



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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.



In an IndustryWeek article entitled, "[Top 10 Countries For Talent](#)," it was reported that the IMB World Talent Ranking for 2018 placed the U.S. at 12th, behind many of those countries that are considered "socialist." How can that be? Could it be that countries 1-11 found a better balance between a thriving model of capitalism and an economy that filters down to all?

It appears that these countries have deliberate strategies for sustained growth. They cultivate relationships with trading partners to "lift more boats" than just those at the top, and seem to do pretty well with their form of democracy. Their societies reflect this stability in the standards of living, mortality rates, health of their people, lower crime rates and lower numbers of suicides and mass incarceration.

It wasn't all that long ago that the United States set a high bar for educational attainment, upward mobility, access to healthcare and income security during working years and in retirement. But by most of these measures, the U.S. has continued to slide embarrassingly backward - sometimes as low with some measures to what the world considers a "developing country."

In 2018, the Organization for Economic Cooperation and Development announced the results of its 2015 rankings of 72 participating countries for the PISA ([Programme for International Student Assessment](#)) test. The U.S. ranked as follows: Reading - 35th; Math - 24th; Science - 25th.

United States PISA Test Results

Year of PISA Test	Reading	Math	Science
2015 (72 countries)	35	24	25
2012 (65 countries)	28	24	25
2009 (65 countries)	33	15	31
2000 (31 countries)	18	15	14

* Scores from OECD - PISA

So it was really no surprise when it was revealed that the U.S. ranked 12th in talent in 2018. After all, in the last 3 decades the U.S. has transformed itself from the all-inclusive economy that served it so well - instilling ambition and innovation in generation after generation - to more of a "top-down" economy...with most of the accumulating wealth remaining at the top. To pay for that imbalance, capital has to flow from the bottom up, which whittles away at all of the measures that have meaning for the worker class. Obvious contradictions that emerge from a lack of long-term fiscal and social policy planning have maintained the imbalance for those who benefit from institutionalized ineffectiveness and counter-productive policies - the absence of which allow those in power to appear to be doing something while accomplishing little. [Read 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**

Thinking Past the Assessment - Unfinished Goals and Unrealized Expectations

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



Literally speaking, an "[assessment](#)" is the process of measuring the value, quality and/or quantity of something. There are many types of assessments, and methods for assessing. In theory, it is the process of evaluating one thing against a set of criteria to determine the match/mismatch.

There are assessments for risk, for taxes, vulnerability. There are psychological, health, and political assessments. There is a group of educational assessments that measure a variety of outcomes such as educational attainment - assessments of course content mastery, assessment of grade level attainment, assessments of Scholastic Aptitude Tests ("SAT") that compare a student to their peers nationally and a variety of college readiness exams.

Determining that you, indeed, hired the right person for the job will not automatically ensure the person is successful in learning and mastering the job. The most important step in the employment process is seeing to it that the individual's core knowledge, skills and abilities are applied in learning and mastering the tasks which they were hired to perform. That is where the money is made.

Educational assessments have been adapted for use in workforce development and employment, used to assess a prospective employee's suitability for a job opening. They often measure more of what, if anything, a student learned and retained before graduating than how they match the employer's actual job opening. Psychological assessments have been adapted to measure a prospective employee's sociability to the workplace, morphing into a new category called "[psychometric assessments](#)."

We have seen a growth in the employment assessment industry over the past 2 decades - particularly after 9-11. There are assessments for cognitive tests, physical abilities, "trustworthiness," credit history, personality, criminal background and more. When used improperly, the methods have been challenged in court for their appropriateness and intent.

An assessment is a "test," and has been held as such by court rulings over the years. The instrument determines a positive or negative outcome for the employee or prospective employee. The court has ruled, in many cases referring to the Equal Employment Opportunity Commission's Uniform Guidelines for Employee Selection Procedures, that anything used to evaluate a prospective employee's access to employment, or an existing employee's retention, promotion and movement within a job, must meet certain standards to be legally valid. [Read More](#)

Is the "Gainful Employment" Requirement For Education Realistic?

