



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

## Recent Supply Chain Disruptions: Re-shoring Work to a Disrupted Workforce the Next Challenge, but Surmountable

by Dean Prigelmeier, President of Proactive Technologies, Inc.



No doubt about it, with the Crash of 2008 and the Covid-19 Crisis of 2020 most businesses have been forced into deep introspection about their products and services, their supply chains, maintaining their current and future workforce needs...even their survival and the evolving needs of an impacted consumer base. Any one of these topics would be plenty, but all at once while against the headwinds of an uncertain, but improving and evolving, economy and society is daunting.

Each one of these topics impacts the others. For example, changing a product or service may require adjustments or changes to the mix of suppliers and logistics, and may even influence decisions to perform tasks in-house or outside. Changing products or services, and potentially the tasks requiring workers to perform them, will determine what skills incumbent and new workers will need. It will require a reassessment of current worker selection practices, core skill development and task-related training. Most operations should consider to:

- Re-determine products/services;
- Determine tasks required to deliver products and services;
- Define task procedures for best practice performance;
- Develop "job performance aids" (e.g. process documents, quality documents);
  - For non-process document driven tasks, define the best practice to complete the job data set
- Develop structured on-the-job training materials so they are ready before new processes begin;
- Define related technical instruction to build worker core skills for mastering task-based training;
- Determine which tasks to be performed in-house and which off-site;
- For in-house work, assess current workforce for core skills learned and mastered so the foundation upon which to master tasks is confirmed;
  - Remediate deficient levels of core skills
- Deliver structured on-the-job training for incumbent workers
  - Apply same worker development process and standards to new-hire workers
  - (For supplier-performed tasks) Supply assessment and structured on-the-job training materials along with engineering and quality documents to dramatically expedite the adjustment to high quality vendor performance
- Monitor, measure performance, continuously improve and maintain data for new changes.

You may be thinking this approach is too daunting to attempt. That is why many businesses get caught flat-footed when disruptions occur. If you might have convinced yourself, or have been convinced by others, that this approach is too time and labor intensive to warrant its consideration, that would be a shame. **Ad hoc, disjointed, unfocused and unnecessarily too costly strategies are the only alternative. Anything between is half as effective.**

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

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

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

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

## Proactive Technologies' Publications Archive

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

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



## Sign-up for our free monthly newsletter

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

### In This Issue

[Proactive Technologies' Workforce Development News](#)

[Industry News](#)

[Financial News](#)

[International News](#)

[International Trade News](#)

[Education and Workforce Development News](#)

[Quality News](#)

[Cyber Security and IT News](#)

[Human Resource Management News](#)

[Environmental, Health & Safety News](#)

### Free - Live Online Presentation Schedule

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

Many employers underestimate the direct and opportunity costs that are not only eating away at profits but stifling innovation and making market shifts and market disruptions a continual threat to their existence.

Those who are unfamiliar with **Proactive Technologies, Inc.** and the service it provides to employers to set-up their worker development infrastructure, manage and provide technical implementation support and provide record keeping and monthly reporting to track each worker's progress to full job mastery and full worker capacity, might fall back on outdated stereotypes to talk themselves out of even learning more about this approach. They are probably unaware that Proactive Technologies has been helping employers build and maintain robust workforce development systems since 1986, more often than not defraying the employer's investment further by helping them find and acquire state worker training funds. [Read More](#)

## Returning to Work - Overcoming Short-term Risks to Worker Health and Safety, AND Operations

by Stacey Lett, Director of East Coast Operations - Proactive Technologies, Inc.



In my article in the Proactive Technologies Report entitled, "[Online Resources for the New, Reluctant "Home Schoolers" and "Home Learners"](#)". I identified online resources for parents finding themselves in the position of becoming ad hoc home teachers of their own children as they rode out the Covid-19 crisis. The emphasis was to try to curb the natural erosion of a learner's skill base from non-use and continue building on those skills to prevent, or at least minimize, the known "[summer slide](#)" effects so when schools reopened and students returned to their regular schedules they could hit the ground running.

Employers might not be thinking about it yet - they have plenty on their mind during the shutdown - but the same "summer slide" effect may become apparent in workers currently sidelined as they return to their work. Employers must consider the "start-up" lag that may occur from both memory and muscle atrophy.

First, [muscle atrophy](#) may be occurring during this disruption. Exercise facilities were closed, employees had to remain inside for the most part, diets changed and many will experience the "covid-15" weight gain. For the most part, employees were rendered immobile for several months and the muscles developed for the work previously performed - no matter if standing or sitting for extended periods, lifting with the full body or with arms extended, twisting and turning the body, walking or running for extended distances and even which shift is being worked - may not be functioning as well as when they were maintained by a daily regimen. Even [balance](#) can be affected by muscle atrophy or spinal realignment during the days away from work.

Anyone who said yes to a friend who needed help moving remembers the weeks of associated back and muscle pain from using muscles not normally accessed. It is easy to relate to a worker returning to their old jobs, old job with new tasks or, in some cases, new jobs with the same employer. Anyone who has not taken a walk in several weeks realizes how laborious it now is and how stamina has been impacted. It is not that these attributes are gone for good, but they may need to be built up to previous levels that were sufficient to perform the tasks once performed. For older workers, balance and [stamina](#) are two important factors in mobility and performance.

Competitive sports enthusiasts are quick to say, "if you don't use it, you lose it." [Read More](#)

## What Makes Proactive Technologies' Accelerated Transfer of Expertise™ So Effective

by Proactive Technologies, Inc. Staff

There are a lot of buzzwords thrown around these days. "Skills Gap," Education-Based Apprenticeships, Industry-Recognized Certifications, "STEM" - many confusing to those in management whose primary function is to ensure products and services are delivered in the most cost-effective and profitable way. It can be especially confusing to those who are specialists in business operations but unfamiliar with effective worker development strategies.

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**

For anyone unfamiliar with Proactive Technologies's PROTECH™ system of *managed* human resource development for the [accelerated transfer of expertise](#)™, it might help to clarify what makes this approach to worker development and continuous improvement so effective. This unique approach, in practice since 1986 and always improving, was designed by someone who endured the pressures of maintaining the highest quality staff in a world of constant change and pressures to do more with less.

We start by collecting a lot of data for the client about each of their job classifications that is all around anyway (e.g. people's heads, operator's notes, engineering processes, quality standards, EHS specifications). Usually we find that when this information isn't readily available or discoverable, it makes learning and mastering the tasks - for new hires and incumbents - unpredictable, ineffective, open to interpretation and conflicts (including legal), costly and not conducive of standardization of high performance. And the continual revision of all of these bits of information adds to the challenge and makes process improvement and implementation efforts difficult, at best.

Many times we find that tasks are not proceduralized for best practice performance; either not defined at all or defined vaguely as "Perform \_\_\_\_\_," leaving it up to each new trainee to guess what was intended. We job/task analyze the missing bits and work with engineering, quality and management to make sure we have the best, best practice before we develop any training or certification tool from it.

Our proprietary software allows us to quickly gather and consolidate the many sources of data for use only when and where needed. [Read More](#)

## Some Thoughts on a Struggling Workforce

*by Dean Prigelmeier, President of Proactive Technologies, Inc.*

The [Covid-19 pandemic of 2020](#) has revealed the frailty, inefficiency and ineffectiveness of many U.S. institutions. Firstly, the U.S. healthcare system, made up of a patchwork of non-profit and faux non-profit hospital systems operating under a mix of local, state and federal regulations. As we found out, procuring the necessities such as personal protective equipment (for hospital staff) and ventilators for extremely critical patients was a nightmare, seeing states competing among themselves with a broken supply chain for scarce supplies and paying 5 - 10 times the previously established prices. What should have been aggressively coordinated at a national level - like the other developed economies who saw lower numbers of deaths and a quicker path toward "normal" - was preempted by the same disjointed lack of leadership, confusing guidelines and conflicting mandates that left the citizenry trying to do what was right for themselves and their community while unraveling in their personal lives.

The healthcare insurance system revealed itself to be more on paper than in practice. The federal government had to intervene with taxpayer dollars to guarantee citizens would be cared for while they were losing their jobs and employer-backed health insurance (or an employee's ability to continue to pay for insurance). Make-shift hospitals, such as those found in lesser developed countries, discovered new found importance even while testing supplies for Covid-19 still remained in dangerously short supply.

The state-run unemployment insurance programs proved inadequate and underfunded to handle a mass event of over [40 million new unemployment claims in the first 5 months of 2020](#) - not to mention "gig" workers who found themselves exceptions to nearly every program - until federal government provided short-term intervention to shore up funds.

Federal food assistance programs were unable to keep up with the sudden surge of newly, and unexpectedly, unemployed overwhelmed the system. Community food banks tried to close the gap but quickly ran short themselves.

Employers operating within this broken framework were not immune from the impact of the Covid-19. [Read More](#)

Check out the  
PROTECH system of *managed* human resource  
development™ for the  
[accelerated transfer of expertise](#)™!

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

## **June, 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.



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

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

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

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



- Accelerated Transfer of Expertise™;

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

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

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

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

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

- Capture worker expertise for accelerated transfer;
- Structures the informal, unstructured worker training probably already in place, incorporating existing work processes, as well as engineering and quality specifications;
- Increase worker capacity, work quality, work quantity and worker process training compliance (ISO/AS/TS and OSHA) without the need of additional staff or burdening existing staff;
- Lower turnover rates;
- Lower your firm's internal costs of training!

Higher return on each worker investment...faster!

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

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

**With the Covid-19 pandemic disruptions, employers need a structured on-the-job training infrastructure now more than ever! Quickly recertify incumbent workers, train new-hire workers, and ensure both are driven and maintained at "full job mastery."**

[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 (Second Estimate); Corporate Profits, 1st Quarter 2020 (Preliminary Estimate)

US Department of Commerce - Bureau of Economic Analysis  
Real gross domestic product (GDP) decreased 5.0 percent in the first quarter of 2020, according to the "second" estimate released by the Bureau of Economic Analysis. The change was 0.2 percentage point lower than the "advance" estimate released in April. In the fourth quarter of 2019, real GDP increased 2.1 percent. [Read Report](#)



### Personal Income, Outlays - April, 2020

US Department of Commerce - Bureau of Economic Analysis

Personal income increased 10.5 percent (monthly rate) in April according to estimates released today by the Bureau of Economic Analysis. Disposable personal income increased 12.9 percent and consumer



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

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

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

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

[www.proactivetechnologiesinc.com](http://www.proactivetechnologiesinc.com)

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

OHIO STATE UNIVERSITY EXTENSION

ALBER ENTERPRISE CENTER



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

See more at [Our Website](#)

spending decreased 13.6 percent. [Read Report](#)

### Manufacturers' Shipments, Inventories, and Orders

*US Census Bureau*

New orders for manufactured goods in March decreased \$51.0 billion or 10.3 percent to \$445.8 billion. March 2020: -10.3° % change; February 2020 (r): -0.1° % change. [Read Report](#)



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

*US Census Bureau*

New orders for manufactured durable goods in April decreased \$35.4 billion or 17.2 percent to \$170.0 billion. April 2020: -17.2° % change; March 2020 (r): -16.6° % change. [Read Report](#)



### Consumer Price Index

*US Bureau of Labor Statistics*

In April, the Consumer Price Index for All Urban Consumers fell 0.8 percent on a seasonally adjusted basis; rising 0.3 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy fell 0.4 percent in April (SA); up 1.4 percent over the year (NSA). [Read Report](#)



### Producer Price Index

*US Bureau of Labor Statistics*

The Producer Price Index for final demand declined 1.3 percent in April, as prices for final demand goods dropped 3.3 percent and the index for final demand services moved down 0.2 percent. The final demand index fell 1.2 percent for the 12 months ended in April. [Read Report](#)



### Job Openings and Labor Turnover

*US Bureau of Labor Statistics*

Due to the effects of the COVID-19 pandemic, separations increased to 14.5 million in March; of those, layoffs and discharges were 11.4 million. Job openings and hires fell to 6.2 million and 5.2 million, respectively.



BLS will be implementing a modification to the Job Openings and Labor Turnover Survey (JOLTS) alignment procedure in order to more accurately capture changes in separations and hires due to COVID-19. Additional details will be provided with the release of JOLTS estimates for March 2020 on May 15, 2020. [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](#)



### Unemployment Rate for States

*US Bureau of Labor Statistics*

Unemployment Rates for States, Seasonally Adjusted. [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



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



[Visit Our Website](#)

## SAR Automation and Training



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

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](#)

### A "Now, Next, Later" Approach for Dealing with Pandemic Challenges

*Area Development - Kate Crowley, Principal, Baker Tilly Virchow Krause, LLP, Jeff Jorge, Principal, International Growth Services Practice Leader*

The coronavirus pandemic is driving companies to focus on near-term survival and long-term supply chain changes.



As the coronavirus (COVID-19) pandemic in the U.S. spread in March, leading to shelter-in-place orders in most states and a rapid slowdown of the national economy, businesses have started adopting Baker Tilly's "now, next, later" framework in dealing with the pandemic challenges: "Now" is focused on the first 30 days; "next" is focused on the following 60 days; and "later" focusing on 90 days and beyond.

