



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

Learning, Unfortunately, The Hard Way

by Dean Prigelmeier, President of Proactive Technologies, Inc.



Employers are being tested these days on their ability to respond to a rapidly changing world and maintain operational continuity. Who could have imagined that a pandemic would so disrupt the world's supply chain, and realign consumer needs and preferences so fast and furiously, that even previously successful business operations would be pushed toward shuttering?

I am sure we all thought that after the [Economic Crash of 2008](#) and its horrible aftermath that we had left those days behind us. But here we are with another test to see who was paying attention.

For some firms, [just-in-time manufacturing](#) and extreme [Lean engineering](#) has made it difficult to ride out the economic effects of the pandemic. Without having warehouses of inventory to call up while the supply chains straighten themselves out, the effects are immediate and debilitating. [Many firms frantically attempted to reinvent themselves](#), in some cases in the most extreme way, without a clearly defined market or consumer, while other firms found themselves checkmated nearly overnight.

As pawns in this transformation, workers - some with extreme experience - are now very vulnerable to being reconsidered out of the equation as with the newly hired. This is primarily because it was not clear prior to the pandemic the range of tasks for which an employee has expertise and what core skills, abilities and competencies those tasks mastered represent and are transferable. Without the base of data to know how existing workers can be retooled for new tasks and new production needs, it is so easy to think that starting over is a better solution. It is not, that is unless an employer post-pandemic has no better worker development "infrastructure" for defining the tasks that currently exist and for the new tasks that will need to be performed as the recollection of supervisors who may be also on their way out.

It does not follow that automating the worker out of the formula is a better, less costly solution when you calculate the cost of designing, building and proofing the automation for this disruption **plus** an estimate of having to do it again for the next disruption. **Each employer has a tremendous amount of value built into their human assets, but most have no way to identify it, replicate it, or transform it.** [Read More](#)

Things Learned About Human Development at Home During the Pandemic

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



For those of us who have children and were thrust into the new role of being an "adjunct," at-home teacher during the pandemic shut down, we have come away from the period with new experiences and new understanding of how people learn in a remote environment. I personally have a newfound respect for our teachers and instructors who have spent

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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 - August, 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**

their days building on my child's, and other people's children, skills foundation they will need to succeed in life, further education and careers.

We started the pandemic shut down with very little guidance as to how parents would now play an integral part of their children's learning - most with no experience in teaching, no support materials or guidance to do so and distractions in our own lives. Some of us experimented with [online resources](#) the best we could provided we have had the wireless access to do so. An [estimated 14 million people lack access to in this country and another 25 million lack fast enough speeds to access many of the resources available, according to the FCC..with Microsoft placing the combined number at more like 163 million people](#). We know that, prior to the shutdown of schools, internet access [was an important part of a student's learning in school and homework at home](#). Still, parents tried to provide the facilitation needed to help our children learn even though our skills in those particular areas might've been weekend by many years of nonuse.

My take away from this experience has been that not all online resources have the same quality, of content and delivery, and that not all learners respond well to a two dimensional delivery method. Some need more instructor facilitated engagement in order to make the content stick. Some can watch an online tutorial and immediately pick up the topic. In between these two learning styles parents found themselves with very little experience in human development - other than their parental role in nurturing. **We won't know how much of what was learned is retained until schools reopen and we hand off the children to those better able to assess.**

I hope that our leaders and our educational systems look back on this era as a wake up call that we as a country were so grossly ill prepared for disruption. [Read More](#)

Workforce Development Realism: Properly Weighing Structured On-The-Job Training and Related Technical Instruction



by Frank Gibson, Workforce Development Advisor, retired from The Ohio State University - Alber Enterprise Center

With all the distractions caused by COVID-19 pandemic, employers and workforce developers are being forced to reevaluate what they thought were effective workforce development strategies. Work is being redefined, jobs are being redefined, and people are being reassigned to adjust to changing supply chain requirements and to the new realities of work. Unlike any time in history, except perhaps the Crash of 2008 and the Great Depression of 1929, have employers been required to expedite such mass reconsideration of its human assets - all while under a national health threat.

Prior to this pandemic, adult and continuing education was pretty settled in their approaches to training workers for today's work. Classes and certificates were linked to what they believed were today's realities, But the paradigm shifted with no indication yet that things will entirely return to that "normal." Not only are educational institutions redefining themselves, their products and services, and their delivery methods, they are doing so while employers are in the process of redefining themselves to their new operational needs. Both transformations are impacting not only trainees who were currently taking related technical instruction classes at a community college in preparation for employment, what the employer does once they hire the individual in many cases is less defined now then it was poorly defined prior. In short, this is a period of flying blind to a moving target.

When Education encounters disruptions such as covid-19, institutions shut down, instructors wait at home, training providers are sidelined, and some of these even move on if the opportunity arises. Yet their employer - many left open as essential industries - are continuing to employ, informally train incumbent, new and transferring workers. **Those employers that invested in a structured on-the-job training infrastructure were able to adapt and minimize the impact.** Even those without a formal structured on-the-job training system were better positioned to continue to deliver training (albeit informal and ad hoc) compared to educational institutions and providers that were essentially shut down waiting for the green light on when and how to reopen.

There is clear role for related technical instruction in workforce

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**

development, which is to build essential core skills and competencies in trainees so they can learn and master the tasks the employer needs done. **But if the employer has a structured on-the-job training infrastructure in place, not only can they accept more prepared candidates they can quickly drive them and incumbent workers to sustained maximum capacity.** Even better, they can keep the worker development process going while they wait for their related technical instruction partners to redefine themselves and recover. **Employers have the facilities, the equipment, the subject matter experts and the need, so to allow them to be reluctant or timid workforce development partners when they would like to be more aggressive is an unfortunate mistake.** [Read More](#)

Celebrating 20 Years With Long-Time Aerospace Industry Client Triumph Thermal Systems LLC and Retirement of its Lead Advocate

by Proactive Technologies, Inc. Staff

Since 2000, Proactive Technologies, Inc. has provided technical implementation support for



the structured on-the-job training system they were asked to set-up at **Triumph Thermal Systems LLC**, a division of the global [Triumph Group](#). It is a manufacturer of civilian and military aircraft engine heat exchange systems and a registered F.A.A. repair site.

Initially, **Ken Jackson, Human Resources Director's**, who retired in the Fall of 2019, primary concern was the loss of fully trained experts due to approaching retirements (i.e. 40% of the technically trained workforce was scheduled to retire in a 2 year period; 80% over a 6 year period). Triumph, originally "Parker Hannifin United Aircraft Products" [when the project started](#), is located in one of those rare remaining small-town heartland places where workers are hired and stay for their career - often repeated generation to generation. Cross-training allows workers to train in, and master, multiple job areas during their time at Triumph, so opportunities for personal growth abound.

Recently, with the changes brought about by [ISO 9001:2015](#) (promulgated to [AS 9000](#) and [TS16949](#) quality models) concerning the "capture and management of legacy knowledge," and [Nadcap](#) the company realized that they have been capturing and managing legacy knowledge for the hourly positions all along. Nadcap (formerly NADCAP, the National Aerospace and Defense Contractors Accreditation Program) is a global cooperative accreditation program for aerospace engineering, defense and related industries.

Complying with the requirements to capture and manage the process knowledge, identify gaps between the job knowledge needed to perform in the job and the employee's consistent performance of the tasks of the job, and documentation to provide evidence that the gap was found and closed, has been a routine component of the [PROTECH® system of managed human resource development](#). The many tools, reports and benefits ensure the approach to all job classifications, all employees is consistent - even though the jobs and people are not.

The OJT Tasks Mastered Report is proudly posted on the [Gemba](#) boards of each department to show ISO/AS auditors, and clients and future clients, not just generalizations of work behavior, but more importantly the level to which each worker is trained to perform, **and has mastered**, each detailed task of their job classification. [Read More](#)

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

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

Higher return on each worker investment...faster!

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

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

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

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

Industry News

DOMESTIC ECONOMIC DATA

Gross Domestic Product, 2nd Quarter 2020 (Advance Estimate) and Annual Update

US Department of Commerce - Bureau of Economic Analysis

Real gross domestic product (GDP) decreased at an annual rate of 32.9 percent in the second quarter of 2020, according to the "advance" estimate released by the Bureau of Economic Analysis. In the first quarter of 2020, real GDP decreased 5.0 percent. [Read Report](#)



Personal Income, Outlays - June, 2020

US Department of Commerce - Bureau of Economic Analysis

Personal income decreased 1.1 percent while consumer spending increased 5.6 percent in June. [Read Report](#)



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

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

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

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

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Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured goods in May increased \$30.5 billion or 8.0 percent to \$412.8 billion. May 2020: +8.0% change; April 2020 (r): -13.5% change. [Read Report](#)



Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in June increased \$14.0 billion or 7.3 percent to \$206.9 billion. June 2020: +7.3% change; May 2020 (r): +15.1% change. [Read Report](#)



Consumer Price Index

US Bureau of Labor Statistics

In June, the Consumer Price Index for All Urban Consumers rose 0.6 percent on a seasonally adjusted basis; rising 0.6 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy rose 0.2 percent in June (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 fell 0.2 percent in June, as prices for final demand services declined 0.3 percent and the index for final demand goods rose 0.2 percent. The final demand index decreased 0.8 percent for the 12 months ended in June. [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

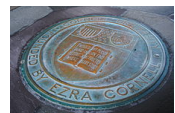
Total nonfarm payroll employment rose by 2.5 million in May, and the unemployment rate declined to 13.3 percent, the U.S. Bureau of Labor Statistics reported today. These improvements in the labor market reflected a limited resumption of economic activity that had been curtailed in March and April due 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.



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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](#)

Pentagon Awards \$185 Million to Shipbuilders, Aerospace Manufacturers

Thomas Insights - Andy Szal

The Defense Department recently announced it would award \$185 million to four companies in an effort to protect domestic production of military ships and aircraft during the coronavirus pandemic.



Pentagon officials said \$55 million each would be allocated to W International and GE Aviation, with another \$50 million headed to Austal USA and \$25 million to Weber Metals. The funding was authorized under the Defense Production Act as part of a massive COVID-19 relief package enacted in March.

