



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

Have a Happy and Safe 4th of July Holiday!



Keeping Employers Engaged in Regional Workforce Development Projects

by Dean Prigelmeier, President of Proactive Technologies, Inc.



Billions of dollars have been spent on workforce development projects funded by the state and federal governments in the last 20-30 years. However, from the tone of the discussions surrounding workforce development projects and participants today, it seems that the same things that were troubling employers in 1980 are still troubling them today.

Getting an employer to sign up for a grant-funded workforce development project should not be that difficult, if the brands and reputations of the institutions promoting the project are sound, and the project concept appears logical, achievable and will in all likelihood contribute to the employer's business model. But once the pitch has been made to the employers and the bold outcomes projected, keeping the employers engaged for the duration of the project and beyond can be difficult.

One thing that I have found in setting up and maintaining long-term projects is making sure the person, or people, at the initial meeting are the right ones. "Worker development" seems to fall within the domain of the employer's human resources department. But not all human resources managers are the same. Some are fresh from college and may not yet have experience with concepts such as meaningful on-the-job training, integration of worker training with ISO/TS/AS compliance, etc. Some tend to be generalists and may enthusiastically agree with a project concept but are out-of-sync with their production and quality manager's view of the world. While you may be able to get the human resources manager on-board, the human resources manager may not reflect the interest or concerns of the more influential production or operations management and staff.

Unfortunately, this may not be discovered until months into a project. If the operation's management and staff were briefed on the project (sometimes they are not), out of deference to the human resources manager the other key stakeholders may not voice concerns or ask pertinent questions that may influence the nature of the project. This may later start to percolate up and bring the organization's participation in the project to a halt. [Read More](#)

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

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



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

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Proactive Technologies' Publications Archive

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

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Free - Live Online Presentation Schedule

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

We have all been through it. For decades this has been the topic of comedy shows and movies...the dreaded annual performance review. And when it is over, we might tell our confidants how non-reflective of reality and unfair it was. We calm down over the next few months and grow more anxious each month as we get closer to the next one thinking we are at its whim.

Why are they used? Are they supposed to be a good measure or performance or just a way to meet a human resources department obligation. More times than not they seem like a justification for not giving a wage increase than guidance on how an employee can continually improve and contribute to the organization.

It is bewildering why management would spend the time and money, and risk employee morale time and again, on a employee measurement that isn't.

Conceptually, the performance review has a purpose. It is to measure employee performance during a review period, identify areas of weakness and strength, and offer guidance on how an employee can improve on shortcomings and expand potential. But that is only possible if it is accurate to the job classification against which an individual is measured.

Several decades ago, performance review criteria became a template - one form fits all. In order for that to be possible, the metrics had to become more general, such as whether the individual "works well with others," "completes projects on time," "shows initiative." At best, these types of measures leave the reviewed wondering whose job performance is being discussed. At worst, these subjective measures leave a lot of latitude for the reviewer who sometimes deliberately or inadvertently punishes an otherwise good performing employee.

Studies have shown that performance reviewers rarely have a method to gather performance history for each employee throughout a review period, so they rely on their memory. It tends to focus on the last 2-3 weeks before the scheduled review. [Read More](#)

Developing the Maintenance and Other Technically Skilled Workers That You Need; To Specification, With Minimal Investment

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



In a previous *Proactive Technologies Report* article, "[Grow Your Own Multi-Craft Maintenance Technicians - Using a "Systems Approach" to Training](#)" I described how **Proactive Technologies, Inc.** has often joined forces with universities, community colleges (many were schools for which I lead the customized training and workforce development departments) and other related technical instruction providers to setup and implement the "[hybrid model](#)" of worker development. **This approach has proven itself highly effective for technical job classifications** such as Maintenance, Chemical Operators, Press Operator, Tool & Die, NC Machine Operator, Quality Control, Supervisor and others.

This "**systems approach**" to worker development is simple in its structure but includes **metrics and quality control points** to ensure that worker development outcomes are clearly defined, progress measured and reported monthly, and goals reached - **no matter if the job changes or people change jobs**. Although this approach can be used for any job classification in any setting, together we have applied this approach effectively for Maintenance and many other critical technical positions, as well as often neglected supervisor and first-line management positions, for many clients over the last 2 decades.

The approach is unique in that it sets-up for its clients the task-based structured on-the-job training programs. There is no "cut and paste;" each job/task analysis is specific to that job classification, for that company, and incorporates already established process documents and specifications to ensure compliance with quality programs such as ISO/TS/AS and safety requirements. Proactive Technologies provides the technical implementation support and accurately reports progress for each trainee's individual pursuit of "**job mastery**" - allowing the business client to focus on its business while we ensure the employer gets the skilled staff they need, when they need them. As a bonus, incumbent workers are base-lined to

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**

structured on-the-job training program requirements and a customized path is established to drive them, along with the new-hires, to [full job mastery](#).

Like most community college or university executives, I felt compelled to promote products and services we already had on the shelf - even if I new from industry experience that the product only resembled the client's targeted job by name. I began to worry about the cost to my reputation for recommending a solution that wasted everyone's time and resources, and left the trainee and employer short. [Read More](#)

Can't Find The Right Workers? Why Not Train Workers To Your Own To Specification?

Dean Prigelmeier, President of Proactive Technologies, Inc.

According to a recent report by Career Builder.com, more than half of the employers surveyed could not find qualified candidates: 71% - Information-Technology specialists, 70% - Engineers, 66% - Managers, 56% - Healthcare and other specialists, 52% - Financial Operations personnel. According to the National Federation of Independent Businesses, nearly half of small and mid-size employers said they can find few or no "qualified applicants" for recent openings. And anecdotal evidence from manufacturing firms echoes the same challenge with specialty manufacturing jobs such as maintenance, NC machining and technical support positions. This, in large part, can be attributed to the upheaval caused by the Great Crash of 2008 and the following disruption of several million careers. Sidelined workers saw the erosion of their skill bases while waiting years for an economic recovery that, for many, has not reached them yet.

However, many or most of these workers can be "reskilled" or "upskilled" for the current workforce. The solution lies not in waiting for the labor market to magically produce the needed qualified candidates, but rather in each company investing a little to build their own internal system of structured on-the job training. With such an infrastructure, any candidate with strong core skills can be trained quickly and accurately to any employer's specifications. Furthermore, a strong training infrastructure has factored into it methods of acceptable basic core skill remediation when the benefit outweighs the cost.

No matter how you examine it, an employer is responsible for training workers to perform the essential and unique tasks of the job for which they were hired. It is not economically feasible or practical for education systems to focus this sharply. Waiting for them to do so or allowing it to happen by osmosis is risky and costly for the employer, since every hour that passes is one more hour of wage for unproductive output. Add to that the hourly wage rate of the informal on-the-job training mentor/trainer efforts multiplied by the number of trainees and this becomes a substantial cost that should attract any manager's attention. [Read More](#)

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development™ for the
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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!

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PROTECH system of *managed*
human resource development™!

Proactive Technologies offers pilot program approaches, scale-discounts

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

July, 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.

ONLINE VIDEO PRESENTATIONS

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

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

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



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

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[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 (Third Estimate); Corporate Profits, 1st Quarter 2020 (Revised 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 "third" estimate released by the Bureau of Economic Analysis. The decline is the same as in the "second" estimate released in May. In the fourth quarter of 2019, real GDP increased 2.1 percent.

Profits decreased 12.3 percent at a quarterly rate in the first quarter after increasing 2.6 percent in the fourth quarter. Corporate profits decreased 6.9 percent in the first quarter from one year ago. [Read Report](#)

Personal Income, Outlays - May, 2020

US Department of Commerce - Bureau of Economic Analysis

Personal income decreased 4.2 percent while consumer spending increased 8.2 percent in May. [Read Report](#)

Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured goods in April decreased \$57.5 billion or 13.0 percent to \$384.3 billion. April 2020: -13.0% change; March 2020 (r): -11.0% change. [Read Report](#)



Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in May increased \$26.6 billion or 15.8 percent to \$194.4 billion. May 2020: +15.8% change; April 2020 (r): -18.1% change. [Read Report](#)



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- 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

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- Online and Onsite Instruction

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Consumer Price Index

US Bureau of Labor Statistics

In May, the Consumer Price Index for All Urban Consumers fell 0.1 percent on a seasonally adjusted basis; rising 0.1 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy fell 0.1 percent in May (SA); up 1.2 percent over the year (NSA).