The "now" response reflects the immediate reality for businesses - survival. An early March 2020 poll by the National Association of Manufacturers showed 35 percent of manufacturers are facing significant interruptions in supply chain operations, though only 51 percent had an emergency response plan in place. Filings for unemployment claims by mid-April soared to levels not seen since the Great Depression. Yet, even as companies respond to short-term disruption in operations and in the lives of their employees and communities, business leaders are looking ahead to implement effective changes they can make to their businesses when the economy begins to recover. Strategies for "Now" [Read Article](#)

### Embraer, Boeing Clash Over \$4B Deal Collapse

*CFO.com - Matthew Heller*

Brazil's Embraer said Monday it has initiated an arbitration proceeding to recover damages against Boeing for scuttling a \$4.2 billion deal between the two companies.



After two years of negotiations, Boeing on Saturday cited an inability to agree on final terms in terminating its proposed acquisition of an 80% stake in Embraer's commercial jet business.

"Boeing exercised its rights to terminate after Embraer did not satisfy the necessary conditions," the company said in a statement.

But Embraer shot back by accusing Boeing of manufacturing "false claims as a pretext to seek to avoid its commitments to close the transaction," which would have enabled the U.S. planemaker to broaden its portfolio of aircraft to compete with European rival Airbus. [Read Article](#)

### SEC Questions COVID Drug Claims of Biotech

*CFO.com - Matthew Heller*

The U.S. Securities and Exchange Commission has temporarily halted trading in the shares of three biotech companies because of concerns over the accuracy of statements they have made about a drug candidate for treating COVID-19.



Houston-based CNS Pharmaceuticals and WPD Pharmaceuticals of Vancouver, B.C., have said they are developing a COVID-19 drug labeled WP1122, with Moleculin Biotech, also of Houston, as their license partner.

The trading suspensions are the SEC's latest move "to crack down on false information regarding tests, therapies or equipment relating to the [coronavirus], which has infected more than 3.5 million people worldwide and killed more than 248,000," MarketWatch said.

The commission has put temporary halts on the shares of at least 29 companies and last week sued Florida health-care company Praxsyr for fraud, alleging it made "blatantly false" claims that it had secured a supply of N95 masks. [Read Article](#)

Basic Training, Profinet, Profisafe

- SAR Offers Other Specialty Courses for Manufacturing



SAR Group

Visit [Our Website](#)

© 2019 SAR Automation

## K & D Consulting

### Proven Solutions for Employers and Education

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



**Over 80 combined years of gained expertise and experience!**

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

© 2019 K & D Consulting

## PTI Systems International, Inc.

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

## Space Startup Swarm's FCC Approvals Could Mean More Satellites

*Thomas Insights - David Mantey*

It's been an interesting year so far if you're in the low orbit space satellite business... which is a universe that is bigger than you might think.

Of course there's SpaceX, who launched 60 satellites into orbit in March - its sixth such mission, which brings its satellite total to 350 to date.

And then there's OneWeb, the UK-based based telecom satellite business that announced recently that it was eliminating the vast majority of its staff and filing for bankruptcy.

Well, the latest news comes from Swarm, the space startup that's perhaps best known for being fined \$900,000 by the FCC in 2018 for launching some satellites without regulatory approval. At the time, the FCC rejected an application by Swarm, saying the test satellites it intended to launch were too small to be reliably tracked... and then Swarm launched them anyway. [Read Article](#)

## To Understand the Medical Supply Shortage, It Helps to Know How the U.S. Lost the Lithium Ion Battery to China

*Area Development - Propublica - Lydia DePillis,*

The failed U.S. effort to dominate global production of the lithium ion battery - which is key to energy independence, automobile innovation and more - holds lessons for leaders grappling with the U.S.'s reliance on China for emergency medical supplies.



With so many critical health care products now made offshore that supplies could not meet surging demand as the coronavirus overwhelmed hospitals, America's attention has again turned to the atrophied state of domestic manufacturing.

As imports from Chinese manufacturers vaporized and other countries clamped down on exports, health care workers improvised with homemade face masks while American factories retooled in a desperate race to make ventilators and protective equipment. It's a pattern, it seemed, in which devices invented in the U.S. end up being produced overseas. [Read Article](#)

## COVID-19 and the Automotive Industry

*Area Development - PWC*

Practical steps for responding to the coronavirus crisis

The coronavirus (COVID-19) outbreak is causing widespread concern and economic hardship for consumers, businesses and communities across the globe.

As the pandemic disrupts business as usual and throws the economic outlook into uncertainty, the automotive industry is on the front line. Some of the most affected regions are major production hubs and home to key links in the sector's global supply chain. Typical contingency plans help enable operational effectiveness following events like natural disasters, cyber incidents and power outages, among others. They don't generally take into account the widespread quarantines, extended school closures and travel restrictions that are being instituted in countries around the world to help stem the spread of the virus. With production shutdowns taking effect, automotive companies need to remain focused and nimble to better navigate this crisis. [Read Article](#)

## How Are Supply Chains Adapting to the New Reality?

*Industry Week - Staff*

While supply chains are generally quite flexible, no one was prepared for this pandemic.

Supply chain as a business function is under a very large spotlight these days as it's the network that is connecting necessary supplies, medical and other essential supplies, to organizations that are responding to needs arising from COVID-19.

While supply chains are generally quite flexible, no one was prepared for this pandemic. In a March 10 survey by the Institute for Supply Management, almost 75% of companies reported supply disruption and 44% of the companies didn't have a plan to deal with this kind of disruption.



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



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

[Learn more](#)



PTI Systems International, Inc.

© 2019 PTI Systems International, Inc.

## MEMORABLE QUOTES

***"The main difference between service and manufacturing is the service department doesn't know that they have a product."***

[W. Edwards Deming](#)

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

***"I simply can't build my hopes on a foundation of confusion, misery and death... I think... peace and tranquility will return again."***

[Anne Frank](#)

Annelies Marie "Anne" Frank was a German-Dutch diarist of Jewish origin. One of the most discussed Jewish victims of the Holocaust.  
1929-1945

***"Disciplined governments do not engage in the economic equivalent of binge eating followed by crash dieting."***

[Peter Blair Henry](#)

Economist, was the ninth Dean of New York University's Leonard N. Stern School of Business, and William R. Berkley Professor of Economics and Business.  
Author of **TURNAROUND: Third World Lessons for First World Growth.**  
Previously, he was the Konosuke Matsushita Professor of International Economics at Stanford University.

Peter Fretty, IndustryWeek technology editor, asked some experts for an analysis of how to handle this unique situation. [Read Article](#)

## We Can't Recover from a Coronavirus Recession Without Helping Young Workers

*Brookings Institute - Martha Ross and Nicole Bateman*

The recent economic upheaval caused by the COVID-19 pandemic is unmatched by anything in recent memory. Social distancing has resulted in massive layoffs and furloughs in retail, hospitality, and entertainment, and millions of the affected workers—restaurant servers, cooks, housekeepers, retail clerks, and many others—were already at the bottom of the wage spectrum.

The economic catastrophe of the previous decade, the Great Recession, hit young adults and those with lower levels of education especially hard. As we approach another nationwide recession, we are about to see history repeat itself.

Millions of young adult workers were economically vulnerable before COVID-19

In a pre-pandemic analysis, we identified 53 million low-wage workers in America who earn median hourly earnings of just \$10.22. Of these workers, a disproportionate share are young adults ages 18 to 24: 13 million, or 24% of all low-wage workers. These 13 million young adults are especially concentrated in industries that have been shuttered by stay-at-home and social distancing orders, and are likely to experience an outsized share of pandemic-related layoffs. [Read Article](#)

## Manufacturer Response to COVID-19 Disruptions: Increased Interest in Automation, Reshoring [Report]

*Thomas Insights - Cathy Ma*

Last month's Thomas Industrial Survey examining impacts of COVID-19 on the industrial sector, the results of which were released today, revealed one in four U.S. manufacturers are considering expanding industrial automation as a result of COVID-19, while one in five already has automated systems in place.



Additionally, 64% of manufacturers report they are likely to bring manufacturing production and sourcing back to North America - a 10% increase from the same sentiment reported in the March 2020 survey. COVID-19 Impact on Manufacturing: [Survey Highlights Read Article](#)

## Virus Slams U.S. With Massive April Job Losses

*CFO.com - Matthew Heller*

The U.S. economy shed 20.5 million jobs in April, driving the unemployment rate up to a post-World War Two high and underscoring the devastating toll of the coronavirus pandemic on the labor market.



The job losses were the steepest since the Great Depression, with the pain spread broadly across industries ranging from hospitality to healthcare. According to the Labor Department, unemployment rose to 14.7% from 4.4% in March, shattering the post-World War Two record of 10.8% in November 1982.

"The jobs report from hell is here - one never seen before and unlikely to be seen again barring another pandemic or meteor hitting the earth," said senior economist Sal Guatieri of BMO Capital Markets.

Economists polled by Reuters had forecast nonfarm payrolls would dive by 22 million jobs. But The New York Times said that "If anything, the report understates the damage." [Read Article](#)

## CDC Issues Tools to Guide Reopening of Schools, Businesses, Transit

*NPR - Hannah Hagemann*

The Centers for Disease Control and Prevention released a set of documents on Thursday designed to provide guidance on how child care centers, schools, restaurants and bars, and other establishments could begin the process of reopening in the face of the coronavirus. The direction comes after calls from lawmakers and state officials mounted for the CDC to weigh in on how regions should reopen their economies.



The "decision tools" the agency released recommend that all workplaces hold off on reopening unless they are ready to protect employees at higher risk for severe illness, including those 65 and older and people of all ages



## Recent Proactive Technologies News Article Quicklinks

### May

#### [Confusion Over What Constitutes "Training" is Stumbling Block to Effective Worker Development Strategies](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

#### [Online Resources for the New, Reluctant "Home Schoolers" and "Home Learners"](#)

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

#### [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.

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### April

#### [Use Business Disruption Lulls to Develop Unused Worker Capacity: Build Organizational Value and Off-set Unexpected Costs](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

#### [How Start-Ups and Joint Ventures Can Benefit From Structured On-The-Job Training](#)

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### March

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

with underlying medical conditions.

If an organization can protect workers and goes forward with reopening, the CDC recommends intensifying cleaning and sanitation and establishing health and safety actions "as feasible," such as hand-washing, wearing a cloth face covering and social distancing. The documents also advise employers to encourage workers to stay home if they feel sick. [Read Article](#)

#### **Governor Ducey Announces Global Industry Leader TSMC To Build Advanced Semiconductor Factory In Arizona**

Office of the Arizona Governor

PHOENIX - Governor Doug Ducey today announced that following a national search, Taiwan Semiconductor Manufacturing Company (TSMC) has selected Arizona for its new U.S. advanced semiconductor factory. The project will create over 1,600 new high-tech jobs and generate thousands of additional jobs in the state for suppliers and other companies within the semiconductor industry. TSMC's total spending on this project, including capital expenditure, will be approximately \$12 billion from 2021 to 2029.

"We're incredibly proud that one of the world's leading technology companies has chosen Arizona for this high-tech project, one with national and global significance," said Governor Ducey. [Read Release](#)

#### **Why America Can Make Semiconductors But Not Swabs**

Area Development - Bloomberg, Dan Wang

The loss of manufacturing workers has had a broader impact than most Americans realize.

Among the many uncomfortable truths revealed by the coronavirus pandemic is, apparently, this: America can't build anymore. Faced with an unprecedented emergency, U.S. factories have struggled to make even relatively simple products such as swabs, masks and protective gear.

This is more surprising than it seems. While millions of manufacturing jobs have been lost over the past two decades as low-end production has shifted to Asia, real output in U.S. manufacturing hovers around all-time highs. American manufacturers dominate high-tech sectors such as wide-body aircraft and semiconductors. Worrying signs have been mounting, however. [Read Article](#)

#### **Wisconsin Shipbuilder Awarded \$5.5 Billion Navy Contract to Build Guided-missile Frigates**

Thomas Insights - Andy Szal

The U.S. Navy last week awarded a contract for up to 10 new ships to a northeastern Wisconsin shipbuilder.

Marinette Marine, a subsidiary of Italian shipbuilding giant Fincantieri, will receive an initial award of nearly \$800 million to build the first vessel in the FFG(X) class of guided-missile frigates.

If all options in the contract are exercised, Pentagon officials said, the deal would be worth more than \$5.5 billion over the next 15 years.

The mayor of Marinette said the contract is poised to add about 1,000 more workers at Marinette Marine's shipyard, which currently employs about 2,500 people. Officials suggested it would directly or indirectly create more than 5,000 new jobs across the region. Marinette is located on Wisconsin's border with Upper Michigan along the western shore of Green Bay. [Read Article](#)

#### **Thousands of US Medical Workers Furloughed, Laid Off as Routine Patient Visits Drop During Coronavirus Pandemic**

USA Today - Kim Norvell and Jayne O'Donnell

Dotty Orr took time off from her job as a receptionist for a primary care physician in Akron, Ohio, to get her knee replaced March 4.

