view of The Hill



It's clear that our medical supply chains are in complete chaos. Supplies are so short that some doctors and nurses in New York City reverted to wearing garbage bags in place of unavailable medical gowns or protective gear, to reusing N95 masks and are afraid to hug their spouses or children for fear of transmitting the coronavirus. We don't have enough test kits, latex gloves and ventilators. People will die as a result.

We're mad as hell, and we're looking for culpability, but who? The Obama administration? President Trump? China? Wall Street? Well, it depends on who you ask. When I ask myself, I put the blame squarely on one person: Me. Here's why. [Read Article](#)

US Cranks up Trade Deal with Kenya

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - The East African News, Luke Anami



Kenya's deal with the US for a Free Trade Agreement is taking shape with United States Trade Representative Robert Lighthizer notifying Congress officially of a plan that is likely to threaten the unity of the East African Community.

In a letter dated March 17, 2020, President Trump through Mr Lighthizer wrote to Nancy Pelosi, US Senate Speaker; Senator Charles Schumer, Minority Leader; Kevin McCarthy, Minority Leader US House of Representatives; Charles Grassley, President Pro Tempore, of the US Senate, notifying them of the president's intentions.

"I am pleased to notify Congress that the president intends to initiate negotiations on a trade agreement with the Republic of Kenya. We are committed to concluding these negotiations with timely and substantive results for US consumers, businesses farmers, ranchers and workers consistent with US priorities and negotiating objectives established by Congress in statute." [Read Article](#)

Key Statistics and Trends in Trade Policy 2019

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - UNCTAD (United Nations Conference on Trade and Development)



With the notable exception of the increase in bilateral tariffs between the United States and China, tariffs have remained substantially stable during the last few years with tariff protection remaining a critical factor only in certain sectors in a limited number of markets. On the other hand, the use of regulatory measures and other non-tariff measures remains widespread and, in some cases, resulted in tensions among major economies.

As of 2018, trade costs directly related to tariffs were at about 1 per cent for developed countries' and at about 4 per cent for developing countries. Tariff restrictiveness remains substantial in many developing countries, especially in South Asia and sub-Saharan African countries. Moreover, tariffs remain relatively high in some sectors and tariff peaks are present in important sectors, including some of key interest to low income countries such as agriculture, apparel, textiles and leather products. Tariffs also remain substantial for most South-South trade. International trade is subject to and influenced by a wide array of policies and instruments reaching beyond tariffs. Technical measures and requirements regulate about two thirds of world trade, while various forms of sanitary and phytosanitary measures (SPS) are applied to almost all agricultural trade. The past few years have also seen a general decrease in the number of trade defence investigations at the World Trade Organization (WTO), however the number of trade defence measures in effect has continued to increase. [Read Report](#)

New North American Trade Deal to Come into Effect in July

DeutscheWelle



The new deal is set to replace the North American Free Trade Agreement, which US President Donald Trump claimed was unfair. It will come into force on July 1.

The United States-Mexico-Canada Agreement (USMCA) will come into effect on July 1, replacing the 26-year-old North American Free Trade Agreement (NAFTA), the US Trade office said in a statement.

"The USMCA's entry into force marks the beginning of a historic new chapter for North American trade by supporting more balanced, reciprocal trade, leading to freer markets, fairer trade, and robust economic growth in North America," the statement said.

US President Donald Trump had criticized NAFTA for being unfair towards US business, an assessment in which he was backed by multiple labor unions and economic populists. Even though overall economic output was receiving a boost with new employment opportunities, many believed that some well-paying jobs in the US were being lost.

The new deal has stricter labor laws that could move jobs from Mexico to the US or Canada. It also brings about changes to auto manufacturing, e-commerce, protection of intellectual property and more. [Read Article](#)

Education and Workforce Development News

\$42.5M for Youth Apprenticeship Grants

Community College Daily News - Staff

The U.S. Department of Labor (DOL) is making available \$42.5 million in Youth Apprenticeship Readiness grants to support youth apprentices in registered apprenticeship programs (RAPs).



"These apprenticeship grants offer communities the opportunity to make targeted investments today that will fuel future economic growth, by enabling young people to earn a living while learning critical job skills at the same time," Labor Secretary Eugene Scalia said in a press release.