[Read Report](#)



Producer Price Index

US Bureau of Labor Statistics

The Producer Price Index for final demand rose 0.4 percent in May, as prices for final demand goods increased 1.6 percent and the index for final demand services fell 0.2 percent. The final demand index decreased 0.8 percent for the 12 months ended in May.

[Read Report](#)



Job Openings and Labor Turnover

US Bureau of Labor Statistics

Due to the effects of the COVID-19 pandemic, job openings declined to 5.0 million and hires fell to a series low of 3.5 million in April. Total separations decreased to 9.9 million, the second highest level in series history.

[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 rose by 2.5 million in May, and the unemployment rate declined to 13.3 percent, the U.S. Bureau of Labor Statistics reported today. These improvements in the labor market reflected a limited resumption of economic activity that had been curtailed in March and April due to the coronavirus (COVID-19) pandemic and efforts to contain it. In May, employment rose sharply in leisure and hospitality, construction, education and health services, and retail trade. By contrast, employment in government continued to decline sharply. [Read Report](#)

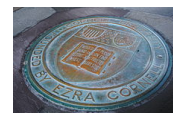


U.S. Private Sector Job Quality Index

Cornell Law School

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

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



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

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

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

NAM Survey: Manufacturers Face Major Headwinds, but Continue Operating in Support of COVID-19 Response

Quality Magazine

Washington, D.C. - The National Association of Manufacturers released the results of the Manufacturers' Outlook Survey for the second quarter of 2020 showing that despite a historic drop in optimism, to nearly 34%, and challenging business conditions, the vast majority of manufacturers



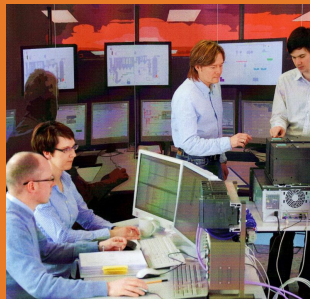
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(98.7%) have temporarily halted operations. The survey also shows that manufacturers are innovating to find solutions to keep businesses running and to protect workers and communities, with almost 22% retooling to produce personal protective equipment, 67% reengineering processes to reflect COVID-19 safety protocols and 12% completely reevaluating the mission of the firm. [Read Article](#)

Bystronic to Assemble By Smart Fiber Laser Cutter in US

Assembly Magazine

NIEDERONZ, SWITZERLAND - Fiber laser cutting system manufacturer Bystronic will now assemble its BySmart Fiber 3015 cutter at a new facility in Hoffman Estates, IL. The cutter will be shipped virtually fully assembled to most locations within North America. The current plan is that in fall 2020, the next-generation BySmart Fiber 4020 will also be assembled at this facility.

The BySmart Fiber 3015 laser cutting machine, with 8- and 10-kilowatt fiber laser power, is the first machine to be locally produced in the three major market regions of the world: North America, Europe, and Asia, strengthening the company's global product availability and supply chain diversification.

This process will reduce the installation time at the customer's location by as much as 65 percent. Also, the machines will be 100 percent inspected and tested in the U.S. plant before shipment, which ensures that production will be up and running shortly after the installation is complete. Customer delivery lead times will also be reduced significantly. [Read Article](#)

Colorado Aerospace Manufacturer Opens New Factory to Build 20 Spacecraft Simultaneously

Thomas Insights - Andy Szal

A manufacturer of spacecraft platforms officially opened a new production facility that will enable it to produce hundreds of spacecraft each year.



York Space Systems said the new facility in its native Denver triples its existing manufacturing footprint and allows workers to build 20 spacecraft simultaneously. By next year, the company will be able to manufacture and test up to 20 spacecraft per week and reduce delivery timelines from one year to two months.

Officials said the facility would also significantly reduce manufacturing costs, which would enable its customers to rapidly produce and launch satellite constellations. The company's S-CLASS platform works with all launch vehicles and can support payloads of up to 85 kilograms with a peak power of up to 3,500 watts. [Read Article](#)

Pier 1 to Liquidate After 58 Years in Business

CFO.com - Mathew Heller

"This is not the outcome we hoped for when we began [the Chapter 11] process, and we are deeply saddened to move forward with winding down Pier 1."



A bankruptcy court judge has approved Pier 1 Imports' plan to completely wind down its operations, sealing the demise of the home furnishing company after 58 years in business.

As part of the plan, Pier 1 will begin an "orderly liquidation" of its remaining stores as soon as reasonably possible after the stores reopen with the easing of coronavirus lockdowns. It will also seek to sell all remaining assets including its intellectual property and e-commerce business.

"This is not the outcome we hoped for when we began [the Chapter 11] process, and we are deeply saddened to move forward with winding down Pier 1," CEO Robert Riesbeck said in a news release.

Pier 1 filed Chapter 11 in February to facilitate a sale of the company. Its revenue had declined for nine consecutive quarters and it was struggling to service a long-term debt load of more than \$250 million amid changing consumer tastes and competition from big-box rivals and online retailers. [Read Article](#)

J.D. Power Warns That Automakers Have Consumer Sentiment Problem [Report]

Thomas Insights - Hugo Britt

J.D. Power has warned that automakers are pushing forward with electric vehicle (EV) and self-driving vehicle technology that consumers appear to have little interest in, citing the results of its 2020 Q1 Mobility Confidence Index Study.



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- 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

Published in April, the study provides a measure of consumer acceptance and market readiness for EV and self-driving technology. The 2020 Q1 study surveyed over 8,500 consumers and industry experts in the U.S. and Canada about self-driving tech. Eight thousand participants were surveyed about EVs.

Barriers to EV Adoption Haven't Shifted for 23 Years

American and Canadian consumers list the availability of charging stations, vehicle driving range, and purchase price as the top three barriers to adoption; the very same top three factors that were uncovered in J.D. Power's first EV consumer sentiment study in 1997. [Read Article](#)

Mercedes-Benz Assembly Plants Successfully Restart Production

Assembly Magazine

STUTT GART, Germany-After suspending production for a short time due to the COVID-19 pandemic, Mercedes-Benz has successfully restarted production at its assembly plants worldwide.



On April 20, the engine and component plants in Untertürkheim, Hamburg and Berlin, Germany, gradually recommenced production first, followed by the Mercedes-Benz car plants in Bremen and Sindelfingen, Germany, on April 27. On May 4, the Mercedes-Benz car plant in Rastatt, Germany, also restarted.

Engine plants in Köllda and Arnstadt, Germany, as well as selected international car plants, restarted production on a step-by-step basis so that ongoing developments can be taken into account. These include the plants in Sebes, Romania, and Kecskemét, Hungary.

The automaker's assembly plant in Tuscaloosa, AL, resumed production April 27, only to suspend production again for a week due to a shortage of parts supplied from Mexico. [Read Article](#)

What OEMs Need to Do Now (and Should Plan to Do Next) in the Wake of COVID-19

Sam Klaidman

Digital transformation (DT) is saturating the internet with articles, blog posts, and podcasts. If this were Christmas, DT and a COVID-19 vaccine would be on every businessperson's wish list.



While I'll be discussing concepts that apply to all business functions in this article, I've included some suggestions specifically about field service since they are often put to the bottom of improvement lists even though service teams: [Read Article](#)

Evinrude Engine Maker BRP Eliminating 387 Jobs in Sturtevant

Milwaukee Journal Sentinel - Rick Barrett

BRP, the Canadian manufacturer of Evinrude outboard engines, says it's eliminating 387 jobs at its factory in Sturtevant as the company steps away from the Evinrude brand founded in Milwaukee more than a century ago.



"Our outboard engines business has been greatly impacted by Covid-19, obliging us to discontinue production of our outboard motors immediately. This business segment had already been facing some challenges and the impact from the current context has forced our hand," BRP president and CEO José Boisjoli, said in a statement. [Read Article](#)

How Walmart Beat Amazon During the Supply Chain Crisis of COVID-19

Thomas Insights - Laura Ross

It's no secret that the coronavirus pandemic has prompted major changes in consumer behavior.



What may surprise some, however, is that Walmart successfully did what Amazon was not able to do.

Shopping Trends During COVID-19

Shoppers rushed to stockpile essential items throughout March. In particular, they emptied supermarket shelves at unprecedented rates amid fears that food supply chains were on the brink of collapse. Since then, with many cities in lockdown and others encouraging social distancing whenever possible, more people are avoiding trips to grocery stores and opting to use online delivery services instead.

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- 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!

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MEMORABLE QUOTES

"Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and people that expect quick results, are doomed to disappointment."