"These actions will help to retain critical workforce capabilities throughout the disruption caused by COVID-19 and to restore some jobs lost because of the pandemic," Pentagon spokesman Lt. Col. Mike Andrews said in a statement.

W International will use the funding to expand production capacity, improve workflows, and foster workforce development at its facility in Goose Creek, South Carolina, and "expand critical domestic industrial base capability for the U.S. Navy nuclear shipbuilding industry." Fellow shipbuilder Austal plans to preserve jobs at its shipyard in Mobile, Alabama. [Read Article](#)

Raytheon Gets \$2.3 Billion Contract to Produce Missile Defense Radars

Phoenix Business Journal - Jeff Gifford, Digital Editor

Raytheon Technologies Corp. has been awarded a \$2.3 billion contract from the U.S. Missile Defense Agency to build seven mobile missile-detecting radars for the U.S. military.

The work will be done by the Raytheon (NYSE: RTX) missiles and defense division, which is based in Tucson.

Part of the Terminal High Altitude Area Defense system, the gallium nitride-based radars are designed to counter incoming ballistic missile threats.

The units, called AN/TPY-2 radars, can operate in two modes. In the first mode, known as "forward-based," detects missiles and identifies lethal objects that have been launched; and in the second mode, known as "terminal," guides interceptors toward an incoming missile's warhead. [Read Article](#)

Microsoft Pauses Advertisements on Facebook, Instagram Globally



CFO.com - Benzinga

The company is concerned over the content that runs next to its ads.

Microsoft paused all advertisements on Facebook and subsidiary Instagram's social media platforms in the United States in May, Axios reported Monday.

The veteran technology company recently further paused all advertisements on Facebook and Instagram across the globe, according to Axios.

In an internal statement accessed by Axios, Microsoft objected to its ads appearing next to content it deems inappropriate, including "hate speech, pornography, terrorist content, etc." [Read Article](#)

Magna International Expands Highland Park, Michigan Auto Seat Production Plant

Area Development - News Desk

A mobility technology company serving the automotive supply industry, Magna International will expand its seat manufacturing facility in Highland Park, Michigan. The project will generate \$35.4 million in private investment and create 480 jobs.

According to state officials, Magna has been awarded new full-seat assembly contracts, requiring an expansion of its Highland Park site by approximately 5,000 square feet. The project includes remodeling the

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**"One thing is certain...
nothing is certain!"**

The rate of change affecting work, the worker, management and the educational institutions that service all three has been accelerating - made worse by the unexpected Covid-19 pandemic. The economy, the consumer, supply chains and operational strategies have all been disrupted in the short-term, casting doubt

current space, adding new automated storage and retrieval shipping systems, and redesigning all assembly lines throughout the facility. [Read Article](#)

SK innovation Plans \$940 Million Expansion at Commerce, Georgia Plant

Area Development - News Desk

SK innovation, a South Korea-based developer and manufacturer of lithium-ion batteries for electric vehicles, will invest another \$940 million to expand their manufacturing plant in Commerce, Georgia. The project is expected to create 600 jobs.

This new project is in addition to the company's \$1.67 billion investment to develop two manufacturing facilities in Georgia that will deliver 2,000 jobs in Jackson County. [Read Article](#)

Surgisphere: Mass Audit of Papers Linked to Firm Behind Hydroxychloroquine Lancet Study Scandal

The Guardian - Melissa Davey in Melbourne and Stephanie Kirchgassner in Washington

Questions continue for Surgisphere and CEO Sapan Desai as universities deny knowledge of links to firm behind Lancet's now-disputed blockbuster study



Dozens of scientific papers co-authored by the chief executive of the US tech company behind the Lancet hydroxychloroquine study scandal are now being audited, including one that a scientific integrity expert claims contains images that appear to have been digitally manipulated.

The audit follows a Guardian investigation that found the company, Surgisphere, used suspect data in major scientific studies that were published and then retracted by world-leading medical journals, including the Lancet and the New England Journal of Medicine.

Further inquiries by the Guardian into Surgisphere and its founder and chief executive, Dr Sapan Desai, have confirmed that: [Read Article](#)

Why Corporate America Gave Up on R&D

Area Development - Marker-Medium, Kaushik Viswanath
American companies used to be at the cutting edge of science and technology. Not anymore.



American businesses have had a long history of being at the cutting edge of technology. Corporate labs at GE, DuPont, and AT&T's Bell Labs were responsible for significant advances in science and technology in the 20th century, leading the development of innovations like integrated circuits, plastics, and synthetic fibers, which in turn became strong drivers of economic growth.

But are American businesses still as innovative as they used to be? A recent paper by professors at Duke University's Fuqua School of Business argues that a transition away from formal corporate research toward a more diffuse innovation ecosystem driven by startups and universities has led to a decline in American innovation and economic growth. [Read Article](#)

Motor Parts Production Leaps 105% in June; Industrial Production Still Beneath Pre-Pandemic Levels

IndustryWeek - Ryan Secard

Industrial production rose 5.4% last month, largest monthly gain since 1959.

The latest Industrial Production and Capacity Utilization report from the Federal Reserve shows manufacturing production and output continued to recover in June. Industrial production rose 5.4% last month, following a slight gain in May of 1.4%.



The data suggests an industry on a dramatic upswing from a dizzying downturn. The drop in industrial production in March and February was the largest quarterly drop since World War II, and the increase in industrial production for June was the largest monthly increase since 1959. Despite that, most numbers remained at levels below what they were before the pandemic. [Read Article](#)

Quality Is a Dirty Business

IndustryWeek - Laura Putre

ArcelorMittal's executive in charge of US automotive shares his insight on the mill, the people--and the work



on the long-term.

Rapid adaptation is the key to survivability, sustainability and growth. Sometimes an experienced outside advisor can help facilitate needed improvements to take the worry out of change and the fear out of growth.



Frank Gibson

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



Don't complain about a

that went into the recent quality awards his team has racked up.

After 30 years at steel manufacturer ArcelorMittal, John Cardwell has a big title and the responsibility to go with it, but, "I'm an old mill rat, and I draw on that experience every day," he says from his temporary home office in Detroit, where family pets occasionally rustle on the other side of the door.

Under Cardwell's leadership, three ArcelorMittal plants-Indiana Harbor and I/N Tek and Kote facilities in Northwest Indiana, AM/NS Calvert in Alabama and ArcelorMittal Dofasco in Canada-landed GM Supplier Quality Excellence awards this year. Metrics for receiving the awards include low overall quality issues and rejection rates; maintenance of quality certifications, and no plant disruptions or major shipping issues.

Cardwell, ArcelorMittal's director of automotive sales, oversees voice of the customer for GM, Ford, and FCA, "along with all the supporting Tier Ones and the full supply chain. I really have turnkey responsibility for anything and everything related to those accounts, whether it's quality, delivery, service, technology." [Read Article](#)

Industry Group Coalition Supports Reshoring PPE Manufacturing

IndustryWeek - Staff

The AFL-CIO, USW, and 19 other groups released a joint statement on bringing PPE manufacturing back to the States.



On July 20, a coalition of 21 groups asked the U.S. government to support efforts to invest in domestic production of PPE, or personal protection equipment. The coalition included several manufacturing trade groups and unions, including the AFL-CIO, the Alliance for American Manufacturing, the American Iron and Steel Institute, and the American Steelworkers.

According to the group, the novel coronavirus pandemic was the impetus for the directive, and cited a "strong bipartisan consensus" that the United States should fund domestic means of sourcing medical supplies. "Our continuing reliance on foreign sources for these vital public health resources is a severe vulnerability to both our public health and national security," the directive reads. [Read Article](#)

Tesla Picks Austin for \$1 Billion Auto Factory

Area Development - The Statesman, Shonda Novak, Bob Sechler

In one of the largest economic development projects in Austin's history, electric automaker Tesla says it will build a \$1.1 billion assembly plant in Travis County that will employ 5,000 people.

Wages at the factory - to be located on 2,100 acres off Texas 130 and Harold Green Road - will start at \$35,000 annually, counting benefits, bringing job opportunities and investment to a southeastern portion of the county that officials say is sorely in need of them.

It will produce the electric vehicle maker's upcoming Cybertruck electric pickup, as well as be a second site to build its Model Y SUV. Tesla officials previously have said they intend to break ground on the factory by the third quarter of this year, although CEO Elon Musk said Wednesday that initial work at the site actually began last weekend. [Read Article](#)

Maintaining Momentum as the Crisis Drags On

IndustryWeek - Kellogg Insight

How does one not just operate but lead long-term through the pandemic?



Once upon a time, back in early March, many of us expected that the coronavirus would place a temporary pause on normal life. We'd be out of the office for a few weeks, kids would switch to remote learning for a bit, but then everything would go back to how it was.

Now, three months later, it's clear that we're in this crisis-the public-health crisis and the ensuing economic one-for the long haul.

"We live in a world of increasing complexity and uncertainty," says Mike Rogers, a retired four-star admiral in the U.S. Navy. "I don't see that changing in the near term, which means we need to figure out how to operate in this." [Read Article](#)

Financial News

Who are the Potentially Misclassified in the Employment Report?

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MEMORABLE QUOTES

"Transformation is not automatic, It must be learned; it must be led."

[W. Edwards Deming](#)

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

"Education Is What Remains After You Have Forgotten Everything You Learned In School"

[Albert Einstein](#)

German-born theoretical physicist who developed the theory of relativity, one of the two pillars of modern physics. His work is also known for its influence on the philosophy of science.
1875 - 1955

"By failing to prepare, you are preparing to fail."

[Benjamin Franklin](#)

One of the Founding Fathers of the United States. Franklin was a leading writer, printer, political philosopher, politician, Freemason, postmaster, scientist, inventor, humorist, civic activist, statesman, and diplomat.
1706 - 1789

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Brookings Institute - Lauren Bauer, Wendy Edelberg, Jimmy O'Donnell, and Jay Shambaugh

Since the onset of the coronavirus pandemic and economic shutdown, potential misclassification errors in the reported unemployment rate have occurred. In particular, one issue that emerged in the March Employment Situation report and has remained an issue through May, is whether some people who responded to the survey that they were employed but not working should have been classified as unemployed.