The department's Employment and Training Administration, which is managing the program, intends to fund 15 to 25 grants, with awards ranging from \$1 million to \$5 million. The amount of grant funding will depend on the proposed number of youths enrolled in registered apprenticeship programs. The program aims to serve in-school and out-of-school youths ages 16 to 24. [Read Article](#)

CARES Act Funds Will Come in Two Waves

Community College Daily News - Martha Parham

The U.S. Education Department (ED) will disburse stimulus funding to higher education institutions in two waves, with the first round of \$6.3 billion designated specifically to help students in need going out immediately.



ED on Thursday announced how much each higher education institution - including community colleges - will receive through the recently enacted stimulus legislation. Half of that amount, designed to help students, will be available starting next Wednesday. ED will provide guidance on the second half of the funding, designated for institutional use, within two weeks.

The first wave of funding is for colleges to provide cash to students for expenses related to disruptions to their educations due to the COVID-19 pandemic. ED noted that course materials, technology, food, housing, healthcare and childcare are eligible for funding. Colleges will have discretion on the distribution of funds to students but will need to provide a signed certification to ED indicating that they will do so in accordance with applicable laws. After submitting the form, money will be available in 24 to 72 hours, according to the department. [Read Article](#)

The Number of Americans Without Reliable Internet Access May be Way Higher Than the Government's Estimate - and That Could Cause Major Problems in 2020

Business Insiders - Tyler Sonnemaker

The coronavirus outbreak is speeding up the push toward an "online first" world, but way more Americans could be left behind than the government estimates.



The Federal Communications Commission says 21 million Americans lack high-speed internet access, but one of its top officials told Axios that "radically overstates" the actual number of people online.

A Microsoft study last year found that 162 million Americans lack broadband internet - nearly half the US population.

With work, school, and even the 2020 census moving online, that could cause serious problems for people who aren't able to connect. [Read Article](#)

School Closures, Government Responses, and Learning Inequality Around the World During COVID-19

Brookings Institute - Emiliana Vegas, Co-director - Center for Universal Education, Senior Fellow - Global Economy and Development



According to UNESCO, as of April 14, 188 countries around the world have closed schools nationwide, affecting over 1.5 billion learners and representing more than 91 percent of total enrolled learners. The world has never experienced such a dramatic impact on human capital investment, and the consequences of COVID-19 on economic, social, and political indicators are unknown but certainly will be dramatic.

Although a majority of governments are making substantial efforts to ensure continuing education opportunities, their capacity for quality learning-especially for the most disadvantaged populations-varies enormously. In this brief, I use data recently collected by the Center for Global Development and combine it with the World Bank's classification method for countries' income levels and regions of the world to take stock of the official education system responses to COVID-19 around the world and to analyze how these responses may affect gaps in student learning across regions, countries of various income levels, and countries with different student performance levels as measured by international assessments. [Read Article](#)

Washington Watch: ED Releases Additional Stimulus Funds, Guidance

Community College Daily News - David Baime

The U.S. Education Department (ED) on Tuesday released the institutional share of the formula grants that the CARES Act provides to colleges, along with guidance about how those funds can be used.



ED also released more details about the emergency student grants that it announced earlier this month. The two sets of "Frequently Asked Questions" provide far more specifics on the program than previously available. The new materials may result in some planned institutional approaches to the expenditure of funds, particularly concerning emergency grants to students, being precluded.

Community college leaders remain grateful for the funds provided through the CARES Act. [Read Article](#)

5 More STEM Projects to Keep Your Kids Engaged During COVID-19 School Closures

Thomas Insights - Lindsay Gilder

In March, Thomas Insights published the first 5 STEM Projects to Keep Your Kids Engaged During COVID-19 School Closures, and from what we can see, they were put to good use!



For many states across the country, schools aren't expected to open again for the rest of the school year, so it's likely you and your kids are going to have a lot of quality bonding time... which means time for more STEM projects.