[W. Edwards Deming](#)

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

"In times of change, learners inherit the wind, while the learned find themselves beautifully equipped to deal with a world that no longer exists."

[Eric Hoffer](#)

American moral and social philosopher, awarded the Presidential Medal of Freedom in February 1983.
1902 - 1983

"There is no education like adversity."

[Benjamin Disraeli](#)

British politician who twice served as Prime Minister of the United Kingdom, remembered for his influential voice in world affairs,
1804 - 1881

In March and April, almost 25% of consumers did their grocery shopping online compared with 6% in 2019. In early 2020, eMarketer predicted that online grocery sales would grow to \$32 billion this year, but sales are far exceeding that projection - the number of online grocery shoppers surged from 16 million in August 2019 to 40 million in April 2020. [Read Article](#)

Financial News

Short-Term Cash-Flow Forecasting: Metric of the Month

CFO.com - Perry D. Wiggins

An efficient short-term forecasting process will save CFOs time and help them make better decisions to keep the business strong.



Over the last two months, the need to prepare an accurate short-term cash flow forecast for my board of directors and CEO has never been greater. The ability to prepare or adjust these forecasts quickly has allowed us to make better and more informed decisions about our cash needs, investments, and expenditures in a time of crisis.

Short-term cash flow forecasts are an art as much as they are a science: In addition to the calculation of cash-flow inputs and outputs, it takes good communication and a realistic eye to where your business stands today - especially when yesterday's certainties have been largely swept off the table. This month, we break down the fundamentals of this form of forecasting and explain why it is in every company's best interest to shrink the cycle time for this process as much as possible. [Read Article](#)

International Crime Scholar Pleads Guilty in Money-Laundering Case

CFO.com - William Sprouse

Bruce Bagley said he knew the funds were connected to corrupt projects in Venezuela.



A recognized international scholar on drug cartels and money laundering has pleaded guilty to money laundering over his involvement in a Venezuelan bribery and corruption scheme.

Bruce Bagley, a professor at the University of Miami, admitted that, between November 2017 and October 2018, his company's bank account received approximately \$2.5 million from the overseas accounts controlled by a sanctioned Colombian businessman.

Bagley was arrested in November 2019 and pleaded not guilty at the time; however, he filed a notice in March indicating that he planned to change his plea.

He is the author of the book "Drug Trafficking, Organized Crime, and Violence in the Americas Today." [Read Article](#)

Anatomy of a Short Attack

Drew Bernstein, Marcum Bernstein & Pinchuk

The current conditions of the COVID-19 pandemic have created a perfect storm for companies that are subject to an attack by short-sellers.



When a lengthy "short" report is published, a company's stock price will almost often experience a near-term drop as momentum traders react to the allegations. Billions of dollars can hang in the balance as investors sift through a densely written report posted on a website. In some cases, the publication will set off an extended battle in the media between corporate executives, short-sellers, and large investors that can last for weeks or even months.

Equally important to the company's ultimate fate is the drama playing out "behind the curtains." Actors including internal auditors, the independent accounting firm, the audit committee, regulators, and large shareholders seek to assess the veracity of the charges and see if they missed something of significant magnitude. The results of this frenzy of activity will often determine if the attack ends up as a minor footnote or a company- and career-ending debacle.

The current conditions of the COVID-19 pandemic have created a perfect storm for companies that are subject to an attack by short-sellers. Market volatility is exceptionally high. Visibility on many companies' financial outlook is poor. Communication between management and board members regarding sensitive issues is challenging. And auditors face

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difficulties in performing work on the ground when many offices and facilities are shuttered. [Read Article](#)

Robinhood Market Made Bursting Bubbles Wall Street's Obsession

Bloomberg - Sarah Ponczek and Vildana Hajric

Tuesday afternoon, a smallish Chinese real-estate firm, ticker symbol DUO, went crazy on the Nasdaq. Out of the blue, in a vacuum of news, depository receipts of the Shenzhen-based outfit shot up 13-fold, taking its market capitalization to \$4 billion.



Nobody had a definitive reason why. But people could guess. Its name: Fangdd Network Group Ltd., sounds like the acronym for that amalgamation of American megacaps, the "Faangs," comprising Facebook Inc. and others. Those shares were rallying, and it was easy to believe people had gotten it into their heads that Fangdd could -- somehow -- move along with them.

A lot of the stock market has this tinge of late. Get people to believe that other people will believe that a stock will go up, and fear-of-missing-out will take over. More than 15,000 retail clients of the Robinhood investing app added DUO to their account last week, a phalanx of day traders marching to war. [Read Article](#)

Treasury Secretary Mnuchin Refuses to Disclose Recipients of Taxpayer-funded Coronavirus Business Loans

USA Today - Marcy Gordon and Mary Clare Jalonick, Associated Press

WASHINGTON - Building ramparts of secrecy around a \$600 billion-plus coronavirus aid program for small businesses, Treasury Secretary Steven Mnuchin moved from delay to denial in refusing to disclose the recipients of taxpayer-funded loans.



Mnuchin told Congress at a hearing last week that the names of loan recipients and the amounts are "proprietary information." Though he claimed the information is confidential, some lawmakers see the move as an attempt to dodge accountability for how the money is spent.

Businesses struggled to obtain loans in the early weeks of the program, and several hundred publicly traded companies received loans despite their likely ability to get the money from private financial sources. Some big corporations said they would return their loans. [Read Article](#)

What is The Stock Market Trying to Tell Us?

NPR Planet Money - Greg Rosalsky

The United States has been grappling with a global pandemic, an economic meltdown and massive protests - and yet, until recently, the stock market basically shrugged it all off. Between March 23 and late last week, the market surged 45%, erasing the drop it had seen at the start of the pandemic. That is, until last week, when apparently the market rediscovered that there's a freaking pandemic still going on. Public health experts have been warning for months now about the dangers of reopening without a solid plan for testing and tracing. But they're just uptight nerds, right?



Economists consider the stock market a "leading indicator" of the economy, meaning it often signals where the real economy is headed. But it's a notoriously faulty signal. The MIT economist Paul Samuelson famously joked that big drops of the stock market had predicted nine out of the last five recessions. [Read Article](#)

'Detect Waste, Fraud': Watchdogs Warn of Potential Problems in \$2.4T Coronavirus Spending

USA Today - Bart Jansen

WASHINGTON - Federal workers face serious risks during the coronavirus pandemic performing jobs such as guarding prisoners, delivering mail or providing nursing care. But teleworking has also led to problems, such as delays processing millions of paper tax forms or potentially exposing national secrets to hackers.



Just spending \$2.2 trillion as quickly as Congress directed in response to the pandemic opened doors for waste, fraud and abuse.

These are among the potential problems that a group of inspectors general warned federal agencies to avoid in a 92-page report Wednesday called "Top Challenges Facing Federal Agencies: Covid-19 Emergency Relief and Response Efforts." [Read Article](#)

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Ohio Looks to Reclaim GM Tax Break

CFO.com - William Sprouse

The automaker was awarded \$60 million in credits before it closed its Lordstown, Ohio, plant.



The State of Ohio is considering clawing back tax credits that it granted to General Motors in exchange for a commitment by the company to keep open its Lordstown auto plant.

According to a report originally published by ProPublica and The Business Journal, based in Youngstown, Ohio, the state Development Services Agency told GM in March it was recommending the Ohio tax authority terminate the tax agreements and collect a full refund.

GM was awarded \$60 million in tax credits in 2009. The company was required to keep the plant open until 2028 to qualify for \$46.1 million of the breaks, and until 2037 to receive the remaining \$14.2 million.

GM received the tax breaks until 2016. It began cutting jobs in January 2017 and shut the plant entirely in 2019 after demand for its small car, the Cruze, which was produced at the plant, collapsed. [Read Article](#)

Skillssoft Files Chapter to Ease \$2B Debt Burden

CFO.com - Mathew Heller

"While our core business remains strong, with attractive profitability and cash flow characteristics, our debt levels are too high."



Online learning company Skillssoft has filed for Chapter 11 bankruptcy to implement a restructuring plan aimed at reducing its \$2.1 billion debt load by more than 70%.

The plan, which has the support of most of Skillssoft's first and second lien lenders, will "result in a comprehensive de-levering of the company's balance sheet" and provide it with significant additional liquidity, Skillssoft said in a news release.

The bankruptcy filing comes about a year after Skillssoft launched a turnaround effort to stabilize its business by, among other things, migrating customers from its legacy Skillport e-learning software to its new Percipio platform. [Read Article](#)

Why Do We Pay So Many People So Little Money?