The potential misclassification issue has arisen because the number of workers who are "absent from work due to other reasons" has spiked in an unusual way since March 2020. Observers have noted that many of those people should probably have been recorded as "on temporary layoff" and thus be counted as among the unemployed. To the degree that is the case, a more accurate measure of the unemployment rate is higher than the official measure.

The Bureau of Labor Statistics (BLS) categorizes people as employed or unemployed based on how they answer questions about their work status during a single reference week. The agency counts people as employed if they worked during the week or were employed but absent from work due to vacations or illness or "other reasons." In a typical month, a small fraction of people report being "absent from work due to other reasons." The misclassification issue has arisen as the survey instruments deployed by BLS to collect data on labor market conditions have largely remained unchanged. [Read Article](#)

Novartis Settles U.S. Bribery Charges

CFO.com - William Sprouse

The pharma giant will pay more than \$346 million to settle charges that it bribed doctors to prescribe their drugs.



Global pharmaceutical giant Novartis has agreed to pay \$112 million to settle with the Securities and Exchange Commission over charges it violated the books and records and internal accounting controls provisions of the Foreign Corrupt Practices Act.

According to the SEC, between 2012 and 2016, the company's local subsidiaries or affiliates engaged in schemes to make improper payments to private healthcare providers in South Korea, Vietnam, and Greece in exchange for prescribing or using Novartis products or the products of its former subsidiary Alcon, which was also involved in the bribery scheme. Novartis' subsidiaries also agreed to pay more than \$233 million in criminal fines as part of a deferred prosecution agreement with the U.S. Department of Justice. [Read Article](#)

Education and the Dynamics of Middle-class Status

Brookings Institute - Bradley Hardy, Nonresident Senior Fellow - Economic Studies and Dave Marcotte Professor and Chair, Department of Public Administration and Policy Department of Public Administration and Policy - American University



The economic security of America's families is a central concern for policymakers. Benchmarks for economic security include employment, homeownership, savings and retirement security, and financial literacy. These indicators broadly characterize middle-class status and, for many, attaining and sustaining a life in the middle-class is among the most important measures of economic success. Indeed, a robust middle class is both a hallmark of aggregate economic health and the manifestation of the American dream.

Access to the American middle class has been made possible by expanding educational attainment over the 20th Century. The role of higher education in economic mobility is well established. Presently, access to post-secondary educational opportunities-especially a 4-year college degree-is increasingly seen as requisite for success in an economy that requires advanced analytical ability, facility with computers, and stronger inter-cultural communication skills. More open to question is how equitable access to higher education is, particularly during a period of sharp increases in cost of attendance. Many policy interventions, including Pell grants and subsidized student loans, have sought to reduce socioeconomic gaps in college entrance and completion. Nonetheless, equity of access to college and the opportunities it provides is a central concern in policy discussions at the intersection of education and the economy. At the moment, colleges and universities are also being roiled by the COVID-19 pandemic, with worrying prospects for equity of access and educational outcomes. [Read Article](#)

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Congress Needs to Fix the Opportunity Zone Boondoggle

Area Development - Governing, Girard Miller, Finance Columnist - Opinion



The program, a cluster of tax loopholes, is making fat cats fatter without doing much about racial inequities and urban joblessness. There are ways to reform it to benefit those it was touted to help.

It's been four weeks since George Floyd was killed in Minneapolis. Amid the widespread urban turbulence that ensued, the TV business-news channels were full of commentators and business executives giving lip service to "action over words" and "systemic change." That lasted about 10 days; the video pundits are back to touting stocks and the "green shoots" of economic recovery. Meanwhile, Congress has done nothing to address urban America's now-worsening economic disparities.

So here's where to start: Opportunity zones need major reforms and a quick redesign to actually chip away at racial inequities and urban joblessness.

Opportunity zones (OZs) were included in the 2017 federal tax cut act as an ostensibly bipartisan strategy to lure investment capital into lower income communities. The White House repeatedly ballyhoos this largesse as proof of its commitment to communities of color. But many OZ deals today are little more than a tax shelter for rich old white guys to dodge income taxes on their previously accumulated investment profits by opportunistically financing building projects that were mostly already lined up in safe, unblighted neighborhoods. Worse yet, they can double-dip IRS depreciation tax loopholes when these properties are sold. And worst of all, the venues for most of these tax giveaways rarely uplift neighboring minority communities once the non-resident builder crews pack up their trucks and leave. [Read Article](#)

U.S. Mortgage Delinquency Rate Jumps to 7.76%

CFO.com - Matthew Heller

More mortgages were past due in May than at any time since 2011 as Americans continue to struggle to pay bills amid the COVID-19 pandemic.



The U.S. mortgage delinquency rate rose in May to its highest level in more than eight years though homeowners have been making a higher share of payments this month.

As Americans continue to struggle to pay bills amid the COVID-19 pandemic, another 723,000 homeowners became past due on their mortgages in May, pushing the delinquency rate to 7.76%, according to property research firm Black Knight.

The delinquency rate was 6.45% in April and 3.39% in March, when states began issuing stay-at-home orders to try to stem the spread of COVID-19.

Serious delinquencies, which means mortgages that are 90 days past due but are not yet in foreclosure, increased 36.5% to 631,000 in May over the previous month. [Read Article](#)

Tax Us More': Millionaires Urge Governments to Raise Taxes to Fund Coronavirus Aid

DeutscheWelle

Over 80 of the world's wealthiest individuals have called for higher taxes on the rich in order to fund the coronavirus recovery. In an open letter, the group Millionaires for Humanity said charity is not the solution.



A group of 83 millionaires from seven different countries called for higher taxes on the rich to help fund the world's recovery from the coronavirus pandemic.

In an open letter shared Monday, the signatories wrote that problems caused and revealed by COVID-19 "can't be solved with charity, no matter how generous."

"We are not driving the ambulances that will bring the ill to hospitals. We are not restocking grocery store shelves or delivering food door to door. But we do have money, lots of it," said the signatories, who call themselves Millionaires for Humanity. [Read Article](#)

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Catholic Church Taps PPP for \$1.4B in Coronavirus Aid

MSN News - Associated Press, Reese Dunklin and Michael Rezendes

NEW YORK (AP) - The U.S. Roman Catholic Church used a special and unprecedented exemption from federal rules to amass at least \$1.4 billion in taxpayer-backed coronavirus aid, with many millions going to dioceses that have paid huge settlements or sought bankruptcy protection because of clergy sexual abuse cover-ups.

The church's haul may have reached -- or even exceeded -- \$3.5 billion, making a global religious institution with more than a billion followers among the biggest winners in the U.S. government's pandemic relief efforts, an Associated Press analysis of federal data released this week found.

Houses of worship and faith-based organizations that promote religious beliefs aren't usually eligible for money from the U.S. Small Business Administration. But as the economy plummeted and jobless rates soared, Congress let faith groups and other nonprofits tap into the Paycheck Protection Program, a \$659 billion fund created to keep main street open and Americans employed. [Read Article](#)

PPP: What Worked, What Didn't, and What Needs Tweaking

IndustryWeek - Paul Ericksen

Small and medium-sized manufacturers weigh in on the COVID-19 relief program.

In late April, IndustryWeek conducted a survey targeted to participants in the federal government's Paycheck Protection Program. The PPP was intended to provide paycheck protection for employees of small- and medium- sized companies, allowing employers to continue operations and keep their workforce employed in during the COVID 19 pandemic.

This survey is part of IW's Supply Chain Initiative, an editorial effort speaking for and to small- and medium-sized manufacturers. The point of the survey was not to criticize PPP. Rather it was to provide participant feedback regarding how in the future, similar programs could be adjusted to better align with SME participation and financial needs.

It is important to note the federal government's general definition of an SME. **Specifically:**

- A small company has 250 or less employees.
- A medium-size company has between 251 and 500 employees.

The PPP, however, adjusted this definition so that it covered each business location within a company that met the above guidelines, whether they were independent operations or part of a larger corporate organization. [Read Article](#)

Big Four Heading for Audit Shakeup in U.K.

CFO.com - Matthew Heller

The U.K. is moving closer to a far-reaching shakeup of the Big Four accounting firms that would separate their audit and consulting businesses after a series of high-profile audit failures.

The Financial Reporting Council, the U.K. accounting watchdog, announced Monday it had asked the firms to agree to a separation based on a set of principles they have been discussing with the FRC and to submit an implementation plan by Oct. 23 that will need to be completed by June 2024.

The principles aim to, among other things, ensure that audit practice governance protects auditors from being exposed to "influences from the rest of the firm that could divert their focus away from audit quality."

"Today the FRC has delivered a major step in the reform of the audit sector by setting principles for operational separation of audit practices from the rest of the firm," Sir John Thompson, the FRC's CEO, said in a news release. [Read Article](#)

Goldman Crushes Estimates With \$2.4B Profit

CFO.com - Matthew Heller

"Our strong [second-quarter] financial performance across our client franchises demonstrates the inherent benefits of



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Dr. Dave Just, formally Dean of Corporate and Continuing Education at

our diversified business model."

Goldman Sachs reported quarterly earnings Wednesday that crushed Wall Street estimates as the bank's trading business benefited from market volatility caused by the coronavirus pandemic.

For the second quarter, Goldman generated net earnings of \$2.42 billion, or \$6.26 a share, compared with analysts' estimates of \$3.78 a share. It was Goldman's biggest earnings outperformance in nearly a decade.

Revenue rose 41% to \$13.3 billion - the second-highest quarterly revenue ever for the firm - as three of its four divisions posted gains, led by bond trading revenue, which posted a surge of almost 150% to \$4.24 billion.

[Read Article](#)

Tuesday Regulatory Update: The Winds of Fraud

CFO.com - Vincent Ryan

Swap fraud; wind turbine con; holding firm on LIBOR switch; and more.



On Monday, the Securities and Exchange Commission charged California-based app developer Abra and a related company in the Philippines for offering and selling security-based swaps to retail investors without registration. It also failed to transact those swaps on a registered national exchange.