Here are 5 MORE STEM projects to keep your kids entertained while they're stuck at home and even teach them some science in the process! [Read Article](#)

Coronavirus Poses Serious Financial Risks to US Universities

Brookings Institute - Dick Startz

Universities around the country are dealing with health concerns as their first priority, and keeping instruction going-even if imperfectly-as the second priority. After dealing with these immediate issues, the next concern is fear of collapsing revenue. Health and instruction deserve every bit of effort going into them. The extent of worry about collapsing revenue isn't justified, at least not yet, though it could be soon. If lockdowns end before the fall, the financial hit will be somewhat painful. On the other hand, if the health crisis is not resolved by fall, university finances could be in real jeopardy.

Let's start with the first message, which should be encouraging if things end relatively quickly. COVID-19 hit partway through the spring semester for schools on the semester system, which most schools are on, and just before the beginning of spring quarter for schools on the quarter system. Almost all revenues for the term are already in. Schools may have a small number of students dropping the current term and not making payments. I

have seen several reports for quarter-system schools of enrollment drops on the order of 1%. Also, some schools are refunding small amounts of fees. Some are giving partial rebates or credits for student housing. New Jersey has cut current state funding to public universities, as has Missouri. All these are revenue hits, but as of right now, they're mostly pretty small. [Read Article](#)

How Will COVID-19 Change our Schools in the Long Run?

Brookings Institute - Douglas N. Harris, Nonresident Senior Fellow



In the midst of an unprecedented crisis, it can be hard to see more than a few days into the future. It's as if we were wandering around in a dense (and deadly) fog.

Some commentators are predicting that this will change the way we live; one even predicts that it will "change us as a species." Perhaps, but in what way? We will certainly remember this time for the rest of our lives. At least briefly, we will appreciate the smaller things in life a bit more. But will it really change anything fundamentally, for the long-term? If so, how?

People wondered the same after Hurricane Katrina in New Orleans. Life here is defined as "before Katrina" and "after Katrina." No one in New Orleans would claim that the city hasn't changed. The city is better protected now from improved levees and other water management. The population is smaller (and whiter). [Read Article](#)

Lingering Challenges with Distance Learning

Community College Daily News - Ellie Ashford



Rural colleges adopting distance learning during the coronavirus pandemic face the same challenges as other two-year colleges, as well as some unique ones. In the short term, making sure all students have adequate computers and internet access is a priority, according to interviews with rural college leaders. Long term, the biggest issues are future enrollment and funding. While money from the CARES Act will provide some needed funding, rural college leaders are concerned about the future viability of their economic base.

Mohave Community College (MCC) in Arizona "had a smooth transition, thanks to our dedicated staff and faculty," says President Stacy Klippenstein.

MCC made the decision to go online early, before there were any COVID-19 cases in the county, Klippenstein says. "We were just trying to be proactive in setting up a safe environment," he says. [Read Article](#)

Training and Organizational Development News

How to Prepare Yourself for Jobs That Don't Exist Yet [Confessions of an Industry Millennial]

Thomas Insights - Lindsay Gilder



As young professionals in a new era of evolving technology and changing practices, millennials are facing challenges that their predecessors never encountered - from establishing a data security plan to preparing for jobs that don't exist yet.

As technology continues to evolve and companies adapt Industry 4.0 systems, the conventional job market is changing with it. Nearly every industry has been impacted; during my college career (which wasn't too long ago!) I was already seeing the effects of technology on students; more students were pursuing majors in technology and engineering than I would've ever thought.

As an English major, I also noticed that fewer students were pursuing conventional journalism - more students were aiming their efforts toward marketing and media, where we believed the jobs would be upon graduation.

Back in August, BAE Systems conducted a study with some interesting results: 47% of people between the ages of 16 and 24 believe they'll have a future career in a job that doesn't exist yet. However, only 18% of the surveyed group believe they have the skills to future-proof their careers.

[Read Article](#)

4 Steps to Becoming a More Self-Aware Leader

IndustryWeek - Kellogg Insight

Look beyond assessment tools to find a full, honest account of your strengths and weaknesses



All leaders need some way to evaluate their current performance so they can continue to grow as decision-makers, managers, and colleagues. But what is the best way to find a full, honest account of one's strengths and weaknesses-and then to act on it?

"Many leaders have the same questions," says Karen Cates, adjunct professor of executive education at the Kellogg School. "How do I assess myself? How do I become more self-aware? And how can I turn that self-awareness into an effective leadership style?"