The New York Times - Thomas B. Edsall

With notable abruptness, thanks to the advent of the coronavirus, much of the public has become aware of its dependence on hospital orderlies, cleaners, trash collectors, grocery workers, food delivery drivers, paramedics, mortuary technicians, and postal, shipping, maintenance, wastewater treatment, truck stop and mass transit employees - on what, to many, had been a largely invisible work force.



As Tony Powell, a 62-year-old hospital administrative coordinator, told Molly Kinder, a fellow in the Brookings Metropolitan Policy Program, in a taped interview in May:

People are not looking at people like us on the lower end of the spectrum. We're not even getting respect. That is the biggest thing: we are not even getting respect. Nobody is listening to their voices. Maybe they'll wake up and see: Oh, these are the people that are actually taking care of the people that need to be taken care of. [Read Article](#)

International News

Mexico, Latin America, South America and the Caribbean

Coronavirus: What Are the Numbers Out of Latin America?

BBC Reality Check - Jake Horton

Coronavirus cases have been rising sharply in many Latin American countries and health authorities there say it's now the epicentre of the global pandemic.



Brazil has had more than 610,000 confirmed cases - the second highest in the world.

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Other countries in the region, including Mexico, Chile and Peru, are also struggling to contain major outbreaks.

With new confirmed cases in the US plateauing and many European countries reporting declining numbers, what are the trends in Latin America? [Read Article](#)

[Venezuela's Top Court Ousts Leaders of Two Opposition Parties](#)

BBC

Venezuela has suffered from a severe years-long political and economic crisis



Venezuela's Supreme Court, loyal to President Nicolás Maduro, has ousted the leaders of two key opposition parties, ahead of parliamentary elections expected this year.

The ruling put the parties in the hands of politicians accused of being shadow allies of Mr Maduro's Socialist Party.

The move is likely to fuel fears that the president is tampering with the vote, which has not yet been formally scheduled, in the crisis-hit country.

The government has not commented. [Read Article](#)

[Bahamas reverses itself, will require COVID-19 test for tourists after July 1.](#)

Miami Herald - Jaqueline Charles

The Bahamas has reversed itself on COVID-19 tests for tourists.



After announcing that foreign visitors and Bahamians returning home would not need to obtain a negative COVID-19 test when the country reopens on July 1 to international commercial flights, Tourism and Aviation Minister Dionisio D'Aguilar told Parliament Wednesday that a negative test would now be required.

Last week Dr. Duane Sands, the former health minister who resigned amid the pandemic after a public quarrel with the prime minister, warned fellow lawmakers the country was taking chances by not expanding testing for the disease caused by the coronavirus. The country has registered 104 positive cases, of whom 72 have recovered and 11 have died. [Read Article](#)

Canada, Europe and Great Britain

[The End of Europe's Chinese Dream?](#)

Area Development - European Council on Foreign Relations, Mark Leonard



After years of pursuing closer bilateral economic ties with China, Europeans have suddenly realised that they have become dangerously dependent on Chinese trade and investment.

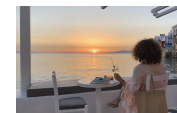
A paradigm shift is taking place in relations between the European Union and China. The covid-19 crisis has triggered a new debate within Europe about the need for greater supply-chain "diversification", and thus for a managed disengagement from China. That will not be easy, and it won't happen quickly. But, clearly, Europe has abandoned its previous ambition for a more closely integrated bilateral economic relationship with China.

In the past, when Europeans sought trade, economic-, and foreign-policy reforms vis-à-vis China, their hope was always to increase contact with the country while making the relationship fairer and more reciprocal. The basic goal was to expand bilateral trade and pry the Chinese market open for European investments. Even when the EU toughened its approach to China, its objective was still to deepen economic ties with the country. The creation of new EU instruments to screen investments and enforce antitrust measures were presented as regrettable but necessary measures to create the political conditions for closer cooperation. [Read Release](#)

[Europe Reopens Many Borders but Not to Americans, Asians](#)

MSN News - Geir Moulson, Associated Press

BERLIN (AP) - Europe is taking a big step toward a new normality as many countries open borders to fellow Europeans after three months of coronavirus lockdowns - but even though Europeans love their summer vacations, it's not clear how many are ready to travel again.



Tourists from the U.S., Asia, Latin America and the Middle East will just

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to wait for now. Europe is expected to start opening up to some visitors from elsewhere next month, but details remain unclear.

The European Union home affairs commissioner, Ylva Johansson, told member nations last week that they "should open up as soon as possible" and suggested Monday was a good date. [Read Article](#)

[Coronavirus Outbreaks: Will Germany Become Europe's Next Major Hot Spot?](#)

DeutscheWelle

In early March, the Austrian ski resort of Ischgl became a COVID-19 epicenter, spreading the virus far and wide. Will the latest outbreaks in Germany follow the same pattern?



With two districts in the German state of North Rhine-Westphalia becoming the site of the latest major COVID-19 outbreaks - is Germany set to go the way of Ischgl ski resort? That was the tenor of some headlines in German newspapers. According to medical experts and politicians, however, it's unlikely to happen. But better safe than sorry.

[High spirits at close quarters](#)

Ischgl is a small ski town in Tyrol, in the Austrian Alps and bordering on Switzerland, that gained global notoriety well before the novel coronavirus itself. The town, which lies at an altitude of 1,400 meters, has a population of less than 1,600 - but boasts 400 hotels with a total capacity of 12,000. Ischgl is famous for its après-ski nightlife and attracts internationally popular performers who in turn draw attendances of up to 25,000. [Read Article](#)

[International Criminal Justice: Statement by the High Representative Following the US decision on Possible Sanctions Related to the International Criminal Court](#)

European Union

On 11 June President Donald Trump signed an executive order authorising the possible imposition of economic sanctions and visa restrictions on certain persons associated with the International Criminal Court (ICC), including agents of States Parties that cooperate with the Court. The European Union expresses grave concern about the announced measures and reconfirms its unwavering support for the International Criminal Court.



Sanctions against those involved in the work of the ICC, its staff and their families as well as persons associated with the ICC are unacceptable and unprecedented in scope and content.

In leading the fight against impunity, the ICC must be able to work independently and impartially. The European Union remains committed to defending the Court from any outside interference aimed at obstructing the course of justice and undermining the international system of criminal justice. We urge the US to reverse its position. [Read Article](#)

China and Southeast Asia

[Despite COVID-19 Trade Impacts, South Korea Launches World's Largest Container Ship](#)

Thomas Insights - Laura Ross

Around the world, carriers are looking to cut their capacity due to the coronavirus pandemic and the subsequent collapse in global trade.



Container ship carriers canceled approximately half of their services out of China in the first quarter of 2020, and it's expected that the virus will lead to a further increase in blank sailings.

Since February, approximately 400 sailings have been canceled across some of the world's busiest trade routes.

Lars Jensen, chief executive of Copenhagen-based SeaIntelligence Consulting predicts that overall container volumes will decline by 10% this year and shipping giant Maersk predicts in Q2 shipping volume will fall 25%, the steepest drop the company has ever seen in a quarter. [Read Article](#)

[North Korea Halts All Communications with South in Row over Leafleting](#)

BBC

North Korea has said it will cut off all inter-Korean



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Proactive Technologies, Inc. - Staff

The North said this was the first in a series of actions, describing South Korea as "the enemy".

Daily calls, which have been made to a liaison office located in the North Korean border city of Kaesong, will cease from Tuesday.

The two states had set up the office to reduce tensions after talks in 2018. [Read Article](#)

China Is Losing India - A Clash in the Himalayas Will Push New Delhi Toward Washington

Foreign Affairs - Tanvi Madan

At a seaside summit in southern India in October 2019, Chinese President Xi Jinping and Indian Prime Minister Narendra Modi pledged to take relations between their two countries to "greater heights" in the next year. The Asian neighbors-which together contain over a third of the world's population-promised to work more closely in 2020, the 70th anniversary of formal ties between the two nations. Officials outlined 70 joint activities, ranging from trade and military delegations to academic studies of ancient civilizational links, all intended to strengthen Sino-Indian cooperation.



But instead of deeper ties, 2020 has highlighted the growing rivalry between China and India. Since early May, Chinese and Indian troops have been facing off at multiple points on the remote, rugged, and often disputed border between the two nations. [Read Article](#)

Asia, India and Australia With No Current Cases, New Zealand Lifts Remaining COVID-19 Restrictions

NPR - Scott Neuman

New Zealand Prime Minister Jacinda Ardern says the country has officially eradicated COVID-19 and will return to normal after the last known infected person recovered.