According to the SEC's order, Abra developed and owns an app that enabled users to bet on price movements of U.S.-listed equity securities. Using the app, individuals were able to enter into contracts that provided synthetic exposure to price movements of stocks and exchange-traded fund (ETF) shares trading in the United States. This was done through blockchain-based financial transactions with Abra or with related company Plutus Technologies Philippines.

The order found that Abra told users they could choose securities whose performance they wanted to mirror, and the value of their contract would go up or down the same amount as the price of the underlying security. The order further finds that these contracts were security-based swaps subject to U.S. securities laws. [Read Article](#)

Feds Begin Prosecuting Coronavirus PPP Loan Fraud. Some Companies May Fight Back - and Win

The Los Angeles Times - Sarah D. Wire, Staff Writer

WASHINGTON - One Los Angeles business owner allegedly went to Las Vegas and gambled away some of the \$9 million he received in emergency government loans earmarked for his employees.



A Texas man is accused of using his \$1.5-million Paycheck Protection Program funds to pay off a mortgage, while another loan recipient in Georgia is charged with using his \$2-million loan to buy a car, jewelry and to pay child support.

A Washington, D.C., applicant fabricated Social Security numbers in an attempt to collect money for employees he didn't really have, federal prosecutors say.

Ever since the public backlash last April against some large, well-off or nationwide companies that helped themselves to emergency government funds intended to rescue small businesses during the pandemic, federal officials have vowed to crack down on any abuses of the popular program, also known as PPP. [Read Article](#)

Financial Book Reviews For Our Time **OECD Economic Outlook, Volume 2020 Issue 1**

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Organization for Economic Cooperation and Development

The OECD Economic Outlook is the OECD's twice-yearly analysis of the major economic trends and prospects for the next two years. The Outlook puts forward a consistent set of projections for output, employment, prices, fiscal and current account balances.



Coverage is provided for all OECD member countries as well as for selected non-member countries. This issue includes a general assessment of the macroeconomic situation, a series of notes on the macroeconomic and structural policy issues related to the COVID-19 outbreak and a

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International News

Mexico, Latin America, South America and the Caribbean

How COVID-19 Is Impacting Foreign Trade, Investment, and Integration in Latin America and the Caribbean



InterAmerican Development Bank

Latin America and the Caribbean (LAC) imports and exports fell by around 11% in the first quarter of 2020. Learn about this and other news in the sixth edition of this Newsletter, about the impact of the coronavirus on regional trade. It is prepared by the IDB's Integration and Trade Sector and its Institute for the Integration of Latin America and the Caribbean (INTAL):

* The economic activity of LAC's main trading partners (China, United States, European Union) has been recovering since May.

* The Andean countries are the most affected in LAC by the fall of commodity prices.

* Latin America and the United States gain market share in the Chinese food market.

* Foreign Direct Investment flows to LAC will decrease this year between 40% and 55%. [Read Report](#)

Brazil's President Bolsonaro Tests Positive for COVID-19

Associate Press - Marcello De Sousa and David Biller
RIO DE JANEIRO (AP) - Brazil's President Jair Bolsonaro



said Tuesday he has tested positive for COVID-19 after months of downplaying the virus' severity.

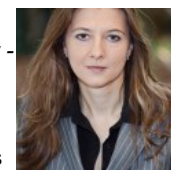
Bolsonaro confirmed the test results while wearing a mask and speaking to reporters in capital Brasilia, and said he is already taking hydroxychloroquine - an anti-malarial unproven to effectively treat COVID-19.

"I'm well, normal. I even want to take a walk around here, but I can't due to medical recommendations," Bolsonaro said. "I thought I had it before, given my very dynamic activity. I'm president and on the combat lines. I like to be in the middle of the people."

The 65-year-old populist has often appeared in public to shake hands with supporters and mingle with crowds, at times without a mask. He has said that his history as an athlete would protect him from the virus, and that it would be nothing more than a "little flu" were he to contract it. [Read Article](#)

Mexico's Spiraling Criminal Market

Brookings Institute - Vanda Felbab-Brown, Senior Fellow - Foreign Policy, Center for 21st Century Security and Intelligence



Editor's Note: The June 26 attack on Mexico City's Secretary of Public Security Omar García Harfuch shows just how out of control and brazen the Mexican criminal market remains, and the utter morass of Mexican law enforcement, writes Vanda Felbab-Brown. This piece was originally published by La Reforma's Mexico Today.

Despite some puzzling elements of the June 26 attack on Mexico City's secretary of public security Omar García Harfuch, two elements shine through - just how out of control and brazen the Mexican criminal market remains and the utter morass of Mexican law enforcement.

On June 26, 28 men armed with assault weapons and grenades attacked Mr. García Harfuch's armored vehicle at dawn on Paseo de la Reforma, one of Mexico City's main boulevards in the exclusive Lomas de Chapultepec neighborhood, home to various embassies and mansions. Although they killed three other people and injured Mr. García Harfuch, they failed to kill him. Mr. García Harfuch blamed the ultra-violent and aggressive Cartel Jalisco Nueva Generación (CJNG). Mexico's law enforcement forces managed to arrest some dozens of the attackers and subsequently the alleged mastermind of the plot, José Armando "La Vaca" Briseño. What is not yet known (and may not be known for a long time) is the motive of attempting to assassinate Mr. García Harfuch. [Read Article](#)

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InterAmerican Development Bank - Labor and Pensions

Did you know that women are more likely than men to lose their jobs in the digital age? In The future of work in Latin America and the Caribbean: What will the labor market be like for women?, we highlight that, in the Fourth Industrial Revolution, 21% of female workers may require a transition to other occupations. Additionally, the study analyzes the opportunities and threats that the gig economy poses to reduce the gender gaps. [Download Report](#)

The Bahamas is the Latest Country to Close its Borders to US Visitors, But Others are Still Welcome

Business Insider - Haven Orecchio-Egresitz

The Bahamas has joined other countries in banning US travelers this summer.



The popular tourist destination reopened its borders three weeks ago, but has seen a spike in coronavirus cases. While International flights from Canada, the UK, and the EU are allowed, Prime Minister Hubert Minnis closed the borders to US visitors on Sunday.

Americans with plans to sunbathe on Bahamian beaches this summer can forget about it.

Prime Minister Hubert Minnis announced on Sunday that US tourists are among those banned from the islands due to coronavirus concerns. Bahamasair ceased flights to the United States on Sunday. Commercial flights and vessels are banned from the country, with an exception for those coming from Canada, the United Kingdom, and the European Union, Minnis said. [Read Article](#)

Hurricane Isaias Heads Toward Florida

NPR - Bill Chappell

Isaias has become a hurricane as it approaches Florida. The National Hurricane Center said late Thursday that the storm was threatening the Bahamas and had winds of 80 mph. It was about 70 miles east-southeast of Great Inagua Island, moving northwest at about 18 mph.



The storm's center is forecast to move near South Florida on Saturday. The hurricane center said "strengthening is forecast during the next day or so" with Isaias predicted to become a hurricane on Friday or Friday night. Earlier Thursday, it slammed the Dominican Republic with heavy rainfall and strong winds. [Read Article](#)

Canada, Europe and Great Britain

Europe Changes its Mind on China

Brookings Institute - Thomas Wright

EXECUTIVE SUMMARY

Learn more about Global China Over the past few years, the European Union and a handful of other European countries have reluctantly moved away from a China policy organized around economic engagement toward a policy of limiting China's influence in Europe for strategic and security reasons. This is a distinctly and uniquely European style of balancing, which involves marshaling Europe's internal power and working to build unity across member states. It has almost nothing to do with kinetic military power and is instead focused on technology, diplomacy, economics, and politics.



The driving force behind this shift is China's behavior - its refusal to end practices of intellectual property theft and forced technology transfers, its failure to enhance market openness for European companies, its use of coercive economic tools and political influence in Europe, and its illiberalism on the world stage. In some ways, the European shift is occurring despite American pressure, not because of it. If China were a responsible stakeholder, U.S. pressure would very likely lead to Europe hedging against the Trump administration and increasing engagement with Beijing. After all, most Europeans are profoundly worried by President Donald Trump, and China seemed well poised to take advantage of this with adroit diplomacy to weaken the trans-Atlantic bond. That it utterly failed to do so shows how badly Beijing has bungled its Europe policy.

With all of that said, Europe is far from united behind this strategic shift. There are Europe-wide divisions, differences between countries, and within them. German Chancellor Angela Merkel remains the most important figure on the pro-engagement side. But unless China's behavior becomes more benign, Europe's evolution toward balancing looks set to continue. [Download Full Report](#)

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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- allows you to engage an employer's facility, equipment and staff in the training process;
- provides the best infrastructure

Digital divide: Six Children Sharing One Phone for Homework

BBC

A family using one phone between six children for schoolwork said a donated tablet had "made a big difference".



Michelle Holgate from Swindon said while they were off school during the coronavirus lockdown she allocated them each one hour sessions with the phone.

She said one was "so stressed, saying she's going to fail everything". Research carried out by Lloyds Bank has shown an estimated million children and young people have no adequate access to devices or the internet at home. [Read Article](#)

Opinion: Duda's Reelection in Poland Will Deepen Divisions

DeutscheWelle

Poland's conservative President Andrzej Duda has won a second term. This could mean an end to an independent judiciary and a further erosion of the separation of powers in the country, writes DW's Bartosz Dudek.



It was close, but Andrzej Duda has managed to scrape another five-year term. That makes him the second Polish president since the end of the communist regime in 1989 to be reelected.

Duda's challenger, Warsaw Mayor Rafal Trzaskowski, did extremely well despite his eventual defeat and will now see his political career take off in earnest. This new, young face of liberal Poland wants to unite the opposition and try his luck again in the 2023 parliamentary elections.

Until then, however, the incumbent president's reelection will enable the ruling Law and Justice Party (PiS) to consolidate its power and continue with the conservative revolution it launched in 2015. Among other things, it can pursue its onslaught on the independence of the judiciary and the separation of powers. [Read Article](#)

Germany: Police Attacked While Enforcing Social Distancing Measures

DeutscheWelle

Police officers in Frankfurt have been set upon by gangs while trying to disperse crowds that had gathered over the warm Easter weekend. Social distancing measures are in place to slow the spread of coronavirus.