Cates and her colleague, Brenda Ellington Booth, a clinical professor of leadership at Kellogg, have many years of experience coaching leaders through this particular challenge. Here are their four steps for becoming a more self-aware leader. [Read Article](#)

10 Podcasts to Keep Your Tech and Industry Skills Sharp

Thomas Insights - Hugo Britt

If you've been social distancing, self-isolating, or quarantining for a while now, there's a good chance you're running out of things to do to keep yourself occupied when you're taking a break from work. You've almost finished watching our recommended shows and movies on Netflix, you've read every recommended book on the shelf, you're sick of sudoku, and you've Marie Kondo'd your entire house twice over.

To give yourself a much-needed break from all the stressful COVID-19 news, why not get into an educational, thought-provoking podcast? Here are our top 10 tech podcast picks. [Read Article](#)

Why Remote Work Sucks, According to Science

NPR Planet Money - Greg Rosalsky

Like a decent chunk of the American workforce, Planet Money is now working remotely. Every morning, we have an all-staff video conference on GoToMeeting. We use Slack for conversations. We record in closets and use Dropbox to transfer the files. We're making the best of it-we're happy to have the work-but no one really loves it.

Since the birth of the personal computer, futurists have been predicting the death of the office. If we can chat over video and instantaneously exchange messages and files, they figured, why would we endure stressful commutes in fossil-fuel-burning vehicles just to sit side by side in brick-and-mortar buildings? I mean, we're mostly staring at screens there anyway.

But the office has proven more stubbornly useful than we had imagined. Between 2005 and 2015, despite the spread of high-speed Internet and apps like Zoom, Slack, and Dropbox, the percentage of people regularly working remotely increased only between 2 and 3 percentage points. An estimated 37% of American jobs could plausibly be done full-time from home-but, before the pandemic, the total percentage of American workers that worked "at least half the time" from home was only about 4 percent. [Read Article](#)

Quality News

Materials Testing Systems in Regulated Environments: What You Need to Know

Quality Magazine - Jim Ritchey

IQ/OQ documentation is one of the most important facets of 21 CFR Part 820.

Anyone involved in medical device manufacturing knows that their industry is highly regulated. Almost every medical device manufacturer or pharmaceutical supplier uses materials testing systems in their quality control and research laboratories or outsources their testing to approved third-party laboratories. Though there are several different regulatory standards that testing laboratories often need to meet, the two most common are 21 CFR Part 11 (Electronic Records; Electronic Signatures - Scope and Application) and 21 CFR part 820 (Quality System Regulation/Medical Device Good Manufacturing Practices). Although these standards have broad-ranging requirements, materials testing suppliers offer products and services that focus on the specific elements associated with testing in these regulated environments.

21 CFR Part 11 for the Materials Testing Supplier

21 CFR Part 11 was first introduced in 1997. Although comprehensive, the



standard created a great deal of tension within the medical device and pharmaceutical industries, with the most common concern being the potential cost of achieving compliance. Furthermore, there was considerable confusion regarding implementation processes and procedures. [Read Article](#)

What it Feels Like to Practice Six Sigma

Quality Magazine - Ian R Lazarus

I captured the flag!

It was summer camp and I was 12 years old. The game was called "Capture the Flag." The goal is for one of two teams to capture the enemy's flag, and return it to their base. Our battlefield was spread over a huge forest with rolling hills.

I was determined to be the hero from my team, and I set out to be the first one to find the enemy's camp. The only problem was, the camp location was not revealed to us, and we had to search quietly to find it, or risk capture. A kid could not ask for much more excitement than this.

I navigated myself on a trajectory that would be anything but a straight line; I wandered far and, after some time, I resigned myself to being lost, presuming the game was over. The next challenge was to find my way back to my camp, hopefully in time for dinner, and before it turned dark.

[Read Article](#)

Calibration 101

Quality Magazine - Michelle Bangert

Let's take a closer look at calibration basics.

Gabriel Hughes was once asked to calibrate a 2x4 at a previous job. While this may sound strange, the customer sent it in to have the precise dimensions calibrated. The wood was used to keep a door closed at a certain height, which they needed to monitor because of airflow.