Isolation and quarantine for those arriving from abroad will continue.

Praised For Curbing COVID-19, New Zealand's Leader Eases Country's Strict Lockdown

The announcement comes weeks after Ardern's government began easing up on restrictions after New Zealand all-but eliminated community transmission of the new coronavirus.

The latest announcement, which brings the country of 5 million to its lowest alert level, means that large public gatherings, such as concerts and sports events, will be allowed for the first time since March 23, when Ardern announced a nationwide lockdown amid a rising number of daily cases. Restaurants and public transport will also be allowed to resume normal operations. [Read Article](#)

China Urges India to 'Punish' Border Clash Instigators

DeutscheWelle

China called on India to "harshly" punish those responsible for deadly border clashes, but added it did not want any more bloodshed. Meanwhile, Narendra Modi said India should be proud that its soldiers died fighting.

China's foreign minister blamed India for the border violence that claimed the lives of at least 20 Indian soldiers this week.



"The Indian side would best not make an incorrect judgement of the situation, would best not underestimate China's strong determination to safety its sovereign territory," China's top diplomat Wang Yi said in a statement on Thursday.

He said that Indian troops crossed the so-called Line of Actual Control which separates the Chinese and the Indian controlled areas. Want also urged India to "harshly punish" those responsible. [Read Article](#)

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- is a win for the trainee, win for the worker, win for the employer,

[China-US Rivalry in Africa Fuelled by Coronavirus](#)

BBC

As Africa braces itself for a surge of coronavirus infections, both China and the US are claiming to be Africa's greatest supporter, but there is more at stake in this escalating rivalry than simply tackling the virus, writes BBC Africa correspondent Andrew Harding.



US Secretary of State Mike Pompeo was adamant that "no country will rival what the US is doing" in terms of supporting the fight against Covid-19 in Africa. And he went further to say that "no nation ever has, or ever will" do more to support global health.

Mr Pompeo was speaking on a conference call with a small group of African and Africa-based journalists. I was one of them.

At the time - last month - I put the bluster about "no nation ever doing more" down to the now-familiar rhetorical habits of the Trump administration, which was evidently trying to polish its internationalist credentials in the aftermath of its decision to turn its back on the World Health Organization (WHO) at the height of a global health crisis. [Read Article](#)

[Technosurveillance Mission Creep in Israel's COVID-19 Response](#)

Brookings Institute - Natan Sachs and Kevin Huggard

Last month, as he detailed the second phase of his country's health crisis, Prime Minister Benjamin Netanyahu made an offhand comment, musing that Israelis, and especially children, might be equipped with devices to alert them if they got too close to others. Experts quickly dismissed the idea, and the prime minister's office immediately clarified that Netanyahu only meant it as a voluntary gadget that might be developed for commercial use.



The comment was nonetheless of a piece with Israel's approach toward the crisis, which has been marked by the redeployment of surveillance technology that had been previously dedicated to counterterrorism efforts toward tracking the pandemic. That shift in the country's surveillance infrastructure toward outbreak-monitoring came amid a deep political crisis and raises questions about whether the government's growing surveillance powers will outlast the pandemic.

Retooling surveillance toward COVID-19 [Read Article](#)

[Opinion: Ethiopia is on the Brink of Failure](#)

DeutscheWelle

Delayed elections and ethnic tensions are undermining Prime Minister Abiy Ahmed's reform agenda. But the postponed polls could also be a chance for Ethiopia, says DW's Ludger Schadomsky.



People making an international calls to Ethiopia last week got a big surprise. Not because of the bad telephone connection - they got used to that a long time ago.

Rather, it was because before they were connected, they heard the voice of none other than Ethiopia's Prime Minister Abiy Ahmed promoting the country's plan to plant 20 billion seedlings by 2024 - an ambitious reforestation project that again highlights Ethiopia's reputation as Africa's poster child.

It might have been a great PR stunt for the international community - but it didn't sit well with many Ethiopians at home who mockingly asked if Abiy didn't have other, slightly more pressing, issues to address than the planting trees.

For example, the coronavirus pandemic that the country of 100 million people and a severely underfunded health system is still battling. [Read Article](#)

[Africa is More Resilient Than You Think](#)

Brookings Institute - Landry Signé

Editor's Note: This op-ed was originally published by Project Syndicate. Pour lire cet article en Français, cliquez ici.

Despite apocalyptic predictions, Africa may be better positioned than many think to weather the combined shock of the COVID-19 pandemic, collapsing commodity prices, and global



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"Management Structured On-The-

economic recession, assuming its leaders act wisely. While African economies' performance has varied, overall progress during the last two decades has made the continent more resilient than ever before.

In my book "Unlocking Africa's Business Potential," I analyze the continent's ongoing transformations and new economic opportunities. Applying that analysis today, six trends in particular will help to reduce the impact of the current crisis.

First, African economies are becoming increasingly competitive. [Read Article](#)

International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

April 2020 sales of merchant wholesalers were \$395.4 billion, down 16.9 percent (+/- 0.5 percent) from last month. End-of-month inventories were \$650.4 billion, up 0.3 percent (+/- 0.2 percent) from last month. April 2020: +0.3 % change in Inventories; March 2020 (r): -1.1 % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for April 2020 were \$1,981.2 billion, down 1.3 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,184.8 billion, down 14.4 percent (+/-0.2 percent) from last month. April 2020: -1.3 % change in Inventories; March 2020 (r): -0.3 % change in Inventories. [Read Report](#)



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

US Department of Commerce - Bureau of Economic Analysis

The U.S. Census Bureau and the U.S. Bureau of Economic Analysis announced today that the goods and services deficit was \$54.6 billion in May, up \$4.8 billion from \$49.8 billion in April, revised. [Read Report](#)



International Transactions, First Quarter 2020 and Annual Update

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 \$0.1 billion, or 0.1 percent, to \$104.2 billion in the first quarter of 2020, according to statistics from the U.S. Bureau of Economic Analysis (BEA). The revised fourth quarter deficit was \$104.3 billion.



The first quarter deficit was 1.9 percent of current dollar gross domestic product, up less than 0.1 percentage point from the fourth quarter. The \$0.1 billion narrowing of the current account deficit in the first quarter mainly reflected a reduced deficit on goods that was largely offset by a reduced surplus on primary income and an expanded deficit on secondary income. [Read Report](#)

U.S. International Investment Position, First Quarter 2020, Year 2019 and Annual Update

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](#)

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"

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

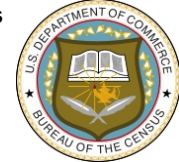
The [PROTECH™ system of managed human resource development](#):

- * Captures worker expertise and legacy knowledge for the [accelerated transfer of expertise™](#);
- * Cuts the employer's internal costs of training;
- * Lowers the costs associated with turnover;
- * Drives new-hires and incumbent workers to "full job mastery;"

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](#)



How Will COVID-19 Impact Latin America's Exports in 2020?

InterAmerican Development Bank

The value of exports from Latin America contracted by 3.2 percent in the first quarter of 2020 compared to the same period in 2019. The contraction responds to the continuation of a downward trend that began in early 2019, and to the first effects of the economic crisis triggered by the COVID-19 pandemic.



The most recent edition of Trade Trend Estimates Latin America and the Caribbean, the biannual publication of the Inter-American Development Bank, is now available. This study presents the international trade flows of Latin America and the Caribbean for 2019 and the first quarter of 2020. The report estimates a 30 percent drop of the region's exports in April year-on-year and a continuation of the downward trend at least until June 2020, according to IDB data.

These results are based on the international trade performance of 15 countries in the region. The publication provides detailed information by product, country, and subregion. [Download Report](#)

U.S. Secretary of Commerce Wilbur Ross Initiates Section 232 Investigation into Imports of Vanadium

U.S. Department of Commerce

WASHINGTON - U.S. Secretary of Commerce Wilbur

Ross has initiated an investigation into whether the present quantities or circumstances of vanadium imports into the United States threaten to impair the national security. This decision follows review of the petition filed by domestic producers, AMG Vanadium LLC (Cambridge, OH), and U.S. Vanadium LLC (Hot Springs, AR), on November 19, 2019, requesting that the Department of Commerce launch an investigation into vanadium imports under Section 232 of the Trade Expansion Act of 1962, as amended. Secretary Ross sent a letter to Secretary of Defense Mark Esper informing him of the investigation.