Police in Germany's financial capital, Frankfurt, were attacked by men with stones and iron bars while enforcing social distancing measures to slow the spread of coronavirus, authorities said on Saturday.

In a statement, police said officers stopped their car when they saw a large group of people in the street on Friday who were blatantly ignoring lockdown rules.

As one officer stepped out of the patrol car, one of the group threw a large stone at the vehicle. The group then ran away and the officers were unable to catch them. [Read Article](#)

EU Agrees to \$857B Economic Recovery Plan

CFO.com - Mathew Heller

Overcoming deep divisions over some of its terms, European leaders agreed Tuesday to a historic deal to rebuild EU economies ravaged by the coronavirus crisis.



Under the agreement, which was reached after a contentious five-day summit in Brussels, the EU will borrow 750 billion euros (\$857.33 billion) for a recovery fund to be distributed among member states, with 390 billion euros (\$446 billion) going toward grants to the hardest hit and the rest provided as loans.

Leaders also agreed to a new EU budget of nearly 1.1 trillion euros (\$1.3 trillion) for 2021-2027, creating combined spending power of about 1.8 trillion euros (\$2 trillion).

"We did it! Europe is strong. Europe is united," European Council President Charles Michel said at a press conference. "This is a good deal, this is a strong deal, and most importantly, this is the right deal for Europe

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right now."

As CNN reports, "The European Union is battling a savage recession triggered by the pandemic, and the hardest-hit countries such as Italy and Spain urgently need fresh economic relief." The European Commission has said it expects the EU economy to shrink 8.3% in 2020, considerably worse than the 7.4% slump predicted two months ago. [Read Article](#)

China and Southeast Asia

Trying to Loosen the Linchpin: China's Approach to South Korea BROOKINGS

Brookings Institute - Jung H. Pak, Senior Fellow and SK-Korea Foundation Chair in Korea Studies, Foreign Policy, Center for East Asia Policy Studies
China sees South Korea as a critical part of its effort to establish its preeminence in Northeast Asia. South Korea's status in the U.S. alliance architecture as the "linchpin" and its central role regarding North Korea issues, as well as its geographic proximity and economic dynamism, have underscored the country's importance to China's regional strategy. This strategy is driven by a desire to weaken Washington's alliance relationships, increase Beijing's influence on Korean Peninsula affairs, including North Korea denuclearization, and shape the region to be more amenable to supporting its preferences.[1] Beijing perceives Seoul as the weakest link in the U.S. alliance network, given its perception of South Korea's deference and history of accommodating China's rise relative to other regional players, such as Japan, which considers China a long-term security threat.[2]. [Read Article](#)

Japan Flooding Deaths Rise to 58, With More Rain on Horizon

The New York Times

Tens of thousands of troops, police officers and other rescue workers have worked their way through mud and debris in the hardest-hit riverside towns to evacuate residents.



For more than a week, Japan has been battered by floods driven by torrential rains, spurring widespread evacuations and the deaths of at least 58 people by Wednesday. Many people remained missing.

Tens of thousands of troops, police officers and other rescue workers have been mobilized to work their way through mud and debris in the hardest-hit towns along the Kuma River - known as the "raging river" because it is joined by another river just upstream and often floods - in Japan's southernmost main island, Kyushu. [Read Article](#)

Asia, India and Australia

Australia Tightens Restrictions as COVID-19 Cases Top 10,000

Reuters - Colin Packham

Australian states on Tuesday tightened restrictions on movement as authorities struggle to contain a fresh outbreak of COVID-19 in the country's southeast that has pushed the national tally of cases beyond 10,000.



The changes come as scores of new cases were uncovered in Victoria, the country's COVID-19 hotspot, despite a return to lockdown last week for nearly 5 million people in state capital Melbourne.

Active cases in the state rose to nearly 2,000 after another 270 infections were detected in the past 24 hours, authorities said, taking Australia's total number of cases to about 10,000. [Read Article](#)

Over 1 Million Marooned in Bangladesh as Floods Worsen

U.S. News & World Report - Associated Press, Julhas Alam

Heavy flooding is worsening in parts of Bangladesh, with over 1 million villagers marooned or leaving their homes for higher ground along with their cattle and other belongings, officials and volunteers said Tuesday.



Water levels at major rivers were rising Tuesday at around two dozen points in 20 districts. Many new areas in northern, northeastern and central Bangladesh have been affected over last 24 hours, Arifuzzman Bhuiyan, an executive engineer with the Water Development Board, said by phone. Bangladesh has 64 districts.

"The situation is worsening," he said. "The worst thing is that the floods are getting prolonged this year, which is a bad sign." [Read Article](#)

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EMPLOYERS!
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- * Cuts the employer's internal costs of training;
- * Lowers the costs associated with

'Emus Have Been Banned' For Bad Behavior, A Hotel In Australia's Outback Says

NPR - Bill Chappell

Two emus - siblings Kevin and Carol - are now banned from a hotel in a tiny town in Australia's vast Outback.

Raised by an animal rescuer, the birds are usually a friendly and wide-eyed source of entertainment. But then the emus learned to climb the stairs.



The new skill gave the birds access to the pub of the Yaraka Hotel in Queensland. Once inside, they unleashed a long-legged brand of chaos. They snatched toast and French fries away from customers. One of the birds even went behind the bar. A stern response was required.

"Emus have been banned from this establishment for bad behavior," a sign now says at the stairs leading to the hotel's pub. The message asks any human visitors to replace the "emu barrier" when they enter. [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

Ghana's Leapfrog Experiment: Free Senior Secondary School for All Youth

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



Africa is a young continent and getting younger by the year. By 2050, half of all the people in Africa will be under the age of 25 and it will be home to a full 25 percent of all the world's working-age population.

But this tremendous asset—a continent full of energetic, bright, and creative young people—will only be the "demographic dividend" that the African Union aspires to if countries invest in the education and skills of all their children and youth. This task is much more difficult today given the economic downturn on the continent in the wake of COVID-19.

Luckily, there are experiments taking place in African education systems that started before the pandemic hit that can provide inspiration for today's challenges. For example, Ghana's initiative to radically expand access to senior secondary schooling, especially to the highest quality schools in the country, can shed light on how to increase inclusion without investing in the costly endeavor of building new schools. As countries in the region struggle to address the impacts from the COVID-19 pandemic—from public health needs to rising poverty to increasing social instability—finding more cost-efficient ways to help the regions' aspiring youth enter or finish secondary school is important in the short and long term. [Read Article](#)

River Nile Dam: Reservoir Filling Up, Ethiopia Confirms

BBC

A reservoir behind Ethiopia's disputed Grand Renaissance dam on the River Nile has started filling with water - a day after talks with Egypt and Sudan ended without agreement, officials say.



Ethiopian Water Minister Seleshi Bekele confirmed the latest satellite images showing water levels rising.

Ethiopia sees the hydroelectric project as crucial for its economic growth. But Egypt and Sudan, which are downstream, fear the large dam will greatly reduce their access to water. [Read Article](#)

Hagia Sophia: Turkey Turns Iconic Istanbul Museum into Mosque

BBC

The world-famous Hagia Sophia museum in Istanbul - originally founded as a cathedral - has been turned back into a mosque.



Turkey's President Recep Tayyip Erdogan announced the decision after a court annulled the site's museum status.

Built 1,500 years ago as an Orthodox Christian cathedral, Hagia Sophia was converted into a mosque after the Ottoman conquest in 1453. In 1934 it became a museum and is now a Unesco World Heritage site. [Read Article](#)

International Trade News

turnover;

* Drives new-hires and incumbent workers to "full job mastery;"

* Increases worker capacity, work quality, productivity and compliance (ISO/AS/TS training and records requirement, engineering specifications and safety mandates);

* Creates framework for cross-training, retraining and worker certification;

* Establishes the framework for employer specific/job-specific apprenticeships and internships - registered or not;

* Builds career development tracks and succession plans for hourly (and salary) workers;

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

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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.

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Having trouble finding, selecting, training and keeping the skilled workers you need? Are you

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

May 2020 sales of merchant wholesalers were \$419.1 billion, up 5.4 percent (+/- 0.7 percent) from last month. End-of-month inventories were \$642.5 billion, down 1.2 percent (+/- 0.2 percent) from last month. May 2020: -1.2 % change in Inventories; April 2020 (r): +0.2* % change in Inventories.

[Read Report](#)



Manufacturing and Trade Inventories and Sales

US Census Bureau

U.S. total business end-of-month inventories for May 2020 were \$1,933.7 billion, down 2.3 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,284.3 billion, up 8.4 percent (+/-0.3 percent) from last month. May 2020: -2.3 % change in Inventories; April 2020 (r): -1.4 % change in Inventories. [Read Article](#)



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

US Department of Commerce - Bureau of Economic Analysis

The U.S. monthly international trade deficit increased in May 2020 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit increased from \$49.8 billion in April (revised) to \$54.6 billion in May, as exports decreased more than imports. The previously published April deficit was \$49.4 billion. The goods deficit increased \$4.2 billion in May to \$76.1 billion. The services surplus decreased \$0.6 billion in May to \$21.5 billion. [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](#)

U.S. Data - OECD

Organisation for Economic Co-operation and Development

United States (red), OECD - Average (black) Tax revenue Indicator: 24.3 Total % of GDP 2018 United States % of GDP: Total % of GDP 1999-2018 United States (red), OECD - Average (black) Total % of GDP 2018 United States (red), OECD - Average (black) Tax wedge Indicator: 29.8 Total % of labour cost 2019 United States % of labour cost: [See Data Charts](#)



Having trouble finding, selecting, training and keeping the skilled workers you need? Are you

employee turnover costs a concern?