"That's probably the weirdest one that I've ever seen," says Hughes, now a calibration technician at Intertek's Plano, TX, lab.

Strange examples abound, but calibration is a serious task. The science of measurement would be nothing without calibration. In fact, a reliable measurement device is the foundation of quality. Experts explain the importance of calibration and how to get the best results from the process. As NIST says, "The calibration services of the National Institute of Standards and Technology (NIST) are designed to help the makers and users of precision instruments achieve the highest possible levels of measurement quality and productivity." [Read Article](#)



When it Comes to Quality, Make it Easy for Your Team to Do the Right Thing

Quality Magazine - John Dancoe

If you're in manufacturing, no matter the industry, quality is top of mind. It must be, or you won't be in business long. Yet, with all the focus, there are big misses all the time in companies large and small, which leads to an interesting question: If quality gets so much attention, why are recalls still increasing? Further, what can we do about it?

It starts with the increasing demands on today's manufacturers. Complexity and customization to meet customer expectations has never been higher. Technology has never moved faster. People come and go. Bad product reviews can be posted on social media in seconds. If quality isn't entrenched in every aspect of your process, the risk of failure can be great. And, with such high stakes, it isn't enough to detect issues. Customers now expect "zero defects," so preventing them before they happen is the goal.

Risk-based quality compliance is the centerpiece of industry certification programs like the Food Safety Modernization Act (FSMA), International Automotive Task Force (IATF), ISO 9001, and others. But, earning certification doesn't magically erase all future quality issues. In fact, certification does nothing to improve execution. If, for example, you are certifying parts but using an inspection device that has bad calibration, your quality will suffer, even though the parts are "certified." [Read Article](#)

Five Things You Didn't Know Eddy Currents Could Inspect

Quality Magazine - Olivier Bellavance

Eddy current testing has typically been employed for surface and tubing inspections, but it can be employed for much more.



Eddy current array solutions ensure optimal data collection results for graphite, turbo wheel, thread and rivet hole inspection as well as conductivity measurement.

Eddy current testing (ECT) is an electromagnetic testing technique used to inspect non-ferromagnetic materials, and eddy current array (ECA) is an advanced form of ECT that allows efficient scanning over larger areas. Eddy currents are typically used to detect cracks, measure paint and coating thickness, and find flaws in welds, tubes, and plates. However, this nondestructive testing (NDT) technique is also ideal for some unique inspection applications that you may not have considered before.

Graphite Inspection

The high thermal conductivity and stability of graphite makes it a material of choice for the dissipation of heat in advanced electronics components. However, its good thermal performance is highly dependent on the uniformity of its surface. Surface flaws such as cracks, holes or wrinkles will block the propagation of heat through graphite and can drastically lower its efficiency. Unfortunately, visual inspection often misses these small surface defects and lacks the capability to detect internal flaws in multilayer graphite assemblies. [Read Article](#)

Evolving Quality Processes Propel Growth

Quality Magazine - Mari Luke

All inspectors are initially trained in first article inspection and then on assembly, sheet metal, and CMM inspection.



Mike Terrell is the quality assurance manager at B&B Airparts Inc., a machine shop that specializes in manufacturing high precision parts for aerospace OEMs. B&B Airparts Inc. has been in business for over twenty years, offering machining, sheet metal fabrication, and assembly capabilities.

When Terrell joined B&B Airparts Inc. in 2016 the company was in a period of tremendous growth. Terrell and his team were tasked with completing upwards of 350 FAIs per month, and many were new parts. He used a combination of new technology and process changes to transform the quality department which has enabled B&B Airparts Inc. to continue their rapid growth.

At the time their first articles were done after the part was manufactured. A finished part would come to quality, where then Terrell and his team would manually bubble the part drawing, measure the part, and complete the AS9102 first article inspection report. On some parts, it was only two to three hours to complete a FAIR, but on other parts, it could take one to two days.

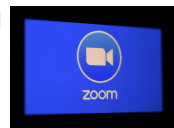
This was particularly cumbersome and time-consuming when it came to new parts, where there were more unknowns for both manufacturing and quality teams to work through. This resulted in a backlog in quality, and he knew that in order for the company to continue on its impressive growth trajectory, that quality would need to become more efficient in creating AS9102 FAIRs. [Read Article](#)

Cyber Security and IT News

A Must For Millions, Zoom Has A Dark Side - And An FBI Warning

NPR Morning Edition - Shannon Bond

Zoom is wildly popular, but it's now under scrutiny for security and privacy issues.