"Vanadium is utilized in our national defense and critical infrastructure, and is integral to certain aerospace applications," said Secretary Ross. "We will conduct a thorough, fair, and transparent investigation to determine whether vanadium imports threaten to impair U.S. national security." [Read Release](#)

The U.S. Needs Multilateral Initiatives to Counter Chinese Tech Transfer

Brookings Institute - Remco Zwetsloot

China's efforts to acquire dual-use technology through overseas talent have sparked intense debates in the United States. Just like exports and foreign investments, the flow of students and researchers across borders can be an important avenue for technology transfer. And many in Washington are therefore concerned that the U.S. government isn't doing enough to control the flow of Chinese talent between the two countries.



In response to these concerns, the White House announced on May 29 that it would bar visas for Chinese students and researchers deemed to have ties to the country's military. Recognizing the need to strike the right balance between openness and protection, State Department officials stressed the policy is meant to be "very, very narrowly targeted." Meanwhile on Capitol Hill, far more expansive restrictions on Chinese researchers are being considered.

But unilateral U.S. actions are unlikely to thwart China's ability to acquire technology from abroad. For the same reason that a go-it-alone approach

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

[Contact a Proactive Technologies representative](http://www.proactivetechnologiesinc.com) for more information.

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

Let's start with what we already know:

to export controls and investment screening is widely considered ineffective, a purely domestic focus when it comes to Chinese talent is liable to fail. [Read Article](#)

Amazon Patents Blockchain Product Authenticator to Fight Counterfeiting

Thomas Insights - Hugo Britt

The world's largest e-commerce retailer has received patent approval for its latest solution in a long line of weapons for fighting counterfeit items on its site.



Amazon has experienced an incredible growth story, but the online marketplace has a major vulnerability: public trust.

Amazon currently holds the enviable position of the second-most trusted brand in the United States (USPS ranks #1 in the list), but with e-commerce sites full of counterfeit products, this position of trust runs the risk of rapid erosion. [Read Article](#)

WTO Goods Barometer Flashes Red as COVID-19 Disrupts World Trade

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - World Trade Organization



The volume of world merchandise trade is likely to fall precipitously in the first half of 2020 as the COVID-19 pandemic disrupts the global economy, according to the WTO Goods Trade Barometer released on 20 May. The index currently stands at 87.6, far below the baseline value of 100, suggesting a sharp contraction in world trade extending into the second quarter. This is the lowest value on record since the indicator was launched in July 2016.

The Goods Trade Barometer provides real-time information on the trajectory of world merchandise trade relative to recent trends. The current reading captures the initial phases of the COVID-19 outbreak, and shows no sign of the trade decline bottoming out yet. This measure is consistent with the WTO's trade forecast issued on 8 April 2020, which estimated that world merchandise trade could decline by between 13% and 32% in 2020, depending on the duration of the pandemic and the effectiveness of policy responses. [Read Article](#)

Commission Introduces New Monitoring System for Steel and Aluminium Imports

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



Today, the Commission is introducing a new system to monitor the imports into the EU of certain steel and aluminium products. The objective is to allow a rapid analysis of import trends, ahead of official Eurostat statistics.

The new monitoring system, which starts applying today, replaces the "prior surveillance" system introduced for steel in 2016 in the context of the crisis in the EU steel sector and for aluminium in April 2018, when the US introduced import restrictions on steel and aluminium.

It will respond better to the needs of the industrial sectors concerned, and is completely transparent. The new system is based on import statistics available two weeks after the actual imports, thus considerably earlier than the official Eurostat data. It offers a better assessment of the import situation as compared to the previous system, which was based on import intentions, not actual imports. [Read Article](#)

World Economic Situation and Prospects as of Mid-2020

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - United Nations

Against the backdrop of a raging and devastating pandemic, the world economy is projected to shrink by 3.2 per cent in 2020. Under the baseline scenario, GDP growth in developed countries will plunge to -5.0 per cent in 2020, while output of developing countries will shrink by 0.7 per cent. The projected cumulative output losses during 2020 and 2021-nearly \$8.5 trillion-will wipe out nearly all output gains of the previous four years. The pandemic has unleashed a health and economic crisis unprecedented in scope and magnitude. Lockdowns and the closing of national borders enforced by governments have paralyzed economic activities across the board, laying off millions of workers worldwide. Governments across the world are rolling out fiscal stimulus measures-equivalent overall to roughly 10 per cent of the world GDP -to fight the pandemic and minimize the impact of a catastrophic economic downturn. [Read Report](#)

- 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 stay focused on business.**

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

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New U.S. Restrictions on 33 Chinese Firms and Institutions Take Effect June 5



Reuters - David Shepardson, Karen Freifeld

WASHINGTON/NEW YORK (Reuters) - The U.S. Commerce Department said on Wednesday that new restrictions on 33 Chinese firms and institutions it announced last month will take effect Friday.

The agency has added the companies and institutions to an economic blacklist, accusing them of helping China spy on its minority Muslim Uighur population in Xinjiang or because of alleged ties to weapons of mass destruction and China's military.

China's foreign ministry said last month it deplored and firmly opposed U.S. sanctions over Xinjiang, calling it a purely internal affair for China.

[Read Article](#)

COVID 19: Long-term and Short-term Influence on Trading with China



Support of Regional Economic Cooperation in Asia

The Coronavirus Disease (COVID 19) outbreak has become a pandemic that affects global trade patterns and connectivity. United Nations Conference on Trade and Development (UNCTAD) predicts a global economic recession. On the global level, Micro, Small and Medium Sized Enterprises (MSMEs) are especially challenged to sustain their business operations due to restrictions on mobility internationally. According to International Labour Organisation's Report on COVID-19 and the world of work: Impacts and Responses, despite the existing influence on the health of some of the MSME owners and hired employees, travel restrictions and quarantine measures in their home countries limit the trading capacities of the companies. Customers, in China and beyond, are also limiting their amount of purchase during the pandemic period. Both the demand and supply sides are challenging the operation of MSMEs.

The emerging Asia also faces immense pressure on the economic conditions. This has partially been resulted from the trade restrictions between the region and their biggest trade partners, USA and China (OECD). [Read Article](#)

Thomas Survey: Two-Thirds of Manufacturers Likely to Reshore as a Result of Pandemic



Thomas Insights

NEW YORK - A recent Thomas survey reporting on COVID-19's impact on the U.S. manufacturing and industrial sectors reveals that 64 percent of manufacturers report they are likely to bring manufacturing production and sourcing back to North America. Additionally, the survey finds that one in four U.S. manufacturers are considering expanding industrial automation.

"The COVID-19 pandemic will fundamentally redefine how industrial companies approach their supply chains and will further advance the digital transformation of manufacturing," says Tony Uphoff, president and CEO of Thomas. "By embracing real-time resource management, redundancy, reshoring, and the convergence between the digital and physical supply chains, manufacturers will come out of this crisis even stronger than they were before. It's encouraging to see that even in the most uncertain and challenging of times, the North American manufacturing sector is adeptly rising to the occasion by pivoting production to address the urgent need for PPE and other medical supplies, hiring additional skilled workers, and supporting the industrial economy."

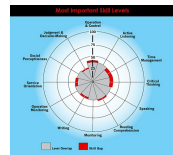
Additional key survey findings include: [Read Article](#)

Education and Workforce Development News

Accelerated Trends Highlight Importance of Skills-Based Workforce Marketplace

Area Development - Drew Repp, Content Manager, Emsi

A recent Brookings article touched on trends that the COVID-19 pandemic will likely accelerate. Many of them were already familiar to communities and economic developers: automation, the housing crisis, the necessity of ubiquitous broadband, and the struggles of microbusinesses. And businesses are also keenly aware of shifts in the economy that were already in motion: (again) increasing automation, rise of remote work, difficulty in finding talent, and oftentimes retaining that talent.



The key for communities and businesses in traversing the labor market shifts was identifying in-demand skills, connecting individuals with those skills to jobs and, when necessary, connecting them to training for up- or

re-skilling. This is still true, and now perhaps more urgent. Skills are what people have and employers need. And as the economy begins to re-open, there will be millions of people ready to put their skills to work. And as businesses begin either backfilling or making strategic investments in their workforce, finding the right talent with the right skills will be their biggest need. [Read Article](#)

Much to Consider When Reopening Campuses

Community College Daily News - Matthew Dembicki

Community colleges weren't represented at a Senate hearing Thursday on how colleges and universities plan to safely reopen campuses, but many concerns of the two-year college sector were addressed during the virtual meeting.