Let's start with what we already know:

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

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

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



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

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

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

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

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New Foreign Direct Investment in the United States, 2019

US Department of Commerce - Bureau of Economic Analysis

New Foreign Direct Investment in the United States, 2019.
New Investment by Foreign Direct Investors: \$194.7 billion (preliminary) Expenditures by foreign direct investors to acquire, establish, or expand U.S. businesses totaled \$194.7 billion in 2019, down 37.7 percent from \$312.5 billion in 2018. [Read Report](#)



Trade in Services Tables Now Available

US Department of Commerce - Bureau of Economic Analysis

The remaining trade in services tables related to the June 30 release of the U.S. international services have been posted to BEA's interactive data application. The following tables are now posted:

1. Table 2.2 - U.S. Trade in Services, by Type of Service and by Country or Affiliation
2. Table 2.3 - U.S. Trade in Services, by Country or Affiliation and by Type of Service
3. Table 3.2 - U.S. Trade in ICT and Potentially PCT-Enabled Services, by Type of Service and by Affiliation
4. Table 3.3 - U.S. Trade in ICT and Potentially PCT-Enabled Services, by Country or Affiliation. [See Tables](#)



6 Risks of Exporting Manufactured Goods - And How to Avoid Them

Thomas Insights - Team Thomas

With the economic downturn, tariffs, and trade impacting the supply chain, a lot of the discussion has focused on the importing of goods and services.



However, U.S. exporters must recognize the risks that may occur when attempting to seize the trade potential in foreign clients and customers. From leaving the port to cracking into a new market, the trade of manufactured goods faces both logistical and abstract challenges at every step along the way.

Below are common challenges faced by companies who choose to export their products and their respective solutions.

Unclear Logistical Business Planning

Say you're an American company looking to export printed circuit boards to Sao Paulo, Brazil. Not only do you have to make sure that the shipment departs and arrives on time and at the right place, with handlers there to assume responsibility of the goods once on Brazilian soil, but you must also take into account the possibility of damage, loss, and theft. [Read Article](#)

New North American Trade Deal Launches Under Cloud of Disputes, Coronavirus



Area Development - Reuters, David Lawder, Dave Graham, David Ljunggren

WASHINGTON/MEXICO CITY/OTTAWA (Reuters) - A modernized U.S.-Mexico-Canada trade pact took effect on Wednesday, ensuring continuity for manufacturers and agriculture, but the threat of disputes is exposing cracks in what was meant to be a stronger North American fortress of competitiveness.

As the deal kicks in, the Trump administration is threatening Canada with new aluminum tariffs, and a prominent Mexican labor activist has been jailed, underscoring concerns about crucial labor reforms in the replacement for the 26-year-old North American Free Trade Agreement.

The U.S.-Mexico-Canada Agreement includes tighter North American content rules for autos, new protections for intellectual property, prohibitions against currency manipulation and new rules on digital commerce that did not exist when NAFTA launched in 1994. [Read Article](#)

Trade Falls Steeply in First Half of 2020

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

World trade fell sharply in the first half of the year, as the COVID-19 pandemic upended the global economy. However, rapid government responses helped temper the contraction, and WTO economists now believe that while trade volumes will register a steep decline in 2020, they are unlikely to reach the worst-case scenario



projected in April.

The volume of merchandise trade shrank by 3% year-on-year in the first quarter according to WTO statistics. Initial estimates for the second quarter, when the virus and associated lockdown measures affected a large share of the global population, indicate a year-on-year drop of around 18.5% (Chart 1). These declines are historically large, but could have been much worse.

The WTO's 20 April annual trade forecast, in light of the large degree of uncertainty around the pandemic's severity and economic impact, set out two plausible paths: a relatively optimistic scenario in which the volume of world merchandise trade in 2020 would contract by 13%, and a pessimistic scenario in which trade would fall by 32%. As things currently stand, trade would only need to grow by 2.5% per quarter for the remainder of the year to meet the optimistic projection. However, looking ahead to 2021, adverse developments, including a second wave of COVID-19 outbreaks, weaker than expected economic growth, or widespread recourse to trade restrictions, could see trade expansion fall short of earlier projections.

[Read Release](#)

EU Investment Governance Developments: Implications for African Countries

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Tralac, Talkmore Chidede



The European Union (EU) investment policy is a model that many other countries have viewed as a standard or best practice in investment governance and have thus sought to emulate. Most of the traditional bilateral investment treaties are based on the European model. However, in recent years, there have been developments in the EU's investment policy, particularly related to dispute resolution. These developments have significant implications for the EU's trade and investment partners. The EU is negotiating or has concluded numerous trade agreements with third parties containing investment provisions. African countries should observe these developments.

There are many reasons why African countries should closely monitor these developments. The EU countries are among the main sources and destinations for African investments, products and services. Most EU countries have signed bilateral investment treaties (BITs) with some African countries as a legal commitment to protect and promote their foreign investments and investors. Many investment disputes under these BITs have been settled in international arbitration. The EU is currently negotiating or provisionally implementing Economic Partnership Agreements (EPAs) with many African regional groupings. Investment issues are on the agenda of these EPAs. [Read Article](#)

The United States-Kenya Free Trade Area (FTA): insights Into the Bilateral Trade Relationship and Early Progress on Setting Terms for an FTA

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Tralac, Eckart Naumann



On 6 February 2020, US President Donald Trump announced the United States' intention to initiate negotiations with Kenya on a bilateral Free Trade Area (FTA). This followed a meeting between President Trump and Kenyan President Uhuru Kenyatta at the White House during a state visit by Kenyatta to the US.

An FTA between the US and any country would be noteworthy, but even more so when it potentially involves the first country in Sub-Saharan Africa (SSA) and only the second on the African continent after Morocco. The US-Morocco agreement entered into force in 2006 and is considered a comprehensive agreement that has seen bilateral trade between the countries grow significantly (with the US enjoying a substantial trade in goods surplus with Morocco).

A Kenya-US agreement would be remarkable for many reasons, including some issues and challenges that are potentially complex in the light of other existing arrangements and dynamics. [Read Article and Download Report](#)

China to Impose Sanctions on Lockheed Martin

UPI - Elizabeth Shim

China warned it would place sanctions on Lockheed Martin on Tuesday, following U.S. approval of a Taiwanese purchase of upgrades to Patriot III missiles for about \$620 million.



Beijing's defense ministry spokesman Zhao Lijian said Tuesday at a press briefing the Chinese government could sanction the U.S. defense contractor, less than a week after the United States endorsed the delivery of a package that includes tests of missile capabilities. [Read Article](#)

Exporting Opportunities With the United States-Mexico-Canada Agreement

Export-Import Bank

On July 1, 2020, the United States-Mexico-Canada Agreement (USMCA) went into effect. This landmark agreement recognizes the fundamental role small businesses play in the North American economy.

The USMCA includes a stand-alone chapter on small and medium-sized enterprises (SMEs) that launches a new framework for ongoing small business dialogue and participation. With the establishment of information sharing tools and the help of a multinational government based committee focused on SME issues, opportunities will continue to grow for small businesses. [Read Chapter](#)

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



Assembly Magazine - 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."

Education and Workforce Development News

Focusing on Skills, Rather Than Just Degrees, for Federal Jobs

Community College Daily News - Mathew Dembicki

President Trump on Friday signed an executive order requiring federal agencies to focus their hiring based on job seekers' skills, rather than on whether they earned a college degree.



The order, which was signed during a meeting of the American Workforce Policy Advisory Board (AWPAB), requires agencies to revise outdated federal job qualification standards and candidate assessments, which the White House says will improve the quality and competency of the civil service.

Unnecessary degree requirements exclude otherwise qualified applicants from federal employment and disproportionately harm low-income Americans, according to a White House press release. The federal "As a result of this reform, talented individuals with apprenticeships, technical training and apt backgrounds will have greater opportunity to pursue careers in the Federal civil service," the release said. [Read Article](#)

Washington Watch: Senate Dems Propose Massive Funding for Next Stimulus

Community College Daily News - David Baime

Led by Sen. Patty Murray (D-Washington), ranking member on the Health, Education, Labor and Pensions Committee and Labor-HHS-ED appropriations subcommittee, 16 Democrats, including Minority Leader Charles Schumer (D-New York), have advanced a \$430 billion bill to fund education and related programs.



The Coronavirus Child Care and Education Relief Act (CCCERA) relies largely on the CARES Act framework to deliver funding but makes key changes and adds new components.

It includes \$132 billion for higher education and \$2 billion for community college job training. CCCERA also emphasizes support for childcare and early childhood education, a longstanding priority of Murray. [Read Article](#)

ICE: Foreign Students Must Leave the U.S. If Their Colleges Go Online-Only This Fall

NPR - Rachel Treisman

U.S. Immigration and Customs Enforcement announced a new set of rules for foreign students in light of the coronavirus pandemic. International students cannot enter or stay in the U.S. if their college offers courses only online in the fall semester.



Foreign students attending U.S. colleges that will operate entirely online this fall semester cannot remain in the country to do so, according to new regulations released Monday by U.S. Immigration and Customs Enforcement.

As college students across the United States and around the world contemplate what their upcoming semester might look like, the federal guidance limits options for international students and leaves them with an uncomfortable choice: attend in-person classes during a pandemic or take them online from another country.

And for students enrolled in schools that have already announced plans to operate fully online, there is no choice. Under the new rules, the State Department will not issue them visas, and U.S. Customs and Border Protection will not allow them to enter the country. [Read Article](#)

U.S Adult Education Level

Organisation for Economic Co-operation and Development

This indicator looks at adult education level as defined by the highest level of education completed by the 25-64 year-old population. There are three levels: below upper-secondary, upper secondary and tertiary education.



Upper secondary education typically follows completion of lower secondary schooling. Lower secondary education completes provision of basic education, usually in a more subject-oriented way and with more specialised teachers. The indicator is measured as a percentage of same age population; for tertiary and upper secondary, data are also broken

down by gender. Educational Attainment Compared to Other Countries.
[Read Report](#)

U.S. Pisa Reading Scores: Good and Bad News

National Center for Education and the Economy - Jennifer Crow



US Reading Scores are flat since PISA 2000

The release of the latest results from the Program for International Student Assessment (PISA) showed that U.S. students performed slightly better in reading compared to the previous PISA administration in 2015, but that U.S. reading performance is flat compared to the first PISA administration in 2000. At first glance, this seems to show the U.S. holding steady in reading performance over the long term, but a closer look at student scores reveals that we've done it by widening the achievement gap over the last six years.