Thursday, she found out she's not going back.

Orr, 64, worked for Dr. Pennie Marchetti for eight years. Marchetti laid off Orr and a part-time nurse as patient visits dropped nearly 80% during the novel coronavirus pandemic.



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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## February

### [Certifying and Auditing Workers, Subcontractors](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## January

### [Appreciating the Value of Labor](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## December

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### [Algorithms for Hiring, Credit..What](#)

Marchetti said she hopes to bring her staff back when her workload picks back up, but no one knows when that will be.

"I feel guilty not being at work," said Orr, who faces an \$8,000 bill for her surgery. [Read Article](#)

## Automakers Enter the Circular Economy

Area Development - Karen Thuermer, Staff Editor

Industrial companies, including automotive firms, are among those reinventing how businesses find, use, and dispose of the resources and materials that make up global trade.



The auto industry has long been at the forefront of innovation, particularly when it comes to manufacturing processes and materials management. Back in the early 1900s, Henry Ford was famous for introducing vertical integration into manufacturing processes.

Today, with concerns mounting over the environment and high materials costs, automakers are turning toward "circular integration" as a means to not only initiate sustainability programs, but also create jobs and save costs. In fact, global professional services company Accenture concluded in its 2016 report entitled "Automotive's Latest Model: Redefining Competitiveness through the Circular Economy" that automotive companies could realize \$400 billion to \$600 billion in revenue from circular business economy business models by 2030.

While automakers have historically resisted utilizing recycled parts, the practice is catching on. For several years a wide host of car manufacturers like Subaru, Volvo, Audi, Mercedes-Benz, BMW, Nissan, Cadillac, Chrysler, Ford, and General Motors have been running sustainability programs to find ways to be more earth-friendly. [Read Article](#)

## Maersk Says Q2 Shipping Volume May Fall a Record 25%

Thomas Insights - Mike Hockett

Maersk, the world's largest container shipping company, reported its 2020 first-quarter financial results while also providing a grim projection for the amount of volume it expects to see in Q2 amid COVID-19 pandemic impacts.



The Copenhagen, Denmark-based company said it expects global container transport and logistics volume to decrease 20% to 25% year-over-year for the April-June Q2 period. Maersk CEO Soren Skou said the company will match that decline on a one-to-one basis by reducing its capacity.

"Without a doubt, it's going to be the steepest-ever drop in demand within a quarter," Skou told analysts in a post-earnings conference call Wednesday. [Read Article](#)

## A New \$12 billion US Chip Plant Sounds Like a Win for Trump. Not Quite.

Area Development - MIT Technology Review, Karen Hao

The US is trying to disentangle the global tech supply chain and cut Huawei off from its supply of advanced silicon chips, but the plan could backfire.

On Friday, May 15, the Taiwan Semiconductor Manufacturing Co. (TSMC), the world's largest contract chipmaker, announced that it will build a \$12 billion plant in Arizona, to open by 2024. It expects the facility to employ roughly 1,600 people and indirectly generate thousands of other jobs.

At first blush, the announcement looks like a victory for the Trump administration, which has been pushing to disentangle its technology supply chain from China-both by regaining its high-tech manufacturing capacity from Asia and by cutting off its own equipment and intellectual property from Chinese tech giants like Huawei. But the impact of the TSMC deal is far from clear cut and instead highlights just how intertwined the countries' supply chains really are. [Read Article](#)

## Aerospace Company Invests \$300 Million, Promises 675 New Jobs in Florida Relocation

Thomas Insights - Andy Szal

A developer of supersonic aircraft recently announced plans to move its headquarters to Florida's Atlantic Coast - along with nearly 700 new jobs.



Aerion Supersonic said the \$300 million Aerion Park campus in

### [Next? Perhaps Caution Should be Exercised](#)

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

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

### [Proactive Technologies Announces Significant Turnkey Project Discount Program - October 15th - December 20th, 2019!"No-Risk" Discount Pilot Program - Witness Approach for One of Your Specific Job Classifications Before You Decide to Expand](#)

by Proactive Technologies, Inc. Staff

## November

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

### [The US DOL Wants States To Expand Apprenticeships. Will, and Can, Community Colleges Support Truly Employer-Focused Apprenticeships?](#)

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

### [Proactive Technologies Announces Significant Turnkey Project Discount Program - October 15th - December 20th, 2019!](#)

Staff

## October

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

Melbourne, Florida, would include a new global headquarters as well as facilities for design, research, manufacturing, and maintenance. The project will create a minimum of 675 jobs in the state by 2026 and is also likely to bring numerous aerospace suppliers to the area.

"We are building the next generation of high-speed transportation networks that will revolutionize global mobility without leaving a carbon footprint on our world," Aerion Chairman, President, and CEO Tom Vice said in the announcement.

Aerion, established in Reno, Nevada, in 2003, introduced a 12-passenger business jet capable of traveling more than 1,000 miles per hour, the AS2, in 2014. The company, which partnered with Boeing early last year, says the AS2 is the world's first privately built supersonic aircraft. [Read Article](#)

### [Could Edible Water Bottles Soon Replace Plastic Options?](#)

Thomas Insights - Laura Ross

In the 1980s, bottled water hit the mainstream.



It was hailed as a healthy alternative to soft drinks, but claims were also made that bottled water was good for the hair and skin, and safer to drink than tap water. Helped along by Hollywood celebrity endorsements, sales of bottled water surpassed the sales of soft drinks in the U.S. for the first time in 2016. By 2018, bottled water was the largest beverage category in the U.S. market.

Today, however, you might pause before purchasing a plastic bottle of water, especially with the knowledge that:

- Just one in five plastic bottles are recycled.
- 1,500 plastic bottles end up in landfills or oceans every second.
- It takes 450 years for a plastic bottle to completely degrade.
- The average American disposes of 100 plastic water bottles every year. [Read Article](#)

### [Boeing Reportedly Plans to Restart Production of 737 Max Planes by May Despite Coronavirus Uncertainty](#)

Business Insider - Rosie Perper

Several industry sources told Reuters that the plan was to renew production of the plane in April, though that deadline has since been moved to May due to uncertainty surrounding the novel coronavirus spread.



Boeing Chief Financial Officer Greg Smith told Reuters that restarting production of the jet would be a "very slow, methodical, systematic approach to warming the line up, and getting crews back in place." Airlines around the world have been slashing international and domestic flights and demand for air travel has plummeted as countries around the world continue to seal off their borders to contain the pandemic.

Several industry sources told Reuters that the initial plan was to renew production of the plane in April, though that deadline has since been moved to May due to uncertainty surrounding the novel coronavirus spread. The entire fleet of Boeing's best-selling aircraft has been grounded since March 2019 after two fatal crashes involving the jet left a combined 346 people dead in a five-month span.

Boeing suspended production of the plane in January and has 400 undelivered jets in storage, according to Reuters. The company first touted the possibility of slowing or suspending the jet's production in July 2019, depending on whether the jet remained grounded into 2020. [Read Article](#)

## Financial News

### [American Workers' Safety Net is Broken. The COVID-19 Crisis is a Chance to Fix it.](#)

Brookings Institute - John C. Austin, Nonresident Senior Fellow - Metropolitan Policy Program

The COVID-19 pandemic is forcing some major adjustments to many aspects of our daily lives that will likely remain long after the crisis recedes: virtual learning, telework, and fewer hugs and handshakes, just to name a few. But in addition, let's hope the crisis also drives a permanent overhaul of the nation's woefully inadequate worker safety net system.



**Pre-Employment Physical Ability Tests Can be a Legal Liability If Not Done Right**

by Jim Poole, President of Lifetime Learning, LLC.

**Explaining Your Process Training to Auditors, Prospects and Clients**

by Proactive Technologies, Inc. Staff

## **September**

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**Task-Specific Performance Reviews - An Accurate Metric for a Structured On-Job-Training Outcome**

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

**Classes Alone Will Not Close the "Skills Gap," But Structured On-the-Job Training Can...Every Time!**

by Proactive Technologies, Inc. Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## **August**

**Thirteen Good Reasons Why Structured On-The-Job Training Should be Part of Your Business Strategy**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**The High Cost of Employee Turnover**

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

**Ensuring Worker Training Complies With ISO, AS, TS and Other Quality Mandates**

Proactive Technologies, Inc. - Staff

**From Innovation to Implementation - Success Depends on Preparedness of Those Executing**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## **July**

**Do U.S. Productivity Measures Measure Productivity?**

by Dean Prigelmeier, President of Proactive Technologies, Inc.

**Decreasing the Cost of Turnover WHILE Increasing Worker Capacity, Work Quality and Compliance...With One Approach!**

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

**The Skills Gap Solution; Employers Still Reluctant to Commit to Role Only They Can Fill**

In many hard-hit states, the pandemic-induced recession has already affected workers' economic security and career advancement. These programs have been long overdue for a modernization, having failed to provide security even before the pandemic, in an economy defined by technological disruptions, fast-evolving skill demands, and changing work regimens.

In Michigan, the social lockdown has already deeply affected workers living paycheck to paycheck, relatively few of whom had a durable salary or could work from home-resulting in the greatest number of unemployment insurance applicants in the nation. To put money in the pockets of laid-off workers, the federal CARES Act threw out the rule book for unemployment insurance (UI), which was originally designed in 1935 to provide temporary income support to full-time workers in highly cyclical manufacturing industries. The result is havoc in these state-run systems, which are crashing under the weight of a surge in applicants, a large number of whom work in the new normal of permanent "part-time" status or as independent contractors (so-called "gig" workers), who in normal times would not be eligible to apply for UI. States have struggled to quickly implement CARES Act changes into their systems due to historically low staffing levels and data systems from the 1980s. [Read Article](#)

**Rich Americans Seize Historic Chance to Pass on Wealth Tax-Free**

MSN News - Bloomberg, Ben Steverman

Rich Americans are taking advantage of an unprecedented opportunity, made possible by the coronavirus pandemic, to transfer money to their children and grandchildren tax-free.



Thanks to the 2017 Republican tax overhaul, it was already easier than ever to avoid the U.S. estate and gift tax, a 40% levy on the biggest fortunes. Now, plunging interest rates and volatile equity markets are creating a once-in-a-lifetime chance that's keeping wealth advisers busy even as they work from home.

"Our phone is kind of ringing off the hook," said Jordan Waxman, managing partner of Nucleus Advisors. "There really hasn't been a better time to plan."

Key interest rates set by the Internal Revenue Service for estate-planning purposes have never been as low as they are starting this month. For example, the so-called Section 7520 rate, determined each month based on a formula, fell to 0.8% in May from 1.2% in April. It had been well above 2% for most of last year. The previous low for the rate, which applies to many popular trust strategies, was 1% in January 2013. [Read Article](#)

**Boeing Raises \$25B In Debt Offering, Says No Longer Needs Federal Aid**

Benzinga

The Boeing Company on Thursday said it no longer requires federal aid to weather through the novel coronavirus (COVID-19) pandemic.

The troubled aircraft maker has instead raised \$25 billion in a bond offering.

"We're pleased with the response to our bond offering today, which is one of several steps we're taking to keep liquidity flowing through our business and the 17,000 companies in our industry's supply chain," the company said in a statement.

"The robust demand for the offering reflects strong support for the long-term strength of Boeing and the aviation industry." [Read Article](#)

**Small Businesses Counting on Loan Forgiveness Could Be Stuck with Debt**

The New York Times - Alan Rappeport and Emily Flitter

The embattled small business lending program at the center of the Trump administration's economic rescue is running into a new set of challenges, one that threatens to saddle borrowers with huge debt loads, as banks begin the tricky task of proving the loans they extended actually met the government's strict and shifting terms.



With thousands of businesses preparing to ask for their eight-week loans to be forgiven, banks and borrowers are just now beginning to realize how complicated the program may turn out to be. Along with lawmakers, they are pushing the Treasury Department, which is overseeing the loan fund, to make forgiveness requirements easier to meet.

It is the latest complication for a program that has come under fire for allowing big companies to borrow funds from a finite pool of money aimed

by Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## June

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## May

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

### [Enterprise Expansion/Contraction and Worker Development Standardization](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## April

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

at keeping small businesses afloat. More than \$500 billion in loans have been approved since the beginning of April, and Treasury Secretary Steven Mnuchin has repeatedly tightened the terms of the Paycheck Protection Program to try and dissuade large companies from taking money. Mr. Mnuchin has said Treasury would review any company that took more than \$2 million in loans and would hold firms "criminally liable" if they did not meet the program's terms. [Read Article](#)

### [US Companies Got Emergency Government Loans Despite Having Months of Cash](#)

MSN News - Reuters, Joshua Franklin and Lawrence Delevingne



When American companies recently applied for U.S. government loans meant to help small businesses survive the coronavirus crisis, they had to certify they needed the cash to cover basic needs like salaries and rent. The money, up to \$10 million, was meant to tide them over for eight weeks.

Some recipients, though, had considerable cash on hand. Forty-one publicly traded companies that got the emergency aid already had enough to cover basic expenses for two months or more when they applied for the funds, a Reuters analysis found -- even if their revenue dropped to zero. Thirty had three months or more of cash. Six had enough to last at least until

December, according to the review, which was based on average monthly operating expenses from 2019.