Dennis Johnson fell victim last week to a new form of harassment known as "Zoombombing," in which intruders hijack video calls and post hate speech and offensive images such as pornography. It's a phenomenon so alarming that the FBI has issued a warning about using Zoom.

Like many people these days, Johnson is doing a lot of things over the Internet that he would normally do in person. Last week, he defended his doctoral dissertation in a Zoom videoconference.

He had a big audience - he estimated it was about 40 people, including "my closest friends, family and my classmates and my dissertation committee" at California State University, Long Beach, he said. [Read Article and Hear Podcast](#)

4 Ways to Maintain Cybersecurity for Your Business During Remote Work

Thomas Insights - Hugo Britt

As the number of COVID-19 cases continues to rise rapidly around the world, an increasing number of companies are closing their office doors and instructing employees, wherever possible, to work from home.



This shift in business operations is an essential move to halt the virus' spread. But the sudden and massive uptick in remote working leaves businesses extremely vulnerable to cyberattacks. This is because: [Read Article](#)

How India's Loose Data Privacy Laws Open the Door to Hackers

DeutscheWelle

Hackers in India are taking advantage of a growing digital marketplace, combined with lax regulation, to steal data and sell it on the black market. Experts say regulation is not moving fast enough.



An operator helps an elderly woman scan her fingerprints as she enrolls for Aadhar, India's unique identification project in Kolkata, India

A few weeks ago, she received a call from a person impersonating a supplier at her husband's office. He asked Sudhakar send to him 15,000 rupees (€180, \$197) through PayTm, a payment app.

According to ZoomInZ0D, a Mumbai-based "ethical hacker," scammers mine information from various sources.

"The real name of the user can be identified from email IDs. A legitimate-looking fake WhatsApp message asking for phone numbers, email IDs or even addresses can do the trick. Information can also be mined from Google forms," warned ZoomINZ0D. [Read Article](#)

Freedom and Privacy in the Time of Coronavirus

Brookings Institute - Robert E. Litan and Martin Lowy

"Opening up America" is about restoring the health of our society, not only about getting people back to work. A contact-tracing app, coupled with wider (though not universal) diagnostic testing, would enable more Americans to prudently go back to work, to school, and to ordinary life far more quickly than is now currently possible.



We argue here that the social benefits of an anonymized contact-tracing system are well worth the temporary privacy costs, but also that tracing must be mandatory in order to have the greatest likelihood of success in achieving the goal of opening up our economy and society. The details are important.

The ravages of the COVID-19 virus have forced nations all over the globe to curtail their citizens' freedom of movement. The U.S. and its municipalities have been no exceptions. To combat the virus, people have been required to remain at home, to refrain from going to work or school, and to engage in the new process of social distancing. Never in American history has our freedom been so restricted. [Read Article](#)

What to Do If Your Email Is Hacked

McAfee - Cybermum

I think I could count on my hand the people I know who have NOT had their email hacked. Maybe they found a four-leaf clover when they were kids!



Email hacking is one of the very unfortunate downsides to living in our connected, digital world. And it's often a situation that even the savviest tech experts find themselves in. In August this year, over 700 million email addresses (and a large number of passwords) were leaked publicly courtesy of a misconfigured spambot (a program designed to collect email addresses). Many savvy tech types were caught up in the hack including Troy Hunt, a leading Australian computer security expert and creator of Have I Been Pwned?.

Just this month it was confirmed that every single Yahoo email account was compromised in the 2013 data breach. A whopping 3 billion accounts with stolen data including names, email addresses, phone numbers and birth dates. And recent reports have confirmed that thousands of Australian Government Officials including high-profile politicians, Defence Officials, judges and members of the Australian Federal Police were

among the victims.