The Senate Health, Education, Labor and Pensions Committee discussed a wide range of issues related to opening campuses during the coronavirus pandemic, from testing students for the virus and equity issues pertaining to employees, to providing limited liability protection for colleges as well as protection for college athletes and sports fans.

Since there is such variety among colleges and universities in their size, location, facilities and more, it will be up to individual institutions in consultation with state governors and local health departments on how to develop safety plans, said Sen. Lamar Alexander (R-Tennessee), who chairs the committee.

But there is one thing all college plans will likely include: testing. [Read Article](#)

The Case for More International Cooperation in Education

Brookings Institute - Christopher J. Thomas, Social Entrepreneur in Residence - Stanford University's Graduate School of Education Advisor to the Education Global Practice - World Bank



Much of the world's population was desperate and disoriented during the first half of the 20th century. A pandemic, economic depression, world wars, and colonial repression left people yearning for a new order and moral compass.

As World War II drew to a close, a group of foresighted leaders argued that lasting peace and prosperity would only come through a collective dedication to human rights and welfare. The Universal Declaration of Human Rights became the vehicle to express the vision of a new, more humane world, and the United Nations became its institutional home.

The declaration has 30 concise articles covering civil, social, political, and economic rights. Article 26 is revolutionary: "Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit." [Read Article](#)

Rethinking the Transcript

Community College Daily News - Jakob Schiller

The "interoperable learning record" would allow students in non-credit programs like Central New Mexico Community College's Deep Dive Coding Bootcamps to post specific skills they've learned, which could connect them with employers searching for those skills through a large database.



A New Mexico community college is working with a group of other stakeholders to develop a new way to more easily track workers' credentials and skills to better align them with workplace needs.

Central New Mexico Community College (CNM) in Albuquerque is among a handful of organizations testing a program recommended by a blue-ribbon workforce development council that aims to better track learners' credentials, whether college degrees, short-term postsecondary certificates, employer-issued training or work experience.

The current system of verifying credentials is piecemeal, which can frustrate both job seekers and employers looking for skilled workers. The so-called "interoperable learning record," or ILR, would serve like a souped-up digital college transcript and resume that would be updated and available instantly. [Read Article](#)

Brookings Institute - Min Sun, Associate Professor in
Education Policy - University of Washington

A decade ago, schools nationwide were facing severe budget cuts led by declining property values during the Great Recession of 2008. This economic slowdown prompted major investments in infrastructure, including innovations in school improvement as part of the American Reinvestment and Recovery Act of 2009.

Today, we find ourselves urgently searching for strategies to help our schools navigate through another looming global economic slowdown, this time due to the COVID-19 pandemic. School and district leaders are now understandably swamped with the tasks at hand, such as satisfying the basic needs of students and staff, and engaging parents and communities to plan school reopenings in the fall. However, we must not overlook the value of more strategic investments that help build schools' long-term capacity. If we make strategic plans now, we may have both a better chance to recover from the disruptions of student learning this spring and even harness the power of new innovations and adaptations due to the pandemic for long-term benefits. [Read Article](#)

Education Dept. Is Making It Harder For Colleges To Boost Student Aid During Crisis

NPR Morning Edition - Cory Turner and Elissa Nadworny



The U.S. Department of Education is making it harder for colleges to reconsider - and potentially increase - financial aid for students who have lost jobs or family income in the current economic crisis.

The department has shelved guidance that once encouraged colleges to do more to help students affected by a downturn. The guidance, a pair of letters published by the Obama administration in April and May of 2009, was written in response to the Great Recession. It allowed colleges to fast-track reconsideration of financial aid for students who had lost jobs, and it encouraged unemployed Americans to consider enrolling in postsecondary education and applying for aid. [Read Article](#)

The Changing Landscape of Employment

Community College Daily News - Martha Parham



What jobs and their availability will look like in the wake of COVID-19 is uncertain, but there is little doubt the landscape of employment is changing.

"Before the pandemic, it was a seller's market in terms of hiring," said Johnny C. Taylor, Jr., president of the Society for Human Resources Management, who spoke Tuesday before a joint board meeting of the American Association of Community Colleges and the Association of Community College Trustees. "CEOs from across all sectors and demographics were telling us that it was difficult to hire talent because there were not enough potential employees looking for work." [Read Article](#)

Training and Organizational Development News

Authentically Connecting to the Learner: Training the Trainer for the Virtual Classroom

TrainingIndustry.com - Diane Ebel, MBA, MT(ASCP)

COVID-19 has brought an increased focus on virtual education, as schools and businesses moved to distance learning and remote work. It is likely there will be some permanent changes in how we live our lives after this crisis passes. It is too early to know the effect on training and education moving forward, but it is not hard to imagine adopting more remote technology to meet learners' needs.

Companies and schools wisely spend time and money researching the best technology to support distant learning. However, do they invest equal amounts of time and money in the training needs of the instructors who facilitate that distant learning? There is no doubt that there are many tutorials and training programs available on the mechanics of using remote learning technologies. However, how do instructors gain the skills to move from the traditional classroom to the virtual classroom? Specifically, how do instructors go beyond the technology to connect authentically with learners, as they would in a traditional classroom? [Read Article](#)

Cross-Training Should Take a Central Role as Organizations Welcome Back Workers



Training Magazine - Joni Royslance, Head, Workforce Readiness, Design,

and Adoption, North Highland

As organizations begin turning their attention to staff returning to the workplace, it is important to acknowledge the workforce is going through an unprecedented remixing. Millions of workers were furloughed or laid off; top talent has been exposed to an avalanche of different ways to help thriving businesses pave the way for the next "normal"; and C-suites are deep in conversations about "right-sizing" the workforce through some mix of offshoring, insourcing, and crowdsourcing talent.

Few people, however, are discussing the training strategies that will enable employees to become adaptable, cross-functional, and resilient, which will be the difference between companies that struggle to revive and those that translate their talent into a new way to get work done. After all, no company can hire and train new employees fast enough for the "day one productivity" that is needed for businesses to begin recovering, especially when the average time for a new employee to hit full productivity is eight months. Returning employees will have to be retrained. [Read Article](#)

Quality News

"That's Not What I Meant": Ambiguous Operational Definitions Can Lead to Real Trouble

Quality Magazine - Ian R Lazarus

In a classic Dilbert cartoon, the "client" proudly claims to Dogbert the consultant that "every three months, an existing customer acquires another product." Dogbert replies, "what if you don't count warranty replacements?"

Client: "Oh, then we don't look so good." This exchange is one example that can represent a real problem in how businesses define success. Other signals sound like this: "That's the wrong process," "That's not what I meant," or "That's not how it's done."

What all these have in common is a lack of clear operational definitions. And just to demonstrate how serious this can be, consider feedback from a federal judge that was asked why it was taking so long to support President Obama's pledge to close the prison at Guantanamo, a process intended to quickly triage dangerous inmates from those that could be deported: [Read Article](#)

Error-Proof Your Inspection Reporting

Quality Magazine

How to quickly solve your missed requirements, out of tolerance and out of FAI compliance issues.

As should be apparent to anyone during the spring of 2020, life changes quickly. In fact, it seems that life is an endless series of adjustments and revisions. Change happens constantly in your business and it's important to keep up. This may mean reacting to economic trends, but also to production changes.

For that reason, drawing revisions are necessary. But even if they are necessary, that doesn't mean that they are easy to deal with. Trying to find the differences between two drawings can feel like the children's game "What's Missing?" Except instead of a game to test your memory it is a task that has a lot at stake.

At a minimum, a first article inspection report includes the following: dimensional measurement, specification requirements, product name and number, detailed statistical analysis, and design characteristics. [Read Article](#)

Is Your Sealed Device Leak Testing Method All Wet?

Quality Magazine - Gordon Splete

Testing with air or gas offers a more reliable and nondestructive alternative.



From e-vehicles to consumer electronics and implantable medical devices, standards and expectations for the quality and reliability of sealed devices and components continue to rise. This puts the burden on manufacturers to employ methods of leak testing that are objective, reliable and repeatable.