All told, these relatively flush 41 companies were able to secure \$104 million in government aid, at a time when legions of smaller companies with little in their coffers were being turned down. Seventeen of the 41 recipients had market capitalizations of at least \$100 million.

"It's disheartening to see relief spending go to companies that don't appear to desperately need a lifeline," said Danielle Brian, executive director of the Project On Government Oversight, a Washington-based non-profit that monitors government spending. "This shows just how urgently we need more oversight of this program and the rest of the federal government's relief spending."

Reuters examined the latest available financial information for 276 publicly traded companies that applied for the forgivable loans in the first round of the U.S. government's Paycheck Protection Program (PPP) in April. The list includes companies tracked by data provider FactSquared through the end of April. [Read Article](#)

### [GM Banks on Cash Hoard to Ride out Pandemic](#)

CFO.com - Matthew Heller

General Motors reported a sharp drop in quarterly profit on Wednesday but its share rose 3% amid optimism over its ability to weather the coronavirus crisis.



The pandemic cost the largest U.S. automaker \$1.4 billion before taxes during the first quarter, with net profit sliding 86.7% to \$294 million from \$2.2 billion a year ago as the company shut down its factories.

But GM's results were better than those of rivals Ford and Fiat Chrysler, which both reported first-quarter losses. Pretax earnings of 62 cents per share beat Wall Street projections of 30 cents per share.

"We believe that we're positioned well to manage through this because we've taken swift actions to preserve liquidity," GM CFO Dhivya Suryadevara told reporters. [Read Article](#)

### [U.S. Treasury Shifts to Longer-Duration Debt](#)

CFO.com - Matthew Heller

The U.S. Treasury Department will offer a 20-year bond for the first time since 1986 to fund its increased borrowing due to the government's coronavirus relief spending.



The 20-year bond is part of Treasury's shift from bills to longer-duration securities as it seeks to borrow a record \$3 trillion this quarter.

"With the red ink building on a \$25 trillion national debt, the Treasury is looking to stretch the duration while long-term [interest] rates remain around historic lows," CNBC said.

The department will auction \$20 billion worth of the 20-year bond on May 20. It is also increasing auction sizes for other maturities, selling a 10-year note in the amount of \$32 billion and a 30-year bond in the amount of \$22

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

## **March**

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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



**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

billion starting this month.

Additional 20-year bond auctions are expected in June and July, with each sale offering \$17 billion of notes. [Read Article](#)

### **Fed Study Questions Paycheck Protection Loans**

CFO.com - William Sprouse

A study from two Federal Reserve economists has found that states hardest-hit by the coronavirus pandemic are being approved for payroll protection loans by the Small Business Administration at lower rates than less hard-hit areas.



The study, from Haoyang Liu and Desi Volker of the Federal Reserve Bank of New York's Research and Statistics Group, said 20% of small businesses in New York were approved for Paycheck Protection loans, compared with more than 55% of small businesses in Nebraska.

The economists used the number of coronavirus cases as a proxy for the economic impact of the pandemic in a specific state. They said the payment protection loans have not been correlated to unemployment claims. [Read Article](#)

### **Turning Back the Poverty Clock: How will COVID-19 Impact the World's Poorest People?**

Brookings Institute - Homi Kharas, Interim Vice President and Director - Global Economy and Development and Kristofer Hamel, Chief Operating Officer - World Data Lab



The release of the IMF's World Economic Outlook provides an initial country-by-country assessment of what might happen to the world economy in 2020 and 2021.

Using the methods described in the World Poverty Clock, we ask what will happen to the number of poor people in the world-those living in households with less than \$1.90 per person per day in actual or imputed spending-given this new economic forecast.

We take the difference between the IMF's April 2020 forecasts for GDP growth and their forecast from October 2019 as "the COVID effect," a slight simplification because other things have also changed in the world that may have caused the IMF to alter its forecasts. However, the largest change is clearly caused by COVID-19 and the policy response around the world.

The summary result is that some 690 million people are likely to be in poor households in 2020, compared to our previous estimates of 640 million people. [Read Article](#)

### **Why the Crisis May Make Powerful Corporations Even More Powerful**

NPR Planet Money - Greg Rosalsky

In early April, Bharat Ramamurti got a call from U.S.

Senate Minority Leader Chuck Schumer's office, informing him that the senator was selecting him as the first member of what would become the five-member Congressional Oversight Commission. The commission, which was created by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, oversees trillions of dollars in federal spending to rescue America from the COVID-19 crisis.



"I hurriedly went and updated my LinkedIn page because it said that I was still a student in law school, which was accurate as of 12 years ago," Ramamurti says. Ramamurti's updated LinkedIn profile now reflects that he was, until recently, Elizabeth Warren's deputy policy director. It still doesn't mention, however, that his first job out of Yale Law School, in 2007, was an internship with the Boston Red Sox the same year they won the World Series.

Ramamurti's new oversight job was a lonely one at first. Not only was he working from his home in Washington, D.C., but for weeks after his appointment, Ramamurti was also the only official serving on the commission. Holed up in his house with his wife, a 5- and 3-year-old, and an energetic dog, he has been trying to monitor the multitrillion-dollar rescue of the American economy.

Along the way, Ramamurti has grown increasingly worried that small and medium-sized businesses are getting crushed as big corporations make out like bandits. [Read Article](#)

### **Top Wall Street Firms are Getting Increasingly Worried**

products and services to incumbent workers;

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

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

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

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



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

[www.proactivetechnologiesinc.com](http://www.proactivetechnologiesinc.com)

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

## Corporate Stock Buybacks are Drying up Just When the Market Needs Them Most

*MSN News- Business Insider, Matthew Fox*

\*Corporate share buyback programs are declining at a rapid rate as companies look to build up cash and strengthen their balance sheets amid the coronavirus pandemic.

\*Analyst notes from Bank of America, Goldman Sachs, and JPMorgan point to a significant drop in estimated buybacks for 2020, just when the market needs them most.

\*Since 2009, the only net buyer of stocks has been corporations, one analyst noted.

Corporate stock buyback programs are drying up just when the market needs them most.

Since 2009, corporations have been the only net buyer of stocks, repurchasing more than \$4 trillion worth of shares, according to a note from Canaccord Genuity's Tony Dwyer published last month. [Read Article](#)

## Jeff Bezos is on Track to Become a Trillionaire by 2026 - Despite an Economy-killing Pandemic and Losing \$38 billion in His Recent Divorce

*Business Insider - Tyler Sonnemaker*

Jeff Bezos could become the first trillionaire by 2026 if his wealth continues growing at 34% a year, according to an analysis from Comparisun.



That's before accounting for the coronavirus pandemic, which has sent the value of his Amazon shares soaring, and despite the \$38 billion he lost in his recent divorce settlement.

Bezos is worth an estimated \$143 billion, thanks to a \$28 billion bump in 2020, according to Bloomberg.

Bezos' wealth is growing rapidly as Amazon faces increasing criticism from employees and lawmakers over its labor practices. [Read Article](#)

## To Reopen the Economy Safely, We Need Both Liability Protection and Hazard Pay

*Brookings Institute - Joshua Gotbaum*

Now that businesses are reopening, the most urgent issue is how to do it safely. Congress is now being asked to safeguard both businesses that want to reopen and the workers who are necessary for them to do so. Businesses, knowing that their employees or customers could get COVID-19, are asking for protection against lawsuits saying they're responsible when that happens. Their employees, knowing the same, want protection for themselves and their families, too, when they go back to work.



At the moment, Congress is doing nothing; while businesses are reopening, people are coming back to workplaces they know are risky, and there will be lawsuits over who should pay for the illnesses, deaths, and other losses that occur.

What Congress could do, however, is to combine two proposals that are already on the table: protection against lawsuits and a "hazard pay bonus" for workers in workplaces that haven't yet been tested and shown to be safe. [Read Article](#)

## Former KPMG Auditors Charged with Exam Cheating

*CFO.com - Matthew Heller*

Three former KPMG audit partners have settled charges that they cheated on internal training exams by improperly sharing answers.



The U.S. Securities and Exchange Commission said Timothy Daly received answers to a test on lease accounting from Michael Bellach while John Donovan supported exam sharing within his audit engagement team.

The charges of violating auditor integrity rules against the three accountants came nearly a year after KPMG was fined \$50 million, in part for violations relating to exam-sharing misconduct by auditors.

To settle their cases, Daly, Bellach and Donovan all agreed to be suspended from appearing or practicing before the SEC as an accountant,

## CLIENT SERVICES

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

"Structured On-The-Job Training Instructor Certification"

"Structured On-The Job Training Checklist Administrator Certification"

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

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

"Supporting "Pay-For-Value" Systems"

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

"PROTECH Onsite System Administrator Certification"

**[Contact US](#) to attend one of these seminars and we will send you an e-reservation. Include your client ID, name and user ID number and which webinar you would like to attend.**

[www.proactivetechnologiesinc.com](http://www.proactivetechnologiesinc.com)

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

which includes participating in the financial reporting or audits of public companies. [Read Article](#)

## Multinationals Derive Huge Benefits from Shifting R&D Abroad

*CFO.com*

Savings from moving R&D to take advantage of lower wages drives foreign profits about as much as lower tax rates.

When the Tax Cut and Jobs Act (TCJA) was signed into law by President Trump in December 2017, its steep reduction of the U.S. corporate tax rate from 35% to 21% addressed what was widely considered the principal factor in companies' shifting investments and profits abroad - namely, the disparity between the U.S. tax rate and the much lower rates prevailing in some other countries. In a range of public forums, American multinationals had earlier been strongly upbraided for accounting maneuvers that shifted to low-tax foreign venues income derived from research and development (R&D) at home.

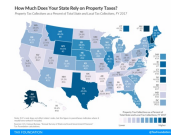
New research in a leading accounting journal calls into question just how effective the TCJA tax cut may turn out to be in stemming the outflow. A study in the current issue of *The Accounting Review* finds that even before the law's enactment foreign profits of U.S.-based multinationals were not boosted significantly more by tax maneuvers than by wage savings from R&D that was conducted abroad. Put simply: Savings on moving R&D abroad drives foreign profits about as much as lower tax rates. [Read Article](#)

## To What Extent Does Your State Rely on Property Taxes?

*Tax Foundation - Janelle Cammenga*

Property taxes represent a major source of revenue for states and the largest source of tax revenue for localities.

In fiscal year 2017, the most recent data available, property taxes were such a significant source of local revenue that they accounted for 72.1 percent of local tax collections nationwide and 31.9 percent of total U.S. state and local tax collections, a greater portion than any other source of tax revenue. In that same year, 26 states and the District of Columbia collected the greatest share of their combined state and local tax revenue from property taxes (see Table 8 in our Facts & Figures), with property taxes the largest share of local revenue in all but two states (Arkansas and Louisiana). [Read Release](#)



## International News

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

**With Attention on Virus, Amazon Deforestation Surges**

*MSN News - AFP*

It has not gotten much attention with the world focused on coronavirus, but deforestation has surged in the Amazon rainforest this year, raising fears of a repeat of last year's record-breaking devastation -- or worse.



Deforestation in the Brazilian Amazon hit a new high in the first four months of the year, according to data released Friday by Brazil's National Space Research Institute (INPE), which uses satellite images to track the destruction.

A total of 1,202 square kilometers of forest (464 square miles) -- an area more than 20 times the size of Manhattan -- was wiped out in the Brazilian Amazon from January to April, it found.

That was a 55 percent increase from the same period last year, and the highest figure for the first four months of the year since monthly records began in August 2015. [Read Article](#)

### Coronavirus: Brazil Overtakes Spain and Italy as New Cases Grow

*BBC*

The real number of infections may be far higher in Brazil due to a lack of testing, health experts say.



Brazil has overtaken Spain and Italy to become the country with the fourth-largest number of confirmed coronavirus infections in the world.



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

**The [PROTECH™ system of managed human resource development](#):**

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

**ALL OF THIS FROM ONE APPROACH!**

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

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

If your firm is partnered with local career and technical educational institutions, use of shared employer's equipment, facilities and paid wages of trainer(s) and

Officials on Saturday reported 14,919 new cases in the past 24 hours, taking the total to 233,142. Only the US, Russia and the UK have higher numbers.  
The death toll in Brazil over 24 hours was 816, bringing the total to 15,633 - the world's fifth-highest figure.

Experts warn that the real figure may be far higher due to a lack of testing.  
[Read Article](#)

**Canada, Europe and Great Britain**

**U.K. Surpasses Italy In Recorded Coronavirus Deaths, Now Leads Europe In Fatalities**

*NPR - Hannah Hagemann*

Over 32,000 people have died from the new coronavirus in the United Kingdom, according to the Office for National Statistics, marking the first time in the pandemic that it has led Europe in the number of deaths.



The country has surpassed Italy in COVID-19 deaths. The U.S. still leads the world in the highest number of coronavirus deaths; over 70,270 had died from the disease as of Tuesday.

The number of total deaths recorded in the U.K. is "higher than we would wish, I think is all I can say," Angela McLean, chief scientific adviser to the Ministry of Defence, said during the country's press briefing Tuesday.