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



In May of 2019, the U.S. Education Department sent out reminders to universities of the July 1, 2019 deadline to update their websites to include specific information to comply with U.S. Obama-era "[gainful employment](#)" regulations. On July 1, 2019 it was revealed that the U.S. Department of Education published its [final regulation to eliminate the so-called gainful employment rule](#). However, it may not go away entirely. Proponents of the rule say Congress might later choose to alter the regulation in the reauthorization of the Higher Education Act (HEA), which would require the department to again address the issue.

Like a lot of policy discussions of today, the confusion over gainful employment - which ought to be a given - mistakenly focuses on the "supply-side" of the equation. No matter how much tinkering goes on with the rule, if employers and government policy fail to provide the quality jobs with quality compensation levels for which the focused college learning is directed, gainful employment may remain an unachievable goal.

In the 1990's, computers and microprocessors began to appear in more and more aspects of a broader range of occupations. The alarms went off that this was going to dramatically and significantly alter the nature of work and the skills required in the future. Education at all levels began to reexamine its learning models and content in an, often, futile attempt to

equipment required.

[Click here](#) for descriptions of all of the available presentations. Click on a specific title for that specific description and schedule or to schedule a date and time that works for you.

APPLIES TO ANY ORGANIZATION (Recorded - Available Any Time):
[PTIpromo - A Preview of an Upcoming Presentation](#)
(13 minutes)

FOR FORMER EMPLOYER CLIENTS:
[PTI1001 - Former Client Employers - Restart Your Organization's PROTECH® Training Infrastructure](#)
(45 minutes)

FOR ANY EMPLOYER:
[PTI1002 - Building an Effective Worker Training/Apprenticeship System - Registered or Not](#) (45 minutes)

[PTI1004 - If You Can't Find Skilled Workers, Develop Your Own](#)
(45 minutes)

[PTI1007 - Structured On-the-Job Training Supports ISO/AS/TS Process Training Requirement Compliance](#)
(45 minutes)

[PTI1008 - Preparing your Workers for Growth: Using Lulls Before Growth to Increase Your Worker's Capacity](#)
(45 minutes)

FOR EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT ORGANIZATIONS
[PTI1003 - Adding Employer-Specific Structured OJT to Your Training Support Strategy](#)(45 minutes)

[PTI1005 - Adding Structured On-the-Job Training to Your Apprenticeships](#)
(45 minutes)

[PTI1006 - Building a Regional Workforce Development Infrastructure: Employer-Specific for Maximum Effectiveness and Lowest Investment](#)
(45 minutes)

If you would like more information or would like to discuss these presentations or anything else, click [here](#) and fill in the "Contact Us" with your request including information specifying an alternative date/time you prefer and how many will be attending. An invitation and link will be sent to you.

UPCOMING EVENTS

Onsite and group presentations are being scheduled for the following states, **and a**

"keep up with change," never mind get ahead of it.

"Futile" since, concurrent with this transformation, government was compounding this disruption with trade agreements and incentives to a smaller and smaller concentration of corporations that encouraged the exportation of the jobs that education programs were targeting. Additionally, employers imported workers to fill these positions (through visa programs) who would perform the same work at a fraction of the established compensation levels - many of whom attended the same U.S. education institutions.

We unfortunately know now that what followed was a rapid churning of jobs that used to provide income security and fulfilling careers to all levels of the workforce and made it nearly impossible for anyone to enroll in a 2 or 4-year education program confident there will be jobs waiting for them upon graduation. [Read More](#)

Is an Apprenticeship Without Structured On-The-Job Training an Apprenticeship?

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Career and vocation-focused training is a pivotal point in every current and future worker's life. This world is overwhelmed by forces that make the effort more difficult for the education and training providers, more urgent and critical for the learner, more scrutinized by the employer and constantly measured against time; how long the training takes (which determines costs) and the relevance of the skills acquired to the targeted job which is always moving to the next level of technology. If the training is not "continuously improved" and maintained to be predominantly current and accurate, the graduate may find that jobs for which the new-found skills were targeted now marginally or, even worse, no longer exist.