So, in short - it can happen to anyone... [Read Blog](#)

Human Resource Management News

White House Announces New Guidance for How Critical Employees Can Return To Work

NPR - Laurel Wamsley

Dr. Robert Redfield, director of the Centers for Disease Control and Prevention, announced new guidelines on Wednesday for critical infrastructure workers who may have been exposed to the coronavirus to return to work.



The federal government has released new guidelines regarding when people in critical infrastructure roles can return to work after being exposed to a confirmed or suspected case of the coronavirus.

The guidance pertains to essential critical workers who have been exposed to COVID-19. For those individuals, the guidelines advise: [Read Article](#)

How Your Industrial Business Benefits from a Robust Sick Leave Policy [Guide]

Thomas Insights - Hugo Britt

If there's one thing COVID-19 has taught the world in 2020, it's the need for thorough and substantial contingency planning. For businesses across the U.S., this not only includes preparing your supply chains for Black Swan events but also the need to adequately protect your workforce with a paid sick leave policy.



It's not surprising that social media is currently awash with accounts from nervous employees who are not entitled to sick pay. While 99% of state and local government workers have access to paid sick leave, private-sector workers are not so lucky. About 25% do not receive payment for any days taken to recover from an illness or to care for a loved one. Part-time workers are the hardest hit, with just 40% entitled to sick pay. [Read Article](#)

Expanded Unemployment Benefits Guidance

The U.S. Department of Labor

The COVID-19 pandemic has increased the number of Americans applying for unemployment insurance. In response, the U.S. Department of Labor has issued guidance to help states implement expanded unemployment benefits under the CARES Act.



* Guidance on implementing the Pandemic Unemployment Assistance program, which makes benefits available for self-employed workers, independent contractors, gig workers, and others who do not regularly qualify for unemployment assistance.

* Guidance on Federal Pandemic Unemployment Compensation, under which states will administer an additional \$600 weekly payment to eligible individuals. [View Guidance](#)

Companies Don't Need to Lay People Off to Survive - How One CEO Saved His 12,000-person Company Without a Single Layoff

Area Development - Marker, Kaushik Viswanath

When the financial crisis hit in 2008, Bob Chapman was faced with an impossible choice: lay off thousands of his workers, or go out of business. A few years prior, Barry-Wehmiller - a 125-year-old St. Louis-based manufacturing technology company - had publicly committed to "measure success by how they touch the lives of people." Determined to not break that promise, Chapman came up with a third, seemingly impossible, option that would allow his company to survive the recession without laying off any of his 12,000-plus employees. By finding creative ways to avoid letting people go, his business emerged on other side of the recession stronger, with a workforce not only intact, but energized.

Today, Barry-Wehmiller is a \$3 billion privately held company that finds itself staring down the barrel of another recession. Fortunately, it's in the business of building equipment for essential manufacturing industries like paper processing and packaging (think toilet tissue and Amazon boxes). So while the pandemic might not pose an immediate threat, CEO Chapman is already gearing up for another downturn, contemplating the proactive cost-saving measures he can take to retain his thousands of employees. Chapman spoke with Marker about how to avoid layoffs at all costs. [Read Article](#)

How to Write a Disaster Recovery Plan for Your Business

Thomas Insights - Hugo Britt

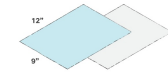


The bleak reality of the COVID-19 pandemic is that many of the businesses that shut down for the duration of the crisis may never open their doors again. However, experience gained from previous disasters shows that there is one factor that improves an organization's chances of successfully weathering a crisis such as the one currently facing the world: having a business disaster recovery plan.

While COVID-19 is the only disaster on everyone's mind at present, businesses may be impacted by disasters that affect systems (ransomware and other cyberattacks), disasters that affect premises (fires, burst pipes, or equipment failure), or natural disasters (hurricanes and earthquakes). [Read Article](#)

Environmental, Health & Safety News

How to Make Your Own Face Mask to Help Stop the Spread of the Coronavirus



USA Today - Veronica Bravo, Janet Loehrke, and Karina Bland

The CDC recommends you cover your mouth to protect yourself and others from the coronavirus. Here's a pattern and instructions to make a face mask.

It's difficult to keep your distance in a grocery store or pharmacy, so now the CDC says we should wear a homemade mask in public to slow the spread of the coronavirus - particularly in areas with high community transmission.