McLean also emphasized that deaths in U.K. care homes have been steadily rising and said the trend was something the country "need[s] to get to grips with." [Read Article](#)

**Irish Return an Old Favor, Helping Native Americans Battling the Virus**

*The New York Times - Ed O'Loughlin and Mihir Zaveri*

More than 170 years ago, the Choctaw Nation sent \$170 to starving Irish families during the potato famine. A sculpture in County Cork commemorates the generosity of the tribe, itself poor. In recent decades, ties between Ireland and the Choctaws have grown.



Now hundreds of Irish people are repaying that old kindness, giving to a charity drive for two Native American tribes suffering in the Covid-19 pandemic. As of Tuesday, the fund-raiser has raised more than \$1.8 million to help supply clean water, food and health supplies to people in the Navajo Nation and the Hopi Reservation, with hundreds of thousands of dollars coming from Irish donors, according to the organizers.

Many donors cited the generosity of the Choctaws, noting that the gift came not long after the United States government forcibly relocated the tribe and several other American Indian groups from the Southeastern United States, a march across thousands of miles known as the Trail of Tears that left thousands of people dead along the way. [Read Article](#)

**US Announcement on Breaking Ties with the World Health Organisation: Statement by the President of the Commission Ursula von der Leyen and High Representative/Vice-President Josep Borrell**



*European Commission - Joint Statements*

As the world continues to fight the COVID-19 pandemic, the main task for everyone is to save lives and contain and mitigate this pandemic. The European Union continues to support the WHO in this regard and has already provided additional funding.

In an EU-led resolution adopted by consensus on 19 May at the World Health Assembly, all WHO Member States agreed to initiate, at the earliest appropriate moment, an impartial, independent and comprehensive evaluation to review lessons learnt from the international health response to the coronavirus, notably with the objective of strengthening future global health security preparedness.

Evaluating our global response is necessary as there are lessons to be learnt from this pandemic, its outbreak and response to it. The evaluation of our collective performance at international level is only a necessary process, aiming at strengthening health security. [Read Release](#)

**China and Southeast Asia**

trainee(s) are attractive match for potential grant assistance.

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

[www.proactivetechnologiesinc.com](http://www.proactivetechnologiesinc.com)

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

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

Let's start with what we already know:

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

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

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

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

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

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

**China Is Bargain-Shopping for Global Influence**  
*MSN News - The Atlantic, Kathy Gilsinan*  
The U.S. gives more money than China to many international organizations. So why do they seem more sympathetic to Beijing?



This spring, President Donald Trump declared that he would halt U.S. funding for the World Health Organization, previously more than \$400 million annually-and he announced this right in the midst of a global pandemic. A week later, Chinese President Xi Jinping pledged another \$30 million-which would nowhere near make up for the shortfall (not to mention that China still owes the organization \$60 million in membership dues, an amount the WHO expects to get later this year). But the moment was a clear case in point for China's success at checkbook diplomacy, in which the amount matters less than the message: You can't count on the U.S., but you can count on us.

America was, until Trump ordered a review of the contributions, the single largest state funder of the WHO-China was contributing just over a 10th of what the U.S. was. Yet for years now, even before Trump accused the WHO of being too "China-centric," American officials worried that China kept somehow buying more influence, with less money, around the world.

"The Chinese give as little money as they can get away with," Rear Admiral Kenneth Bernard, who previously served as a political adviser to the director-general of the World Health Organization, and as a special assistant for biodefense to President George W. Bush, told me. "They give as little money as will buy influence." [Read Article](#)

**China Under Pressure to Write Off Loans as Countries Struggle to Repay Debt During Coronavirus Crisis**



*MSN News - CNBC, Weizhen Tan*

China could find itself having to write off massive loans as countries that owe Beijing money under its massive infrastructure project struggle with mounting debts in the coronavirus fallout, analysts say.

China's mammoth infrastructure investment plan - also known as the Belt and Road Initiative (BRI) - is highly controversial and widely criticized for saddling many countries with debt.

It is an ambitious project that aims to build a complex network of rail, road and sea routes stretching from China to Central Asia, Africa and Europe. It is also aimed at boosting trade. Chinese financial institutions have provided hundreds of billions in funding to countries involved in the BRI projects.

"Many countries under the BRI initiative have borrowed heavily from China to invest in new projects, but the pandemic is disrupting economies and will complicate repayment plans," Kaho Yu, senior Asia analyst at Verisk Maplecroft, told CNBC. [Read Article](#)

**China Poised to Expand Control Over Hong Kong**

*NPR Morning Edition - Emily Feng, Austin Horn*

Beijing has signaled it will push through sweeping national security legislation for Hong Kong, its most aggressive effort yet to exert its control over the semi-autonomous city since it was returned to Chinese control in 1997.



"Hong Kong is an inseparable part of the People's Republic of China," Zhang Yesui, a spokesperson for China's National People's Congress, told journalists Thursday night in Beijing. "In light of recent circumstances, the NPC is exercising power enshrined in China's Constitution ... to uphold the institutional framework of one country, two systems." [Read Article](#)

**Asia, India and Australia**

**U.N. Warns Number of People Starving to Death Could Double Amid Pandemic**

*NPR - H.J. Mai*

The U.N.'s humanitarian chief has warned that without global cooperation and financial assistance, the number of people dying from hunger or hunger-related diseases could double this year due to the economic fallout of the coronavirus pandemic.



"The effect of that is going to be, for the first time in probably in 30 years, a big increase in the number of people in extreme poverty, people living on less than \$2 a day," said Mark Lowcock, U.N. Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator.

stay focused on business.

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

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

"And as part of that," Lowcock said, "we expect, unfortunately, that there could be a doubling this year in the number of people who are literally starving to death and won't survive unless they get help."

Lowcock is calling on the world's wealthiest countries to provide \$90 billion in relief aid to the poorest. That amount would be sufficient to protect 700 million of the world's most vulnerable people, according to the U.N. Office for the Coordination of Humanitarian Affairs. [Read Article](#)

### **How is the Coronavirus Outbreak Affecting China's Relations with India?**

*Brookings Institute - Tanvi Madan, Director - The India Project, Senior Fellow - Foreign Policy, Project on International Order and Strategy*



Editor's Note: Many Indians largely blame China for the origin of the coronavirus, and criticize its lack of disclosure, its influence on the WHO, and what are seen as its efforts to take diplomatic or commercial advantage of the crisis, writes Tanvi Madan. This piece originally appeared in ChinaFile.

China's handling of the coronavirus pandemic has reinforced the skeptical perception of the country that prevails in many quarters in India.

The Indian state's rhetoric has been quite measured, reflecting its need to procure medical supplies from China and its desire to keep the relationship stable. Nonetheless, Beijing's approach has fueled Delhi's existing strategic and economic concerns. These include overdependence on China for industrial inputs - India's pharmaceutical sector, for instance, sources a majority of its Advanced Pharmaceutical Ingredients from China. Because of this crisis, the desire to boost domestic production or diversify India's options will likely intensify. [Read Article](#)

### **New Zealand Now Has Just 1 Active COVID-19 Case**

*KPCC - NPR, Bill Chappell*



New Zealand is now allowing gatherings of up to 100 people, and the country says it has just one active COVID-19 case. Much of the credit for the country's success has gone to Prime Minister Jacinda Ardern, seen here walking through the coastal city of Napier on Friday. New Zealand is now allowing gatherings of up to 100 people, and the country says it has just one active COVID-19 case. Much of the credit for the country's success has gone to Prime Minister Jacinda Ardern, seen here walking through the coastal city of Napier on Friday, May 29, 2020.

New Zealand is now down to only one active COVID-19 case, reaching a new level of success in its fight against the coronavirus. The last time a new case was reported in the country was more than a week ago; no one is currently hospitalized with the disease caused by the coronavirus.

"For the seventh day in a row, there are no new cases of COVID-19 to report in New Zealand," the Ministry of Health said on Friday.

The news came on the same day that the country further eased its restrictions on the public. It will now permit gatherings of up to 100 people - clearing the way for weddings, parties, funerals and other large events. Restaurants can also host up to 100 people, as long as safety protocols are followed. [Read Article](#)

## **Africa, Middle East, Eastern Europe and Russia**

### **Protecting Food Security in Africa During COVID-19**

*Brookings Institute - Simeon Ehui, Regional Director for Sustainable Development for Africa - World Bank*

Even before the global COVID-19 pandemic broke out, food insecurity was a serious concern throughout sub-Saharan Africa. According to the Food and Agriculture Organization, 239 million people in the region were undernourished as of 2018. Since long before the COVID-19 pandemic, these chronic food crises have been driven by a variety of factors, including economic shocks, climate, and conflict. Indeed, areas that are severely affected by climate change-particularly the Sahel region, the Horn of Africa, and southern Africa-have many food insecure people. In East Africa, intercommunal violence and armed conflicts are perpetuating instability and tensions, particularly in South Sudan, and are the driver of large refugee populations in neighboring countries, such as Uganda. In

Nigeria, the region's most populous country, the number of undernourished people was estimated at more than 25 million in 2018-up by 180 percent over the past decade.

This year, an unprecedented locust outbreak that's ravaging parts of the Horn of Africa could result in \$8.5 billion in crop and livestock losses, severely reduced harvests, and less food in markets. Climate shocks, which have been increasing in number and severity in recent years, could also hurt agricultural production. These multiple crises, unfolding at the same time, threaten to swell the ranks of Africa's hungry and vulnerable people. Refugees, internally displaced people, and people living in areas marked by conflict and fragility like the Sahel are especially at risk. [Read Article](#)

### **The Coronavirus Has Led to More Authoritarianism for Turkey**

*Kemal Kirisci- Nonresident Senior Fellow - Foreign Policy, Center on the United States and Europe, The Turkey Project*



Editor's Note: As Turkey's President Erdogan takes further steps to cement his power, it is difficult to see how his country will be able to recover from the heavy economic, governmental, and societal toll that the coronavirus has wrought, argues Kemal Kirisci. This post originally appeared in the National Interest.

Turkey is well into its second month since the first coronavirus case was diagnosed on March 10. As of May 5, the number of reported cases has reached almost 130,000, which puts Turkey among the top eight countries grappling with the deadly disease - ahead of even China and Iran. Fortunately, so far, the Turkish death toll, at less than 2.7% of reported cases, has been relatively low compared to the world average of almost 7%. A senior expert from the World Health Organization (WHO) recently credited Turkey's performance and expressed cautious optimism about the situation stabilizing. With reported cases and deaths falling, President Recep Tayyip Erdogan announced on May 4 a graduated program for lifting restrictions in May and June.

Thus far, Turkey's response has been marked by a tension between an approach based on science, represented by the minister of health, Fahrettin Koca, and a piecemeal counterpart shaped by Erdogan's political priorities: perpetuating his one-man rule by saving the economy and keeping his conservative religious base happy. As the country begins to open up, Erdogan's policies and narrative suggest that the country should expect more of the same authoritarian politics. It is doubtful that this will help to solve Turkey's persistent economic and political problems that have been exacerbated by the pandemic. [Read Article](#)

## **International Trade News**

### **INTERNATIONAL TRADE DATA**

#### **Monthly Wholesale Trade**

*US Census Bureau*

March 2020 sales of merchant wholesalers were \$475.0 billion, down 5.2 percent (+/- 0.5 percent) from last month. End-of-month inventories were \$650.7 billion, down 0.8 percent (+/- 0.2 percent) from last month. March 2020: -0.8 % change in Inventories; February 2020 (r): -0.7 % change in Inventories.

[Read Report](#)



#### **Manufacturing and Trade Inventories and Sales**

*US Census Bureau*

U.S. total business end-of-month inventories for March 2020 were \$2,012.5 billion, down 0.2 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,386.1 billion, down 5.2 percent (+/-0.2 percent) from last month. March 2020: -0.2 % change in Inventories; February 2020 (r): -0.5 % change in Inventories. [Read Report](#)



#### **U.S. International Trade in Goods and Services, March, 2020**

*US Department of Commerce - Bureau of Economic Analysis*



The U.S. monthly international trade deficit increased in March 2020 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit increased from \$39.8 billion in February (revised) to \$44.4 billion in March, as exports decreased more than imports. The previously published February deficit was \$39.9 billion. The goods deficit increased \$4.6 billion in March to \$65.6 billion. The services surplus

decreased \$0.1 billion in March to \$21.2 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](#)

## Prototype Data Tables for International Statistics Now Available

*US Department of Commerce - Bureau of Economic Analysis*



Final details are available for the expanded data tables that will be published with the June 19 annual update of BEA's international transactions accounts (ITAs) and the June 30 annual update of the international investment position (IIP) accounts. The final version of the prototype tables that on June 19 will become the new standard tables for the ITAs, as well as XLS templates of the upcoming ITA news release tables and the IIP news release tables are now available on BEA.gov. For more information, see the blog "Table Changes Coming with Annual Update of International Statistics." [Read Report](#)

## U.S. Secretary of Commerce Wilbur Ross to Initiate Section 232 Investigation into Imports of Laminations and Wound Cores for Incorporation into Transformers, Electrical Transformers, and Transformer Regulators

*U.S. Department of Commerce*



WASHINGTON - U.S. Secretary of Commerce Wilbur Ross announced he will initiate an investigation into whether laminations for stacked cores for incorporation into transformers, stacked and wound cores for incorporation into transformers, electrical transformers, and transformer regulators are being imported into the United States in such quantities or under such circumstances as to threaten to impair the national security. The decision to launch an investigation under Section 232 of the Trade Expansion Act of 1962, as amended, follows inquiries and requests from multiple members of Congress as well as industry stakeholders. As required by law, Secretary Ross will send a letter to Secretary of Defense Mark Esper informing him of the investigation. Secretary Ross will also notify other relevant executive branch officials. [Read Release](#)

## Mexican Lockdown Fouls U.S. Manufacturing Plans to Reopen

*Area Development - Bloomberg, Jenny Leonard*



Bradford White Corp. is an American company that prides itself in making water heaters at plants in places like Niles, Michigan, and Rochester, New Hampshire.