In theory, apprenticeships offer a promising approach for traditional trades and crafts. As of 2008, more jobs can be registered as apprenticeships with new models accepted by the U.S. Department of Labor. If the program is based on a sound structure and methodology (one that can work for any type of job classification), an apprenticeship capstone - the job-related, employer-based training - would be maintained current and accurate for at least the employer apprenticeship host. Without this component, an apprenticeship experience may be as hollow as some of the for-profit educational chains which are often criticized for high costs and low placement rates.

"No one would ride in a plane flown by a pilot with only classes and simulator time, have surgery by a surgeon that hasn't yet operated on a live human, or receive a root canal from a dentist with no "live-patient" time. Certified mastery of the tasks that define each of these jobs is what makes the 'license to practice' credible. And there is a difference between 'a pilot' and 'the pilot.' Having a pilot license certifies you to fly planes, not a specific plane; you still have to have training and be certified to apply your craft to flying that plane. With the [hybrid approach](#) to apprenticeships, both are accomplished at the same time."

The term "apprenticeship" has taken on many new meanings in the rush to increase the number of apprentices in the United States. Some 2-year community college programs that have been around a while have been re-branded in an effort to give new life to the same programs of worker development. Some have been thrown together to position an organization for the anticipated flood of grant dollars to find apprentices. Many of these are less "employer-centric" and more "industry-friendly" in spirit. Yet, it is important to remember that the ultimate beneficiaries of an apprenticeship should be the apprentice, the employer, the community, the industry and then the workforce development community, in that order. This should always be the focus and priority.

The process of gaining a "certificate of apprenticeship completion" level status can be an important milestone in an apprentice's life. Achieving it can be accelerated by the focus and relevancy of related technical instruction and implementing employer-based structured on-the-job training, the latter for which mastery is also the measure of accomplishment for the apprentice and employer. Both components are critical to the quality of the program. Shortening the time without focusing these two components can weaken the program's credibility and legitimacy. That is why many states require the employer to perform a job/task analysis on the job targeted for registration to ensure the structure, content and process is in place to document and explain what job-tasks have been mastered. That is what is most important to the current

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

October, 2020

UPDATE: Proactive Technologies, Inc. has resumed on-site presentations of the PROTECH™ system of *managed* human resource development™ for the accelerated transfer of expertise™ in areas seeing low Covid activity, at sites that are accepting visitors and have Covid protocols in place.

[Contact us](#) if you are interested in scheduling an onsite briefing. Proactive Technologies is scheduling stops in the following areas :

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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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[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 (Third Estimate), Corporate Profits (Revised), and GDP by Industry (Annual Update), Second Quarter 2020.

US Department of Commerce - Bureau of Economic Analysis
Real gross domestic product (GDP) decreased at an annual rate of 31.4 percent in the second quarter of 2020, according to the "third" estimate released by the Bureau of Economic Analysis. The change was 0.3



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OHIO STATE UNIVERSITY EXTENSION

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through lower scrap and rework. In the first quarter of 2020, real GDP decreased 5.0 percent.

Profits decreased 10.3 percent at a quarterly rate in the second quarter after decreasing 12.0 percent in the first quarter. Corporate profits decreased 19.3 percent in the second quarter from one year ago.

Today's release includes estimates of GDP by industry, or value added-a measure of an industry's contribution to GDP. Private goods-producing industries decreased 34.4 percent, private services producing industries decreased 33.1 percent, and government decreased 16.6 percent. Overall, 20 of 22 industry groups contributed to the second-quarter decline in real GDP.. [Read Report](#)

Personal Income, Outlays - July, 2020

US Department of Commerce - Bureau of Economic Analysis



Personal income increased \$70.5 billion (0.4 percent) in July according to estimates released today by the Bureau of Economic Analysis (tables 3 and 5). Disposable personal income (DPI) increased \$39.9 billion (0.2 percent) and personal consumption expenditures (PCE) increased \$267.6 billion (1.9 percent).