U.S. scores for the 90th percentile of student performance increased by a statistically significant margin between 2015 and 2018 while scores from for the 10th percentile of student performance saw a statistically significant decrease between 2012 and 2018. For more on what the PISA results mean for U.S. education policy, watch footage from a special webinar featuring Anthony Mackay, OECD's Andreas Schleicher and the U.S. Department of Education's Peggy Carr, where they explore the results of PISA 2018 and what they mean for the U.S. [Read Summary](#)

Hard-to-Convert Courses Remain a Challenge for the Fall

Community College Daily News - Mathew Dembicki



"Because my classes have labs, I never thought I would teach fully online," said Echeverri, who teaches microbiology, biology and chemistry and is president of the District Academic Senate for the Los Angeles Community College District (LACCD).

But that all changed this spring when the district had two weeks to transition some 8,000 course sections from in-person to remote classes, as nearly all U.S. colleges had to do due to the health pandemic.

For most courses, the move was intense but overall it went smoothly, Echeverri said. For some courses, such as those related to healthcare which require a hands-on component, it was harder. However, because students were able to complete most of their hands-on learning earlier in semester before the transition, it went OK. [Read Article](#)

To Reopen Safely, Schools Must Protect More Than Just Students and Teachers

BROOKINGS

Brookings Institute - Andre M. Perry, Fellow - Metropolitan Policy Program, Annelies Goger David M. Rubenstein Fellow - Metropolitan Policy Program

In an interview last week, Kimberly Martin, the principal of Woodrow Wilson High School in Washington, D.C., said that a special-education student had recently stopped by the school for support because he was confused about how to obtain a work permit for a new job.

"After he met with me and the social worker to address the work permit issue, I saw him just hanging around the school staff, and I realized how much he missed them," Martin said. "Many students miss the network of adults that provide their needs, including teachers, custodians, social workers, and all non-instructional staff."

The majority of public school employees (about 57%) are not full-time teachers, but can be just as important to students. In conversations about reopening schools, consideration of its effect on employees such as bus drivers, cafeteria workers, substitute teachers, and non-instructional staff seldom reaches the forefront. Because many non-teaching school positions are not unionized, these workers tend to have fewer protections, fewer benefits, and lower wages. Observational evidence suggests many are also more likely to come from disadvantaged populations. If we are serious about keeping children safe, then we must protect the most vulnerable people closest to them. [Read Article](#)

Training and Organizational Development News

The Four Aspects of Culture That Drive Engagement

IndustryWeek.

IndustryWeek - Jay Richards, Meredith Grzyb

True leaders unite their people, rather than label them by age, gender or other differences.

We spend too much time in the workplace categorizing people. We point out differences, then we label. We have unfair expectations of how others will supposedly act or react in the professional world.

In reality, we all have more in common about what engages us than we might think. We just need to make sure, as leaders, we are providing a great culture to facilitate it. That increases the likelihood of our company becoming an attractive place to have a career.

To find the commonalities of company culture that resonate with a cross-section of people, you look to the data.

We recently pulled culture data from 182 manufacturing facilities where over 10,000 employees had taken both the Denison Organizational Culture Survey and an employee engagement survey. We divided the data by generation and then gender, creating six separate groups: Boomer Female, Boomer Male, Gen X Female, Gen X Male, Millennial Female, and Millennial Male. We then ran a correlation analysis on the culture to engagement to locate the key drivers of engagement within the culture of each facility. [Read Article](#)

Upskilling: How to Recession-Proof Careers in the Age of COVID-19



Training Magazine - Abe Eshkenazi, CSCP, CPA, CAE, CEO, ASCM
One solution for the unemployed, or employees hoping to maintain job security in their current positions, is to change roles-or even careers. Upskilling gives workers an advantage in the race to acquire stable careers during these challenging times.

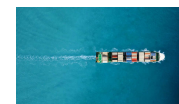
Although economists have been forecasting a recession for several years, no one could have predicted the source of the current downturn-or how quickly the economy would crash. The COVID-19 pandemic, which forced immediate closures of non-essential businesses around the world to prevent the spread of the deadly Coronavirus, also left crippling unemployment and a massive recession in its wake. As of May 2020, the U.S. unemployment rate was at a staggering 14.7 percent, with 30 million Americans out of work from the effects of the pandemic. The Pew Research Center reports that "43 percent of U.S. adults now say they or someone in their household has lost a job or taken a cut in pay due to the outbreak."

Although at first those job losses seemed temporary, the scale of the economic crisis has left many businesses on the brink of bankruptcy. As restaurants reopen, for instance, it is not at full capacity, to allow for social distancing. And consumers-even those with the financial means-are unlikely to return quickly to their previous dining habits. Workers in those businesses may not go back to their positions in the future. [Read Article](#)

Dealing with Uncertainty

Quality Magazine - Michelle Bangert

With great uncertainty comes great reward. If you've planned for the unknown, when something unexpected happens you'll be that much more prepared. For those companies who had a strong risk management plan in place at the start of this year, they are likely feeling much calmer about the current state of affairs. If you've done the work, all that risk mitigation work is making sense-though this may not be a comfort during these challenging times. After all, when your disaster preparedness work pays off, you're still dealing with a disaster.



Risk is present in the stock market and even in the supermarket in times of a pandemic. As we navigate the risks of a virus, people around the world are asking themselves how likely they are to be infected in certain situations. What can they do to keep themselves and their loved ones safe and avoid catching it? More than ever before, risk is a consideration before you leave your home. Now you may consider the risks of going to the grocery store. Likely this was not something you thought about before. [Read Article](#)

What Would It Take to Reskill Entire Industries?

Area Development - Harvard Business Review, Anand Chopra-McGowan and Srinivas B. Reddy

As the global health crisis begins to recede in some countries, the economic one is only just beginning. As of May 27, 2020, the International Labour Organization (ILO) estimated that 94% of the global workforce lives in countries with active workplace closure measures. Businesses across a range of sectors are facing catastrophic losses, resulting in millions of workers vulnerable to layoffs.



Meanwhile, the past few months have also seen a rapid acceleration of three major forces: deglobalization, digitization, and corporate consolidation. With consumer habits shifting rapidly to online consumption, businesses have had to respond quickly with "digital transformation" plans in months instead of years. In line, one popular Internet meme singled out Covid-19 as the member of the C-suite responsible for digital transformation, as opposed to the chief digital or chief executive officer. Read Article <https://hbr.org/2020/07/what-would-it-take-to-reskill-entire-industries>

Training - What's the Answer for Today's Training Needs?

Quality Magazine - Hill Cox, President of Frank Cox Metrology Ltd.



I was chatting with a colleague recently, a well-known supplier of precision measuring instruments. I noted, sarcastically, that his company was promoting a half-day training seminar on calibration and best of all-it was free! Having done a few seminars on specific topics within the dimensional calibration field, I know there is a demand for such training especially if it's free, or very low cost, and only takes half a day to complete.

Seminars such as this can be quite helpful to those unfamiliar with the process, but it depends on what you mean by 'training.' Usually such efforts are directed to how you use some of the more popular instruments supplied by the trainer's company. When it comes to calibration however, things get a lot more complicated and a half-day seminar will be just enough time to indicate all the subjects that need to be covered to get a feel for what the subject is all about. Then the real training can begin.

The one thing such seminars do not provide that is critical to all measurement is experience through which many in the field learn the details that count, especially technical details regarding the item being measured or calibrated and the limitations of the equipment or process. [Read Article](#)

Lean and Respect: Two Sides of the Same Coin

IndustryWeek



The risk to leaders who misinterpret showing respect as being nice is that they will not give people the feedback they need to learn and improve.

As lean practitioners, we often talk or hear about respect for others, but we don't have a common understanding of what that means. Many people think it is about being nice, which is essential but merely scratches the surface of what respect means and the role it plays in ensuring people are both satisfied and high-performing.

The Toyota Way 2001 Guiding Principles define Respect for People as including both respect and teamwork: [Read Article](#)

Learning in a Crisis: Culture and COVID-19

IndustryWeek - Jay Richards, Bryan Adkins



Organizational learning is not complicated. However, it does require leaders and teams to quickly translate what is happening around them into insights and actions. We are in the midst of a disruption that is unprecedented in our lifetime. The daily news is dominated by stories and statistics that are simply staggering, be it the cases and fatalities due to COVID-19, the massive levels of unemployment or the uncertainty that creates dramatic shifts in the markets. The storm clouds seem so enormous that it is hard to see a silver lining, and yet stories of people stepping up to help one another are playing out in communities across the globe. As businesses make their way through Covid-19, we at Denison Consulting are seeing remarkable things happen. Organizations are adapting, and they are adapting at a rapid pace. Thus, the opportunity to learn and grow is also unprecedented.

As COVID-19 began to unfold, Denison recognized that the longer-term, systemic approach to developing culture was supplanted by the immediate need to cope, adapt and survive. In response, we began to implement a Resilience survey, free of charge, to organizations throughout the world. [Read Article](#)

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

The Current State of Thickness Measurement

Quality Magazine - Genevieve Diesing

The measurement of complex structures is becoming more commonplace, as is an appreciation for sustainable approaches.



Thickness measurement is the gauging of coatings or films on surfaces—such as paint on metal parts. Manufacturers are increasingly using thinner and higher-performance coatings these days, with tighter applied thickness tolerances and an increasing need for more accurate and precise tools.

As demands on production processes become increasingly rigorous, manufacturers are faced with the need to optimize raw materials and adhere to numerous compliance standards all while measuring with precision.

Although thickness measurement requirements have not changed, per se, the level of desired precision has become more exact and the materials that are measured have become more complex, says Peter Joshua, CEO of Solarius Development. [Read Article](#)

Radiographic Image Interpretation: Doing it Right

Quality Magazine

The process of radiographic interpretation consists of many variables with the major objective being achieving the highest possible quality level.



Radiographs have been interpreted since Wilhelm Conrad Roentgen first observed the X-ray of his wife's hand back in 1896. The process of radiographic interpretation consists of many variables with the major objective being achieving the highest possible quality level or sensitivity.