They've even been deemed essential in fighting Covid-19, deployed in New York's Javits Center-turned hospital and Chicago's McCormick Place hospital.

But now, Bradford White is maybe weeks away from significant disruptions to its manufacturing, a victim of a clash between the U.S. and Mexico on what's considered an essential business or service. None of its popular heaters can be assembled in America without importing critical parts from Mexico -- where the government has shut down almost all manufacturing.

Those parts, including gas controls and electric elements costing as little as a few dollars, can't be had. [Read Article](#)

### **EXIM Approved 161 Small Business Authorizations Totaling Nearly \$139 Million and Supporting 800 U.S. Jobs in March**



*U.S. Export-Import Bank*

WASHINGTON - In March, the Export-Import Bank of the United States (EXIM) approved 161 authorizations totaling \$138.8 million in support of American small businesses that export "Made in the USA" products around the world. These small-business related authorizations supported a preliminary estimate of 800 U.S. jobs in March 2020.

This total includes \$134.6 million of short-term authorizations and \$4.2 million of medium-term authorizations supporting small businesses. [Read Release](#)

### **Global Trade Talk: Reconfiguring US-China Supply Chains for a Post-Coronavirus World**



*Area Development - Global Trade, Keith Rabin*

Global Trade Talk is part of an ongoing series highlighting international business, trade, investment, and site location issues and opportunities. This article focuses on the conversation between Jack Perkowski, JFP Holdings Ltd., and Keith Rabin, KWR International, Inc.

Hello Jack, how are you? It has been a long time since we last talked. Before we begin, can you tell us about your background and current activities?

After graduating from Harvard Business School, I went to work on Wall Street, joining Paine Webber, where I served for 20 years and ended up running the Investment Banking Department. I then decided to do something different for a second career and became interested in Asia. That led to a trip to Hong Kong in 1990 and my moving there in late 1991. I quickly decided within Asia, China was the key driver, and in 1992 made my first trip to the Mainland.

At that time, China's auto market was small and fragmented. They were manufacturing about 500 thousand vehicles a year, but it was clear the country wanted to develop a large auto industry. However, foreign companies were slow to enter because volumes were too small, so to encourage investment, the government allowed foreigners to have majority ownership in automotive components companies. That is now allowed in most industries in China, but at the time, auto components were the only industry where this was permitted. [Read Article](#)

### **U.S. Senators Tammy Baldwin and Rick Scott Introduce Bipartisan Legislation to Promote Transparency Online and Support Made in America Goods and Companies**



*U.S. Senate*

The COOL Online Act updates our labeling laws for the online era. U.S. Senators Tammy Baldwin (D-WI) and Rick Scott (R-FL) today introduced bipartisan legislation to ensure that all goods sold online list their country-of-origin in order to protect Americans' right to know where the products they buy are made, and help promote goods that are made in America.

Unlike products sold in-person, products sold online are not currently required to disclose their country-of-origin. The Country of Origin Labeling (COOL) Online Act would increase transparency online by updating our labeling laws for the e-commerce era so online shoppers have the same access to country-of-origin and seller location information that in-person shoppers do. The legislation is also cosponsored by Senators Chris Murphy (D-CT) and Kelly Loeffler (R-GA).

"Regardless of whether shopping online or in a store, Americans have a right to know whether the products they buy are being made right here in America, by American workers," said Senator Baldwin. "With more and more consumers buying their goods online, we must ensure online retailers are being just as transparent as brick-and-mortar stores. My bipartisan legislation will fix our outdated labeling laws to promote transparency for Americans shopping online, and to help boost the American businesses and manufacturers selling their goods through online retailers." [Read Release](#)

## Department of Commerce Issues Expected Final 90-Day Extension of Temporary General License Authorizations



*U. S. Department of Commerce*

The U.S. Department of Commerce announced today it is extending the terms of the existing Temporary General License (TGL) authorizations for Huawei Technologies Co. Ltd. and its non-U.S. affiliates (Huawei) on the Entity List for 90 days. The terms and duration of any future general licenses will be announced prior to the expiration of this 90-day time period.

This announcement follows public comments received from numerous companies, associations, and individuals about the TGL. The Department continues to assess the national security and foreign policy implications of companies and individuals that have not yet transitioned from Huawei equipment.

The 90-day extension provides an opportunity for users of Huawei devices and telecommunication providers-particularly those in rural U.S. communities-to continue to temporarily operate such devices and existing networks while hastening the transition to alternative suppliers.

In announcing this extension, the Department is also notifying the public that activities authorized in the TGL may be revised and possibly eliminated after August 13, 2020. Companies and persons relying on TGL authorizations should begin preparations to determine the specific, quantifiable impact of elimination if they have not done so already. Those companies and persons should be prepared to submit license applications to the Department to determine which, if any, activities will be authorized in the event that their TGL authorization is eliminated. The Department will provide prior notice via the Federal Register of a need to submit such applications. [Read Release](#)

## The Great Unwinding: Covid-19 and the Regionalisation of Global Supply Chains



*Area Development - The Economist Intelligence Unit*

In this short report, The Economist Intelligence Unit examines how Covid-19 has impacted and will continue to fundamentally reshape global supply chains. With many multinationals looking to build resilience into their supply chains, the report takes a closer look at the accelerating trend of regional rather than global supply chains networks, in addition to the strategic use of inventory locations.

The second half of the report considers how else multinational organisations can respond to large global risks such as the coronavirus outbreak. Continuing to concentrate on the supply-side, the report touches upon scenario planning, digitalisation and bringing risk management to the heart of a businesses long-term strategy. [Download Report](#)

## COVID-19 and International Trade: Issues and Actions



*Organization for Economic Cooperation and Development*

In an unprecedented global health crisis, trade is essential to save lives and livelihoods; and international co-operation is needed to keep trade flowing. In the midst of significant uncertainty, there are four things we can do: 1) boost confidence in trade and global markets by improving transparency about trade-related policy actions and intentions; 2) keep supply chains flowing, especially for essentials such as health supplies and food; 3) avoid making things worse, through unnecessary export restrictions and other trade barriers; and 4) even in the midst of the crisis, think beyond the immediate. Government support today needs to be delivered in a way that ensures it serves the public interest, not vested interests, and avoids becoming tomorrow's market distortions. [Read Report](#)

## EU and Mexico Conclude Negotiations for New Trade Agreement



*European Commission*

The European Union and Mexico concluded [today] the last outstanding element of the negotiation of their new trade agreement. Trade Commissioner Phil Hogan and Mexican Minister of Economy Graciela Márquez Colín - in a phone call today - agreed on the exact scope of the reciprocal opening of public procurement markets and a high level of predictability and transparency in public procurement processes. With this, the EU and Mexico can advance to the signature and ratification of this agreement in line with their respective rules and procedures.

Commissioner for Trade Phil Hogan said: "While most of our efforts have been focused lately on tackling the coronavirus crisis, we have also been

working to advance our open and fair trade agenda, which continues to be very important. Openness, partnerships and cooperation will be even more essential as we rebuild our economies after this pandemic. I am very pleased, therefore, that together with our Mexican partners, we share similar views and that our continued work could now come to fruition. Today's agreement is clear evidence of our shared commitment to advance our agenda of partnership and cooperation. This agreement - once in force - will help both the EU and Mexico to support our respective economies and boost employment." [Read Release](#)

### **USMCA Deal to Replace NAFTA July 1, but Business Groups Urge Delay Due to COVID-19**

*Thomas Insights - Hugo Britt*



The new U.S.-Mexico-Canada Agreement (USMCA) will go into effect on July 1. While the implementation is seen as the fulfillment of a key priority for the Trump administration, opinion is divided on whether the new deal will hamper or boost the nation's economic recovery from the COVID-19 crisis.

USMCA replaces the North American Free Trade Agreement (NAFTA), which has been in place since 1994. Negotiations for the new deal began in May 2017, eventually going through eight rounds of formal talks between the three countries. The deal was signed into law by President Trump in January this year and all parties have now completed the required domestic procedures that will allow the deal to go into effect.

The USMCA's most significant changes will impact the auto industry (creating more jobs for U.S. auto workers) and include new policies in areas including IP protection, U.S. access to the Canadian dairy market, new policies on digital trade (e-commerce), new dispute mechanisms, and new labor and environmental standards. [Read Article](#)

### **Dozens of Chinese Companies Added to U.S. Blacklist in Latest Beijing Rebuke**



*Reuters - David Shepardson, Karen Freifeld*

The United States said on Friday it would add 33 Chinese firms and institutions to an economic blacklist for helping Beijing spy on its minority Uighur population or because of ties to weapons of mass destruction and China's military.

The U.S. Commerce Department's move marked the Trump administration's latest efforts to crack down on companies whose goods may support Chinese military activities and to punish Beijing for its treatment of Muslim minorities. It came as Communist Party rulers in Beijing on Friday unveiled details of a plan to impose national security laws on Hong Kong.

Seven companies and two institutions were listed for being "complicit in human rights violations and abuses committed in China's campaign of repression, mass arbitrary detention, forced labor and high-technology surveillance against Uighurs" and others, the Commerce Department said in a statement.

Two dozen other companies, government institutions and commercial organizations were added for supporting procurement of items for use by the Chinese military, the department said in another statement. The blacklisted companies focus on artificial intelligence and facial recognition, markets that U.S. chip companies such as Nvidia Corp and Intel Corp have been heavily investing in. [Read Article](#)

## **Education and Workforce Development News**

### **Washington Watch: A Look at the Various CARES Act Funding Streams**



*Community College Daily News - David Baime*

The U.S Education Department (ED) on Thursday released CARES Act institutional funding for Titles III and V of the Higher Education Act. At the same time, it allocated the bill's institutional funding through the Fund for the Improvement of Postsecondary Education (FIPSE).

Until then, the Department had been quiet for more than a month about its plans for allocating these institutional funds, which total almost \$1.4 billion. The release of these monies caught many community college campuses by surprise; they have been overwhelmingly focused on using the student and institutional portions of the CARES Act formula grants. (ED is expected to release imminently yet more guidance in this area.)

**How various funds are disbursed** [Read Article](#)



## Washington Watch: House Bill Includes \$2B Community College Program

*Community College Daily News - Jim Hermes*



House Education and Labor Committee Chairman Bobby Scott on Friday introduced the Relaunching America's Workforce Act (RAWA), which would authorize \$15 billion for several workforce development programs and provides them with additional flexibility to address the pandemic.

The bill would create a new \$2 billion Community College and Industry Partnership Grants (CCIP) program that is modeled after the successful Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants program, which was passed during the previous recession to spur workforce and economic development around various industry sectors across the country.

Establishing such a program is a major component of the American Association of Community Colleges' (AACC) priorities for the next coronavirus stimulus bill.

Sen. Patty Murray (D-Washington) plans to introduce companion legislation in the Senate. [Read Article](#)

## Avoiding the COVID-19 slump: Making Up for Lost School Time

*Brookings Institute - Roberta Michnick Golinkoff, Helen Shwe Hadani, and Kathy Hirsh-Pasek*



In 1996, Harris Cooper of Duke University and his colleagues first reported on the effects of what came to be known as summer slide, or summer slump. Over the summer months, when children are not in school, those from under-resourced communities tend to lose roughly 30 percent of the gains they made in math during the school year and roughly 20 percent of the gains in reading. More recently, Johns Hopkins researchers found that during the school year, students from underserved areas in Baltimore generally kept up academically with those from more privileged neighborhoods. The loss was thus unique to the time outside of school.

For the past six weeks (and counting), over 1.5 billion children around the world, or 9 in 10, have been quarantined at home. In the United States alone an estimated 45.1 million children are out of school, and by definition, this refers only to those who are in primary or secondary school—not to those in child care or preschool. [Read Article](#)

## Tribal Colleges Stay Strong but Face Challenges

*Community College Daily News - Tabitha Whissemore*



Tribal colleges and universities (TCUs) are vital to the communities they serve. Campuses don't only offer college courses, but also serve as gathering places for the community. Many - 31 out of 35 accredited TCUs - serve as community libraries. Students can gain skills for the workforce, and they can learn about and preserve their culture, history and language.