Dunk testing is a popular testing method for sealed components and devices. It's also time consuming, subjective, prone to operator error and, in those cases involving sensitive electronics, destructive if water does penetrate the item being tested. [Read Article](#)

The Most Comprehensive Covid-19 Business Continuity Resources and Updates

Quality Magazine - BSI

BSI is working closely with governments, regulators, and organizations globally to share best practice, expertise, and provide insight and information to help navigate the risks, mitigate crisis, and enable resilience. Download a variety of resources including:

- * Covid 19 Business Impact Survey
 - * Recorded Webinar: Managing Coronavirus Future Risks
 - * The Remote Certification Auditing Toolkit
 - * Recorded Webinar: Return to Work - Pandemic Risk Management with ISO 45001 and ISO 22301
 - * Report: Answering BSI clients' questions on Pandemic Risk Management
 - * Recorded Webinar: The Coronavirus - Can ISO protect your business?
- [Download Report](#)

Cyber Security and IT News

5 Ways to Block or Hide Your Number When Making Calls

USA Today - Kim Komando

There are many ways to block or hide your phone number when making calls.



Before the onslaught of the pandemic, you probably didn't use your smartphone to make phone calls very much. Now carriers are reporting surges in calls as we seek more personal connections while following social distancing guidelines.

Did you know that you can also make phone calls using your computer, laptop, or tablet? Tap or click here for the steps, whether you're using a Windows, Mac, or Chrome system.

Not everyone you call needs or should have your phone number. The choice is up to you.

1. Use *67 to hide your phone number [Read Article](#)

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](#)

Honda's Global Operations Hit by Cyber-attack

BBC - Joe Tidy, Cyber-security reporter

Honda has said it is dealing with a cyber-attack that is impacting its operations around the world.



"Honda can confirm that a cyber-attack has taken place on the Honda network," the Japanese car-maker said in a statement.

It added that the problem was affecting its ability to access its computer servers, use email and otherwise make use of its internal systems. [Read Article](#)

Dark Basin: Global Hack-For-Hire Organization That Targeted Thousands Over the Years



NPR All Things Considered - Hanna Rosin

Federal prosecutors made public Tuesday they are looking into a global hack for hire operation that has targeted thousands of advocacy groups, journalists and government officials.

MARY LOUISE KELLY, HOST:

We're all familiar with email scams, phishing, attempts to steal passwords. We know less about who's behind them. We learned today, federal prosecutors are looking into a global hack-for-hire organization. It has targeted journalists, activists and government officials and thousands of others. Here's NPR's Hanna Rosin.

HANNA ROSIN, BYLINE: Like most stealth operations, this one has a code name, Dark Basin. And it started with a tip.

JOHN SCOTT-RAILTON: A journalist got in touch with us and shared some suspicious messages.

ROSIN: That's John Scott-Railton, a researcher with Citizen Lab, a cybersecurity watchdog group. In a report released today, Citizen Lab tracked those messages back to a group based in India. [Read Article or Hear Podcast](#)

Amazon Halts Police Use Of Its Facial Recognition Technology

NPR Morning Edition - Bobby Allyn

Amazon announced on Wednesday a one-year moratorium on police use of its facial-recognition technology, yielding to pressure from police-reform advocates and civil rights groups.



It is unclear how many law enforcement agencies in the U.S. deploy Amazon's artificial intelligence tool, but an official with the Washington County Sheriff's Office in Oregon confirmed that it will be suspending its use of Amazon's facial recognition technology.

Researchers have long criticized the technology for producing inaccurate results for people with darker skin. Studies have also shown that the technology can be biased against women and younger people.

IBM said earlier this week that it would quit the facial-recognition business altogether. [Read Article and Hear Podcast](#)

Hackers Release a Jailbreak That Could Expose Every iPhone



Thomas Insights - David Mantey

First reported by Motherboard, a recently uncovered vulnerability in Apple's mobile iOS software could allow hackers to release a new iPhone jailbreak that would work on all iPhone models.

A jailbreak is a hack that makes it possible to get around Apple security protocols in uploading software and apps that have not been approved by Apple.

The last widespread jailbreak occurred in 2016 when Apple launched the iOS 10 operating system. These types of hacks became popular as more users looked to go beyond the evil geniuses in Cupertino to customize their iPhones further. [Read Article](#)

Human Resource Management News

4 Steps to Getting Onboarding Right for Your New Hires

Thomas Insights - Hugo Britt

You turn up for your first day of work at your new job, not really sure what you should be doing. You haven't heard from your new employer since signing the contract four weeks ago. Your new manager appears flustered; he scrambles to clear a spare desk, find you a laptop, and give you the number of the IT team to begin the arduous process of setting up access to email and other systems. With a sigh, you start to work your way through a small mountain of onboarding paperwork.



A study by SaplingHR found that great onboarding can improve retention by over 80%, yet 88% of organizations don't onboard well. The study also revealed: [Read Article](#)

U.S. Department of Labor Investigation Results in South Dakota Bee Company Paying \$466,767 in Back Wages and Penalties

U.S. Department of Labor

KADOKA, SD - After a U.S. Department of Labor Wage and Hour Division (WHD) investigation, Strehlow Bees Inc. has paid \$404,827 in back wages to 36 employees - from the United States, South Africa and Nicaragua - for violating multiple conditions of the H-2A visa program for temporary agricultural workers. The Kadoka, South Dakota,



company has also paid \$61,940 in civil money penalties, assessed by the Department.

WHD investigators found the employer - which raises, tends and cares for bees used in pollination of agricultural products and the production of honey and beeswax - violated several H-2A visa program requirements. WHD determined Strehlow paid employees significantly less than the hourly rate of pay advertised, failed to include work locations in Texas and California on its visa applications, and failed to have all housing inspected prior to occupancy. Investigators also found the employer housed more workers than allowed for the space provided at one of its worksites. WHD determined guest workers and U.S. employees were owed back wages. [Read Release](#)

9 Red Flags to Look Out for in Job Candidates



Thomas Insights - Hugo Britt

Do you remember the last time you hired someone who really had you fooled? You spent months looking for the perfect person for the job, narrowed it down to three candidates, and after two rounds of grueling interviews you made a final decision. It was a close call, but you were reasonably confident you selected the right person for the job.

Fast-forward three months, and that person has turned out to be a terrible hire.

How could this mistake have been avoided?

The Cost of a Bad Hire

Hiring the right person for the job is no mean feat. A recent study revealed that, with hindsight, recruiters would reject around 39% of their previous hires. [Read Article](#)

Former eBay Employees Accused of Roach Attack

CFO.com - Mathew Heller

The ex-employees allegedly sent live cockroaches to the publishers of a newsletter as part of a campaign to deter them from "writing bad things" about eBay.



Six former eBay employees have been accused of sending a box of live cockroaches and a pig fetus to a Massachusetts couple as part of a campaign to harass them for publishing a newsletter critical of the online auction site.

James Baugh, eBay's former senior director of safety & security, and David Harville, former director of global resiliency, were both arrested Monday on federal charges of conspiracy to commit cyberstalking and conspiracy to tamper with witnesses.

According to law enforcement, Baugh, Harville and the four other defendants - Stephanie Popp, Stephanie Stockwell, Veronica Zea, and Brian Gilbert - targeted the publishers in August 2019 after two members of eBay's executive leadership team suggested it was time to "take down" the newsletter's editor. [Read Article](#)

Environmental, Health & Safety News

Restarting Work Safely and Under Control

Area Development - BCG, Daniel Küpper and Claudio Knizek



As companies emerge from lockdown, they are striving to ensure the safety of their people and the continuity of their operations. And they want to do both cost-effectively and with an eye toward transformation and renewal. For most companies, returning to yesterday's version of work is not a recipe for success, and restarting the business may not happen all at once. (See Exhibit 1.)

Although most companies will need to tailor their return to their specific culture and context, a five-pronged approach has proven to be effective. (See Exhibit 2.) We have used this approach successfully in many manufacturing industries, and it can be quickly broadened to encompass the service economy and white-collar work. [Read Article](#)

Why Isn't Lockout/Tagout Taken More Seriously?

EHS Today - Nick Schlitz

Despite preventing an estimated 120 fatalities and 50,000 injuries each year, lockout/tagout (LOTO) procedures account for one of the most-cited OSHA violations each year. In 2019, the



LOTO Standard 29 CFR 1910.147 "Control of Hazardous Energy" placed fourth in OSHA's Top 10 list of most-cited violations with 2,975 total violations; higher than the previous year. This standard outlines minimum performance requirements for the control of hazardous energy during servicing and maintenance of machines and equipment.

Employers cited under this standard failed to establish an energy control procedure either partially or altogether, while others were cited for failing to provide adequate employee training, failing to conduct periodic evaluations of procedures, and failing to use LOTO devices or equipment. Violations were common among plastics manufacturers, machine shops and sawmills.

Penalties for 2019 citations can cost as much as \$13,260 per violation, and failure to act can lead to additional fines up to \$13,260 per violation per day past the deadline to fix the issue. [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!



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