Over the course of time since that first historic X-ray was taken, there have been many radiographs of many objects, interpreted by many individuals ranging from trainees to medical professionals. This article will focus on industrial applications with the sincere hope that it will improve the process in the future. The issue of interpretation has been the source of many disagreements, many times resulting in turmoil including unnecessary repairs and, in some cases, missed calls of conditions that should have been rejected. Improper disposition of serious discontinuities may result in product failure possibly causing costly downtime and injury to personnel. On the other hand, rejection of an acceptable discontinuity or condition can cause needless repairs resulting in significant cost and delays. [Read Article](#)

Handheld XRF, OES, and Portable LIBS Analyzers- Which One Is Best for Your Needs?

Quality Magazine - James Terrell

Understanding the limitations and differences in each of these techniques is critical when performing material analysis.



With the increasing regulations in safety, reliability, traceability, and regulatory compliance, material verification has become an essential component in a safety and reliability program.

As material specifications used in industry are becoming more specific, the need for various PMI testing in the field is steadily increasing. Handheld XRF, spark OES, and, now, handheld LIBS analyzers are all common technologies used to determine fast, accurate, and reliable analysis. Each offers its own unique advantages and provides the user with qualitative and quantitative analysis of the material composition. All three technologies are used to ensure compliance with a quality management program. Some examples are: [Read Article](#)

Process Improvement - Most Problems Result from Management Systems

Quality Magazine - Jim L. Smith

Almost all organizations set performance targets for departments and/or individuals to conduct their operations and to deliver products and services to their customers. Although managers attempt to ensure their processes can handle all the issues that may arise in their business, in today's complex world, these processes often fall short.



Not surprisingly, when results do not meet targets, most organizations tend to blame people. This is sometimes done by asking what people should be doing better or wanting to know who did not do what needed to be done.

Studies tend to show that focusing on what people can do better to enhance performance often results in short-term improvement, but with diminishing returns. Eventually people run out of ideas and repeated discussion about failed targets can demoralize even the most loyal employees. [Read Article](#)

Nadcap Nondestructive Testing Special Process Audits: A Perspective

Quality Magazine - Linda Beene and Mark Aubele
Numerous members of the aerospace industry are involved and provide input.



In aerospace as in many other industries, nondestructive testing (NDT) is the final quality assessment, the final check of a part before it enters into service. Without a quality process and excellent technicians working diligently with a lot of integrity, the parts may just not be of the highest quality and fit for the job.

Enter here one way to ensure a quality inspection process is obtained and maintained: the Nadcap industry-managed NDT audit for aerospace. The Nadcap NDT audit is different than any other NDT audit; to begin with, because it is much more in-depth and looks at every part of the process including qualification/certification, process controls, calibration of equipment, system performance and actual testing of hardware. But that is a bit of a simplification, as to get to an audit many things have happened. [Read Article](#)

Cyber Security and IT News

Google Abandons Cloud Initiative in China

CFO.com - Benzinga



The tech giant's 'Isolated Region' would have allowed it to offer cloud services in regions that want to control data within their borders. Alphabet owned Google will not be offering its new cloud service termed "Isolated Region" in China and other sensitive markets.

Isolated Region was an initiative that aimed at helping countries keep control of data within their borders and was thought to be a "massive strategy shift," according to Bloomberg's sources.

Under the initiative, Google could have set up cloud computing services controlled by a third party, such as a government agency or a local company. This would have allowed the search engine giant to separate the set-up from its existing data centers and computer networks. Bloomberg's sources revealed that the search engine giant ended the Isolated Region initiative in May due to mounting geopolitical concerns and COVID-19. [Read Article](#)

Twitter Hack Hits Elon Musk, Obama, Kanye West, Bill Gates and More in Bitcoin Scam

CNET - Ry Crist, Queenie Wong

Bitcoin scammers targeted the Twitter accounts of Elon Musk, Bill Gates, Kanye West, Barack Obama and other famous tech executives, entertainers and politicians on Wednesday in what appears to be a large-scale hack. Apple, Uber and other businesses were also caught up in the sprawling hack, which Twitter later attributed to a social engineering attack on its employees.

Twitter accounts with millions of followers seemed to have been compromised, raising concerns about whether the company is doing enough to protect the security of its users. While cryptocurrency scams aren't a new problem for Twitter, the size of Wednesday's attack is unusual. [Read Article](#)

Tech Giants Sued Over Photos in Facial Recognition Database

CFO.com - Benzinga

Microsoft, Amazon, and Google allegedly used pictures collected without consent to train their technologies. Several leading technology companies in the United States are facing lawsuits filed by two Illinois residents Tuesday on allegations of violating a state law governing biometric privacy.



Steven Vance and Tim Janecyk have alleged that Amazon, Alphabet's subsidiary Google, and Microsoft used photos of individuals to train their facial recognition technologies without taking prior consent, as reported by CNET.

The photos were included in IBM's Diversity in Faces database, a collection of more than one million images designed to improve fairness and accuracy in facial recognition technology, according to the lawsuits.

Vance and Janecyk allege that their photos were included in the IBM database without permission even though they clearly identified themselves as Illinois residents, where collection, storage, and use of biometric information isn't allowed without written consent under the Biometric Information Privacy Act of 2008. [Read Article](#)

Who Has Access to Your Data and Systems?

IndustryWeek - Peter Fretty

Likely ransomware attack serves as another warning for manufacturers to better protect data rich environments common with today's heavily connected organizations.



Another day, and another major attack surfaces. Garmin has been forced to shut down many of its services, including Garmin Connect which keeps wearable data synchronized and aviation database services, plus centers, online chat system, even emails. Though Garmin is just calling it an "outage" on Twitter, it's likely that the ransomware has succeeded in encrypting Garmin's internal network.

"Ransomware attacks can severely disrupt business and cost hours of productivity and profit, which we can see in this most recent incident at Garmin. There are, however, a few basic steps that an organization can take to minimize their exposure to ransomware and keep their services up and running," says Torsten George, cybersecurity evangelist, Centrifify.

George's advice? "First, implement security awareness programs to educate employees on how ransomware is being deployed and how to avoid spear-phishing attacks. [Read Article](#)

Hackable Podcast

McAfee - Hackable Podcasts

Hackers can't win if you know their playbook. Host Geoff Siskind gives you an in-depth view of the vulnerabilities hackers present, so you can stay on top of their plays. [Hear Podcast](#)

Human Resource Management News

How Can We Recruit the Next Generation to Fill New-Collar Jobs in American Manufacturing?

Thomas Insights - Stephanie Nikolopoulos

The manufacturing industry is ripe with opportunity. So why aren't workers flocking to this field - and what can be done to entice the next generation?



Ralf Weiser, vice president of operations at Alexanderwerk Inc., an 85-year-old company with compaction and granulation expertise, spoke to Tony Uphoff on a recent Thomas Industry Update Podcast about the three Ds of manufacturing and how manufacturing leaders can change the stereotypes of the industry and cultivate the next generation of innovators.

A Growing Divide

The Industrial Age - from about 1760 to 1840 - ushered in an era of great innovation and social change. Ordinary people found job opportunities in factories, and the middle class rose in power. The U.S. was able to rebuild after World War II thanks to manufacturing. [Read Article](#)

New Resource for Employers to Help Employees with Mental Health

IndustryWeek - Staff

HR departments can use Psych Hub, and other resources, to help employees deal with issues arising from the pandemic.



The SHRM Foundation, One Mind at Work, and Psych Hub announced on July 17 that they have joined together to launch "Mental Health and Wellness in the Workplace," an initiative to engage HR professionals in education and training opportunities to lead mental health and wellness change in the workplace.

The initiative aims to promote a culture of acceptance around returning to the workplace and the rising mental health issues as a result of the COVID-19 pandemic.

Psych Hub guides providers, professionals, and allies from knowledge

learned to behavior change through innovation, gamification, certifications, and supportive patient/employee education. The free Psych Hub video library hosts over 150 short, animated videos for consumers focused on improving mental health literacy and reducing stigma about seeking care. [Read Article](#)

A Running List of States and Localities That Have Outlawed Pay History Questions

HRDive

State and local governments are increasingly adopting laws and regulations that prohibit employers from requesting salary history information from job applicants.

The laws are aimed at ending the cycle of pay discrimination and some go further than merely banning pay history questions. A few also prohibit an employer from relying on an applicant's pay history to set compensation if discovered or volunteered; others prohibit an employer from taking disciplinary action against employees who discuss pay with coworkers.

Here, we track the states, cities and other jurisdictions that have passed such bans, and offer a brief description of each law's requirements, its effective date and a link to the original law. [Read Article](#)

Environmental, Health & Safety News

Health and Safety in Post-Pandemic Manufacturing

Assembly Magazine - Zoe Leduc

A comprehensive approach will ensure safety and productivity.



The COVID-19 pandemic has been the largest disruption to the manufacturing in modern history, causing even the largest global manufacturers to stop production. The pandemic forced factories to minimize or stop production for the safety of the employees and often at the demand of local and federal governments.

To minimize the spread, many companies required nonessential employees to work from home when possible and furloughed employees who worked on assembly lines. For essential manufacturers, this meant staggering shifts and running the facilities with the smallest number of employees possible, often producing at a significantly reduced rate.

As manufacturers resume production and workers are called back to the factory floor, there is no going back to the way things were. However, there are also no definitive answers on how to proceed. Agencies such as the Occupational Safety and Health Administration (OSHA) and the Centers for Disease Control (CDC) have put out a number of recommendations for reopening manufacturing facilities as safely as possible, but none of these regulations are required, since not enough information is available about the transmission of C-19. [Read Article](#)

Calculating Safety Distances

EHS Today - Schmersal USA

Requirements for the proper placement of safety guards and presence sensing devices Applying safeguards to equipment and machines may lead to a false sense of safety if not applied correctly. One practice which is often overlooked is determining the minimum safe distance or height at which a hard guard or protective device should be installed. Many times a hard guard will be installed which can easily be bypassed by reaching over, around or through. Also, safety devices such as light curtains are often installed too close to the hazard point where residual danger still exists once the light curtain is interrupted. Performing a safe distance calculation is crucial to ensure selected safeguarding practices will actually function as desired. [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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