Officials don't want healthy people using medical masks because of fears they would buy them all (kind of like toilet paper) and not leave them for health care workers.

We have the answer: Make your own.

The masks don't need to be professional-grade to help fight against COVID-19. According to recent studies, the virus can spread between people in proximity by coughing, sneezing or even speaking. [Read Article](#)

OSHA Whistleblower Liability Expands for Employers



EHS Today - David Sparkman

Agency now responsible for federal tax law complaints along with safety.

The Occupational Safety and Health Administration (OSHA) has been struggling to deal with a notable increase in whistleblower complaints filed in recent years, and employers can only expect the number to grow. For that reason and others, employers need to know more about how the process works.

For one thing, remember that OSHA isn't just responsible for handling whistleblower filings involving federal workplace safety and health regulations. It may surprise you to learn that no fewer than 23 federal statutes call for OSHA and its staff to handle complaints of retaliation arising from employees reporting such matters as securities and tax law violations as well as violations of consumer products, food, nuclear industry, motor carrier, pipeline and maritime safety laws, and health insurance reform laws.

Just last year, the new Taxpayer First Act assigned OSHA responsibility for investigating retaliation complaints filed by employees who provide information regarding their employers' alleged underpayment of taxes, violations of internal revenue laws or any other violations of federal laws relating to tax fraud. [Read Article](#)

Anatomy of the Coronavirus Collapse

Brookings Institute - Eswar Prasad and Ethan Wu



The world economy is on the precipice of its worst crisis since World War II. As the newly updated Brookings-FT TIGER (Tracking Indexes for the Global Economic Recovery) makes clear, economic activity, financial markets, and private-sector confidence are all cratering.

And if international cooperation remains at its current level, a far more severe collapse is yet to come.

To be sure, the current extraordinarily sharp downturn could prove to be

relatively brief, with economic activity snapping back to previous levels once the COVID-19 contagion curve is flattened. But there is good reason to worry that the world economy is heading into a deep, protracted recession. Much will depend on the pandemic's trajectory and whether policymakers' responses are sufficient to contain the damage while rebuilding consumer and business confidence. [Read Article](#)

Safety and Health Topics | COVID-19 | Occupational Safety



The U.S. Department of Labor - OSHA

This webpage provides information for workers and employers about the evolving coronavirus pandemic. The information includes links to interim guidance and other resources for preventing exposures to, and infection with, the novel coronavirus-officially named SARS-CoV-2, which causes the Coronavirus Disease 2019 (COVID-19). [Visit Webpage](#)

Where is the Global Coalition to Fight the Coronavirus?

BROOKINGS

Brookings Institute - John R. Allen and Karin von Hippel

At a time when international collaboration on the COVID-19 crisis is urgently needed, countries are mostly going it alone. We're debating the relative merits of the Singaporean, South Korean, and German models vs. the Swedish, Danish, or at the extreme, the Chinese. Countries are racing to be the first to develop a vaccine, not necessarily to share it, but instead to treat their own citizens first.

The coronavirus crisis has taught us three painful lessons. First, pandemics precipitate much more than a global health catastrophe. Second, countries can't go it alone-we are deeply interdependent. Third, even though pandemics have been anticipated for many years, we are profoundly unprepared for this crisis and the ripple effects across the system (not to mention the situation deteriorating further if critical infrastructure like the internet or the electric grid crashed or were sabotaged). [Read Article](#)

New Laser Treatment Helps Metal Instantly Kill Bacteria

THOMAS

Thomas Insights - Jeff Reinke

We're living in strange times when every surface has become suspect. Touching a doorknob seems to be fraught with more peril than ever before, as we've learned of the ability for certain viruses to linger for up to several days.

Purdue University may have developed a solution that helps address this issue. According to a recent press release, the university's engineers have created a laser treatment method that intends to morph metal surfaces from bacteria carriers to bacteria killers.

The approach uses a one-step laser texturing technique that changes the texture of a surface's finish. In the first study, which has been published in the journal *Advanced Materials Interfaces*, the group used copper, which is apparently well known for its bacteria-killing properties. But what traditionally would take hours is now an instantaneous process, and researchers actually demonstrated this by observing the texturing process's ability to instantly kill a superbug like MRSA. [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!