"Tribal colleges impact every aspect of their community, and vice versa," said Carrie Billy, president and CEO of the American Indian Higher Education Consortium (AIHEC).

And they do it with limited resources.

This makes tribal colleges particularly vulnerable during the coronavirus pandemic "because of both the challenging environment in which they currently engage their education, and because they are, like many people with limited resources, traumatized by the situation," said Cheryl Crazy Bull, president and CEO of the American Indian College Fund. [Read Article](#)

## How 25 Major US Colleges Plan to Reopen for the Fall Semester

*MSN News - Business Insider, Joey Hadden*



US universities began shifting to remote learning in light of the coronavirus pandemic in March 2020.

Some universities, like Harvard, are planning for another remote semester, while others, like Rice, expect to reopen campus with social distancing regulations.

To inform our list, we used information from Niche, a school-ranking website that released its choices for the top 25 colleges and universities in the country in 2019.

We also used Niche's net price calculation for each school, which is the average cost of tuition after financial aid reported by each college in 2019. [Read Article](#)

### **IRAPs Rule Kicks In**

*Community College Daily News - Matthew Dembicki*

Organizations, including community colleges, can now apply to serve as third-party entities that would review applications for new industry-recognized apprenticeship programs, or IRAPs.



On the same day federal regulations for IRAPs went into effect, the U.S. Department of Labor on Monday opened the online application for so-called "standards recognition entities" (SREs). The new national apprenticeship program is intended to run in tandem with the department's long-established registered apprenticeship program.

"As workers seek to reenter the workforce following the economic disruption caused by coronavirus, Industry-Recognized Apprenticeship Programs and the SREs that recognize them will provide new opportunities for Americans to earn a living while learning the skills needed in a changing job market," U.S. Labor Secretary Eugene Scalia said in a press release. "I encourage industry leaders, educators, and others to consider forming SREs to help drive the expansion of apprenticeships and assist in the economic rebound. In these challenging times, the new apprenticeship opportunities created by IRAPs can open doors to good-paying jobs in industries such as telecommunications, health care, cybersecurity and other sectors." [Read Article](#)

### **Assess, Plan, Re-assess, Plan Again. Repeat.**

*Community College Daily News - Matthew Dembicki*

There is no Pandemic 101 course or a chapter in any leadership textbook on how to plan for unprecedented crises. But community college leaders have tapped their professional and personal experiences as they forge ahead in dealing with many uncertainties due to the coronavirus, from enrollments and state funding, to budgets and campus safety - and a whole lot more.



"I've had a lot of disaster mitigation in my career," including hurricanes and financial crises, said Maureen Murphy, president of College of Southern Maryland. "Generally, if your electricity goes back on and you get some money, you can start to get your feet under you again."

But this pandemic is not following any pattern she's seen, Murphy said.

[Read Article](#)

### **ED Approves 6 State Perkins Plans**

*Community College Daily News - Matthew Dembicki*

The U.S. Education Department on Friday announced the first wave of approved state career and technical education (CTE) plans pertaining to the Perkin Act reauthorization signed by the president in 2018.



Hawaii, Illinois, Maine, Maryland, Massachusetts and New Hampshire are the first six states to have their CTE plans approved under the Strengthening Career and Technical Education for the 21st Century Act (Perkins V).

"We know many well-paying, in-demand jobs require CTE training but not necessarily a college degree and the associated debt," Education Secretary Betsey DeVos said in a press release. "The coronavirus pandemic has certainly highlighted the need for all education to be tailored to meet each student's unique needs, more nimble, and relevant to 21st-century realities. High-quality CTE programs are a critical way to help learners of all ages and get our economy back up and running at full speed." [Read Article](#)

### **A Looming Financial Meltdown for America's Schools**

*NPR Morning Edition - Cory Turner*

Austin Beutner looked haggard, his face a curtain of worry lines. The superintendent of the second-largest school district in the nation sat at a desk last week delivering a video address to Los Angeles families. But he began with a stark message clearly meant for another audience:



"Cuts to funding at schools will forever impact the lives of children," Beutner said less than a week after California's governor called for emergency cuts in education spending. The harm children face from these cuts, Beutner

warned, "is just as real a threat to them as is the coronavirus."

Similar alarms are sounding in districts across the country. With the nation's attention still fixed on the COVID-19 health crisis, school leaders are warning of a financial meltdown that could devastate many districts and set back an entire generation of students.

"I think we're about to see a school funding crisis unlike anything we have ever seen in modern history," warns Rebecca Sibilia, the CEO of EdBuild, a school finance advocacy organization. "We are looking at devastation that we could not have imagined ... a year ago." [Read Article and Head Podcast](#)

### **For-profit Colleges Drastically Outspend Competing Institutions on Advertising**

BROOKINGS

*Brookings Institute - Alejandro Vazquez-Martinez and Michael Hansen*

As for-profit colleges ramp up their advertising to attract students and laid-off workers stuck at home during the COVID-19 pandemic, a new report from the Brown Center on Education Policy at Brookings offers new, salient insights on the multimillion-dollar world of college advertising. Authors Stephanie Cellini and Latika Chaudhary found that for-profit institutions far outspend nonprofit and public universities on commercial advertising: In fact, degree-granting for-profit institutions account for about 40% of all higher education advertising spending, while serving just 6% of students.

For-profit colleges have historically attracted both praise as innovators and scrutiny as opportunists from federal lawmakers. Policy debates typically center around whether for-profit institutions should face more oversight relative to other sectors due to a business model that may lead them to focus more on enrollments (and therefore profit)-and less on student success. Because advertising is among the most pervasive recruiting tactics used by postsecondary institutions across all sectors, analyzing spending on advertisements can provide relevant insights into how different sectors prioritize outreach to new potential students.

The first noteworthy finding is that higher education institutions spend significant amounts of money on advertising each year to attract new students. In 2017, the most recent year for which data are available, degree-granting postsecondary institutions spent roughly \$730 million on advertising in the 100 largest media markets in the U.S.-including TV, cable, outdoor, and online ads. Advertising spending by colleges has been somewhat volatile in the past decade, roughly matching the growth and decline of enrollment in for-profit colleges, as shown in Figures 1A and 1B of the report (shown below). [Read Article](#)

### **Restoring the Workforce to Revive the Economy**

*Community College Daily News - Matthew Dembicki*

A national advisory group charged with developing ways to better prepare workers for available jobs is putting a skilled workforce front and center in the country's economic recovery.



During its virtual meeting on Tuesday, the American Workforce Policy Advisory Board - which comprises leaders from government, education, industry and labor - approved a "call to action" plan that focuses on three broad goals to ensure workers have the skills needed for evolving and emerging jobs as the U.S. economy prepares to bounce back after the coronavirus brought it to a grinding halt. They include:

- Invest in career pathways and implement skills-based hiring practices.
- Remove obstacles to foster innovation in education and training.
- Build a better technological infrastructure.

"These efforts can help more American workers find new employment, regain their footing, and access the reskilling and retraining that will help build a durable career in well-paying fields like coding, engineering, healthcare, manufacturing, supply chain, IT, skilled trades and others," said board member and Apple CEO Tim Cook. [Read Article](#)

### **The View from State Systems**

*Community College Daily News - Martha Parham*

Leaders from three state community college systems this week gave an overview of the challenges facing two-year colleges as a result of the coronavirus, from lingering questions regarding how they can use CARES Act funds, to keeping colleges running with uncertain state funding and budgets.



At this week's virtual joint board meeting of the American Association of

Community and Technical College Trustees, Louisiana Community and Technical College System President Monty Sullivan, Virginia Community College System Chancellor Glenn DuBois and New Jersey Council of County Colleges President Aaron Fichtner provided insights from their respective states.

Louisiana colleges are grateful that Congress provided community colleges and their students with crucial grants through the CARES Act, but they are also frustrated with the guidance from the U.S. Education Department (ED) on how to spend those funds, with questions still lingering, Sullivan said. Fitchner agreed, adding that giving colleges more flexibility in how to use the funds would help, as many states anticipate sharp decreases in state revenues and budget allocations. [Read Article](#)

## Training and Organizational Development News

### The Impact of Mindfulness Training on Organizations



*Training Magazine - Neal Goodman, Ph.D., President, Global Dynamics, Inc.*

Mindfulness training is being recognized for its potential in business by improving decision-making, lowering turnover, increasing productivity, reducing stress, enhancing engagement and creativity, and resulting in a more empathetic and satisfied workforce.

A growing body of research shows that mindfulness training reduces stress and anxiety, improves attention and memory, and promotes self-regulation and empathy. It now is being integrated into forward-thinking organizations (<https://wellness.huhs.harvard.edu/Mindfulness>).

Mindfulness training allows all employees to focus sharply on the task at hand, master peak levels of stress, and recharge quickly. On an organizational level, mindfulness reduces sick days, increases trust in leadership, and boosts employee engagement. The Wall Street Journal reports that companies such as Goldman Sachs use mindfulness training because research shows that traders who applied their mindfulness training had greater increases in their portfolios than comparable traders who did not receive the training. Those receiving and practicing mindfulness training showed greater discipline in decision-making, especially during stressful periods. All this from practicing 15 minutes a day!

[Read Article](#)

### 5 Tips to Win at Working Remotely



*Training Magazine - Jono Bacon, Founder, Jono Bacon Consulting*

Build a routine, stick to it, and have an honest view of your "waves" and distractions and how to manage them.

In the face of the Coronavirus, remote working is now the norm. Even before the pandemic, some 70% of professionals worked from home at least once a week. Similarly, 77% of people claim they work more productively and 68% of Millennials would consider a company more if they offered remote working. It seems to make sense: technology, connectivity, and culture seem to be setting the world up more and more for remote working. Oh, and home-brewed coffee is better than ever, too.

But here's the stark truth: Remote working is not a panacea. Sure, it seems like hanging around at home in your pjs, listening to your antisocial music, and sipping on buckets of coffee is perfect, but it isn't for everyone. Some people need the structure of an office. Some people need the social element of an office. Some people need to get out the house. Some people lack the discipline to stay focused at home. Some people are avoiding the government coming and knocking on the door due to years of unpaid back taxes. [Read Article](#)

### Retraining, Instead of Layoffs, Will Speed Economic Recovery



*USA Today - Jeb Bush and Terry McAuliffe, Opinion contributors*

Instead of laying off workers, we must train and retain them, to avoid the worst version of the recovery ahead.

Drastic change is upon us as a country and as a world. We are facing unemployment levels last seen during the Great Depression, overnight tens of millions of Americans have been laid off or furloughed, and all signs point to scores more facing a similar fate in the coming months.

We believe in, and need, an American recovery that is swift - one where workers find higher pay and higher purpose, and our employers become better equipped for the future of work.

A massive remobilization of the workforce is upon us, and our response will determine the strength and speed of our recovery. If it happens en masse by firing and rehiring, the costs to employers, employees and their families will be great. We must abandon our usual approach for something innovative.

If we can mobilize within employers, by providing training or learning leaves (paid or unpaid leave paired with a training, education or skill development opportunity), the costs of this recession will be minimized, the return on investment improved and the skills gap closed. We hope that employers and policymakers will consider learning leaves as a bold new approach to avoid unnecessary pain in the near term, and a way to invest in the long-term future of the workforce.

**Costs of layoffs are steep** [Read Article](#)

Access Proactive Technologies' **Recent Proactive Technologies News Article Quicklinks (this newsletter's left panel)** on information on structured worker development, achieving worker full job mastery, quality and safety policy compliance support and many other contemporary worker development and management topics.

## Quality News

### **Are You Maximizing the Benefits of Metrology Fixturing?**

*Quality Magazine - Matt Davies*

Within a metrology inspection environment, fixturing is a three-step process of positioning, locating and securing a workpiece within a measuring volume for inspection. Whether this inspection involves a coordinate measuring machine (CMM), vision machine or flexible gaging system, the goal of the fixture is to hold the part securely and repeatably. A well designed and manufactured fixture will remove operator variance and help to ensure consistency of inspection.

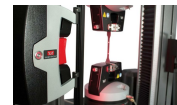


The true benefits of precise metrology fixturing and how it can significantly affect the efficiency of an inspection process are largely underestimated. It is commonplace for fixtures to be neglected until the last minute of a project, or even worse, forgotten altogether. It is only when a CMM backlog starts to build or metrology results drift that the focus is drawn to the part fixturing and positioning within the machine. [Read Article](#)

### **Plastics Testing: Are You Compliant?**

*Quality Magazine - Erica Lawrence*

If you're testing plastics, it's critical to keep up to date on your standards to ensure the most accurate and reliable results.



More than ever before, plastics are being used to manufacture consumer and commercial goods across the world. From medical devices to automotive fasteners, plastics have made their way into nearly every industry. In order to confirm that the plastics used are appropriate for the application, both the raw material and finished goods must undergo quality control testing to ensure critical properties, such as tensile and flexural strength, meet industry standards.

Physical testing of plastics has been around for decades. However, as new polymers and processing techniques are developed, the standards for physical properties have also adapted to the ever-changing landscape. If you're testing plastics, whether for research and development or quality control purposes, it's critical to keep up to date on your standards to ensure the most accurate and reliable results.

An update to ASTM D790 was released last year, changing verification requirements. To help illustrate potential compliance issues, let's take a look at a few of the most common mistakes that occur when testing either the tensile or flexural properties of plastics according to ASTM or ISO. [Read Article](#)

### **Choosing the Right Smart Handheld Gage**

*Quality Magazine - George Schuetz*

Today's smart hand tools provide information for machine control and inform the operator of part quality with tolerance indication.



As with every other function in modern manufacturing operations, inspection is subject to the management team's efforts at cost control or cost containment. It is good business sense to maximize the value of every dollar spent, but it also means that hard choices must be made when selecting handheld gages. Issues as diverse as personnel, training, warranties, throughput requirements, manufacturing methods and materials, the end-use of the workpiece, and general company policies on gaging methods and suppliers may influence both the effectiveness and the cost of the inspection process.

Many companies have achieved economies by moving inspection out of the lab and onto the shop floor. As this occurs, machinists and manufacturing engineers become more responsible for potential quality issues. Additionally, by having the gaging at the point of manufacture, bad parts can be found immediately and corrections implemented to prevent others from being made. [Read Article](#)

### How to Speed Up Leak Testing

*Assembly Magazine - Zoe Leduc*

Leak testing is an essential part of the manufacturing process for a variety of products, ranging from cardiac pacemakers to automotive radiators.



Compared with, say, screwdriving or ultrasonic welding, leak testing is among the more time-consuming processes on an assembly line, especially if the product being tested is relatively large. Testing time can vary from a few seconds for small assemblies up to a several minutes for larger ones, and that can create a bottleneck on the assembly line. Fortunately, suppliers of leak test instruments know many ways to reduce cycle times and make the process more efficient.

According to Jacques Hoffmann, president of InterTech Development Co., many factors affect how long it takes to perform a leak test, such as product volume, product material, type of leak test, leak rate specification and temperature. These factors, alone and in combination, can add time to the leak test. [Read Article](#)

### Get Ready for Risk Based Thinking

*Michelle Bangert*

Risks are all around. Risk based thinking can help your organization cope.

If ever there was a time for risk-based thinking, it would be now. During this strange season, the entire world seems to be shutting down as the pandemic disrupts lives and businesses.



If you're familiar with ISO 9001, you're no stranger to risk based thinking. But what exactly is risk?

"Risk is now defined as the "effect of uncertainty on objectives," which focuses on the effect of incomplete knowledge of events or circumstances on an organization's decision making. This requires a change in the traditional understanding of risk, forcing organizations to tailor risk management to their needs and objectives," according to ISO. In other words, make risk management work for your organization. [Read Article](#)

## Cyber Security and IT News

### Apple Discovers Bug that Could Leave Millions of iPhones Vulnerable

*Thomas Insights - David Mantey*

According to a recent report on DigitalTrends.com, over 500 million Apple iPhones and iPads could be susceptible to hackers. The vulnerability, which exists in the Mail app, was discovered by cybersecurity company ZecOps.

Zuk Avraham, an executive with the company, found that the bug, which can be activated by simply downloading the Apple Mail app, has had the ability to access personal data, private messages, photos, and contacts on infected devices since January 2018. Some users also unintentionally downloaded the bug by opening a blank message that crashed the app and forced a reset.

Those responsible for the hack have not been identified yet, but experts don't believe many users have actually been targeted yet. Apple has reportedly fixed the issue but has not deployed the patch with any widespread measures, such as a software update. [Read Article](#)

## Contact-Tracing Apps Face Serious Adoption Obstacles

*Brookings Education - Sarah Kreps, Baobao Zhang, and Nina McMurry*



If public-health authorities' worst predictions come true, COVID-19 may never disappear. That means the world will have to live with the virus and develop effective treatments and measures to contain the virus.

Mobile contact-tracing technology has emerged as one such measure to track population movements and alert individuals when they come into contact with an infected person. But such technology faces enormous obstacles. In order for such tools to be effective, some 60 percent of the population needs to opt-in and use them. With the novel coronavirus continuing to spread in the United States and major American universities and technology companies actively developing digital contact-tracing tools, understanding whether the American people would be willing to use such technology to stem the outbreak has never been more important.

But Americans continue to be deeply skeptical of such technology. In a nationally representative study of 2,000 Americans between April 30 and May 1, 2020, we found that just over 30 percent of Americans indicated they would download and use a mobile contact-tracing app, raising questions about whether such technology will be adopted widely enough to be effective. [Read Article](#)

## Verizon Says 73% of Manufacturing Data Breaches Are Financially Motivated [Report]

*Thomas Insights - Mike Hockett*



Verizon released its 13th annual Data Breach

Investigations Report (DBIR) earlier this month, and the data revealed that more than one-fourth of security breaches in the manufacturing industry are motivated by espionage, while the vast majority still stem from financial reasons.

The DBIR provides a comprehensive view of global cybersecurity based on actual cyberattacks from malware to insider threats to cyber espionage and provides recommendations for businesses and government agencies on how to combat attacks.

Verizon's 2020 report analyzed more than 32,000 security incidents around the world in 2019 across 16 different industries. It identified 3,950 total confirmed breaches, almost double the amount analyzed in Verizon's 2019 report [Read Article](#)

## Red Cross Calls for Governments to Help Stop Health Care Hacks During Pandemic

*CNET - Alfred Ng*

Cyberattacks are Targeting Health Care Organizations and Putting Lives at Risk, the Organization Warns.

Hackers have been endangering lives by targeting health care organizations during the pandemic, the Red Cross said.

Hackers are making the coronavirus pandemic worse by endangering lives with cyberattacks, the Red Cross and several prominent tech companies and former world leaders warned in a letter published on Tuesday.

The COVID-19 outbreak has caused an uptick in cyberattacks, including hacks against hospitals and groups like the World Health Organization. In April, the WHO reported a fivefold increase in cyberattacks since the start of the pandemic. Criminals have been targeting hospitals with ransomware in hacks that lock up computers unless victims pay to get them released.

[Read Article](#)

## Human Resource Management News

### How to Prepare Your Workplace for Employees to Return

*CFO.com - Anthony Amenta, AIA*



Planning and making good use of the remaining time employees are working from home can get your workplace up and functioning more quickly.

Until there is a vaccine or treatment for COVID-19, it's clear that workplaces, particularly dense offices in major cities, will have to make some changes for employees to return. This need to adjust the office environment for employee safety comes at a time when budgets are straining under a recession and lost revenue. Planning and making good

use of the remaining time during which employees are working from home can help reduce costs and get your workplace functioning more quickly.

### Imagine the Post-Pandemic Office

As employees start to return to offices, some companies will find they need less space than before. Some workers who went remote during the pandemic will want to stay remote in the long term. Other companies will require more square footage to provide adequate spacing between workers. Now is a great time to assess which category your business falls into. [Read Article](#)

### "Show Me The Money"-A Different Look at Compensation



*Training Magazine - Bellaria Jimenez and John F. Bucsek*

Excerpt from "The Team Game: How Your Business Can Dominate Year After Year" by Bellaria Jimenez and John F. Bucsek.

When it comes to retaining and attracting workers, the question of compensation is usually at the top of the list. We have participated in many discussions debating what truly motivates employees. Is it money, benefits, culture? Although this question has strong arguments on all sides, you may not be able to easily solve it if you have limited resources. Creating a lucrative bonus plan, incentives, promotions, or fringe benefits may not be effective if you cannot easily articulate it. However, you can still be attractive and stay competitive in the marketplace if you implement some simple strategies and consider the things you can control.

In our book, "The Team Game: How Your Business Can Dominate Year After Year," we dedicated an entire section to compensation due to its importance in the process of creating and motivating team members. The Workforce Institute at Kronos Global Survey 2018 listed unfair compensation among one of the top reasons for employee burnout. Therefore, addressing compensation is critical to keeping happy and focused employees. Having clarity around the topic of money can lead to a more satisfied and productive workforce. When working with teams, the sharing of work or collaboration between team members can add another level of complexity to the conversation on compensation. Am I being fairly compensated for what I do? Will I get hurt if a team member doesn't pull their weight? It is critical to add transparency to the topic and have a plan on how to communicate it to each person.

**Motivational Tips:** [Read Article](#)

### COVID-19: Prepare Now for a Possible Re-Emergence



*Society for Human Resource Management - Eric Butterman*

As some workplaces reopen and others make plans to do so, we may start seeing business as usual. However, if the coronavirus re-emerges over the summer or fall due to a decrease in social distancing and other factors, employers will need to be prepared for a return to remote work and other pandemic-induced workplace changes.

Smart HR professionals are making plans now-just in case-by taking the lessons they've learned in recent months and creating new policies and procedures so they're ready, if necessary.

For example, at the beginning of the year, many companies didn't allow employees to work from home, whether from fear that productivity would drop, technology concerns or other issues. Yet several new studies have found that remote workers have performed at the same or higher levels during the pandemic than they did when at work, and technology has held up just fine. [Read Article](#)

## Environmental, Health & Safety News

### White House Rejects Government Report Projecting Rising Coronavirus Death Toll



*NPR - Alana Wise*

A health care worker looks on as people cheer to show their gratitude to medical staff outside NYU Langone Health hospital in New York City last month.

The Trump administration on Monday pushed back against an internal government report, obtained by The New York Times, that predicts the daily coronavirus death toll could nearly double in the United States by early June.



The Times story cites an internal CDC update, acquired from the Federal Emergency Management Agency, that predicts the number of deaths per day from COVID-19 will reach about 3,000 by June 1.

More than 68,000 people in the United States have already died from the coronavirus pandemic, summarily eclipsing an earlier estimate of a total U.S. death toll of 60,000 lives lost from the virus. [Read Report](#)

### **Fauci Warns States Not to 'Jump Over' Guidelines to Reopening**

*NPR - Domenico Montanaro*

Dr. Anthony Fauci, the nation's top infectious disease expert, warned Tuesday of states and localities skipping over federal guidelines while trying to lift restrictions and restart their economies amid the coronavirus pandemic.



Speaking remotely during a unique Senate health committee hearing, Fauci told lawmakers that his concern is that if some areas "jump over" guidelines from the federal government and "prematurely open up," there will be "little spikes that turn into outbreaks."

His statements follow an email he sent to The New York Times on Monday in which he wrote, in part: "If we skip over the checkpoints in the guidelines to 'Open America Again,' then we risk the danger of multiple outbreaks throughout the country. This will not only result in needless suffering and death, but would actually set us back on our quest to return to normal."

[Read Article and Hear Podcast](#)

### **8 Steps Your Industrial Business Should Consider When Planning to Reopen After COVID-19 Closures**

*Thomas Insights - Lindsay Gilder*

As state closure end dates creep closer, all kinds of small businesses are preparing for an inevitable reopen and for many, the task will be incredibly daunting. The CDC has released a series of guidelines for reopening businesses and advises that if a business cannot easily maintain them, they should stay closed until further notice.



In order to reopen safely and put your best foot forward in managing an industrial business, here are 8 steps you should consider for the sake of success and the safety of your staff.

#### **1. Maintain Remote Work Where Possible**

Even though your business can officially reopen, it doesn't mean that it will immediately return to normal. In order to practice safe social distancing, those employees that can work remotely should continue to do so to reduce the potential spread of COVID-19 at your facility. You might even want to consider making remote work part of your staff's normal work practices for the future, even when everyone can be in the same room.

[Read Article](#)

### **Work with Employees Before Re-Opening**

*EHS Today - David Sparkman*

Communication is key to the re-opening process, and helping employers get over fear of messing up.



With all of the confusion surrounding different states' decisions over the re-opening of businesses shut down because of the Coronavirus pandemic, and new perplexities raised by managing a fearful and sometimes remote workforce, employers may be concerned about whether they have been doing the right things to prepare their workers for the future.

"Business owners want to keep their employees healthy and safe. They also want to operate in a way that garners at least enough income to keep their doors open. And, at the core, employers suffer from FOMU-Fear Of Messing Up," says attorney J. William Manuel of the law firm of Bradley Arant Boult Cummings. [Read Article](#)

### **10 Worker Safety and Productivity Tips for 2020**

*EHS Today - Steve Ludwig*

Best-in-class performers use contemporary safety methodologies to achieve operational excellence.



It's a new decade (depending on whether you believe the decade begins with year zero or year 1), but manufacturing safety challenges keep expanding: digital transformation, fewer available workers, globalization, and how to manage safety and security risks among them.

We're living in an era where technology is rapidly changing the safety landscape. We have access to more information than ever before, yet

obtaining that information poses new risks. And, how we use this new information to understand why and where safety shutdowns occur and to improve safety and productivity substantially changes the way we operate.

An evolving workforce, with younger, less experienced workers, that often views risk differently, uses information differently, and has different expectations of their work environment than previous generations, pose new challenges to find, train and retain. [Read Article](#)

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

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

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

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

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

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



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

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

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

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



**The PROTECH™ approach:**

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

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

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

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

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

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



[www.proactivetechnologiesinc.com](http://www.proactivetechnologiesinc.com)

Copyright © 2020 Proactive Technologies, Inc.™ ALL RIGHTS RESERVED.