Real DPI decreased 0.1 percent in July and Real PCE increased 1.6 percent (tables 5 and 7). The PCE price index increased 0.3 percent. Excluding food and energy, the PCE price index increased 0.3 percent.

[Read Report](#)

Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau



New orders for manufactured durable goods in August increased \$1.0 billion or 0.4 percent to \$232.8 billion. August 2020: +0.4° % change; July 2020 (r): +11.7° % change.

[Read Report](#)

Manufacturers' Shipments, Inventories, and Orders (Revised)

US Census Bureau



New orders for manufactured goods in July, up three consecutive months, increased \$27.8 billion or 6.4 percent to \$466.1 billion, the U.S. Census Bureau reported today. This followed a 6.4 percent June increase. Shipments, also up three consecutive months, increased \$21.3 billion or 4.6 percent to \$479.5 billion. This followed a 10.0 percent June increase. Unfilled orders, down four of the last five months, decreased \$8.3 billion or 0.8 percent to \$1,084.3 billion. This followed a 1.4 percent June decrease. The unfilled orders-to-shipments ratio was 6.70, down from 7.01 in June. Inventories, down following two consecutive monthly increases, decreased \$3.1 billion or 0.5 percent to \$687.2 billion. This followed a 0.5 percent June increase. The inventories-to-shipments ratio was 1.43, down from 1.51 in June.

[Read Report](#)

Consumer Price Index

US Bureau of Labor Statistics



In August, the Consumer Price Index for All Urban Consumers rose 0.4 percent on a seasonally adjusted basis; rising 1.3 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy rose 0.4 percent in August (SA); up 1.7 percent over the year (NSA). [Read Report](#)

Producer Price Index

US Bureau of Labor Statistics



The Producer Price Index for final demand increased 0.3 percent in August, as prices for final demand services rose 0.5 percent and the index for final demand goods inched up 0.1 percent. The final demand index declined 0.2 percent for the 12 months ended in August. [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](#)



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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](#)



Monthly State Retail Sales

US Census Bureau

The Monthly State Retail Sales (MSRS) is the Census Bureau's new experimental data product featuring modeled state-level retail sales. This is a blended data product using Monthly Retail Trade Survey data, administrative data, and third-party data. Year-over-year percent changes are available for Total Retail Sales excluding Nonstore Retailers as well as 11 retail North American Industry Classification System (NAICS) retail subsectors. These data are provided by state and NAICS codes beginning with January 2019. The Census Bureau plans to continue to improve the methodology to be able to publish more data in the future. [Access Tables](#)



Job Creation - Employment Situation Summary

US Bureau of Labor Statistics

The number of job openings increased to 6.6 million on the last business day of July, the U.S. Bureau of Labor Statistics reported today. Hires decreased to 5.8 million in July. Total separations was little changed at 5.0 million. Within separations, the quits rate rose to 2.1 percent while the layoffs and discharges rate decreased to 1.2 percent. These changes in the labor market reflected an ongoing



resumption of economic activity that had been curtailed due to the coronavirus (COVID-19) pandemic and efforts to contain it. This release includes estimates of the number and rate of job openings, hires, and separations for the total nonfarm sector, by industry, and by four geographic regions. [Read Report](#)

U.S. Private Sector Job Quality Index

Cornell Law School

Almost 56% of US production and non-supervisory jobs (about 59.5 million jobs) offer weekly incomes below the \$802 weighted average weekly income for all such jobs. Together, those low-quality jobs offer a weighted average of \$539 in weekly income, or just over \$28,000 per year.



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

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

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

Household Pulse Survey - Phase 2 (August 19, 2020 - October 26, 2020)

US Census Bureau

What is the Household Pulse Survey?

The U.S. Census Bureau, in collaboration with multiple federal agencies, is in a unique position to produce data on the social and economic effects of coronavirus on American households. The Household Pulse Survey is designed to deploy quickly and efficiently, collecting data to measure household experiences during the coronavirus pandemic. Data will be disseminated in near real-time to inform federal and state response and recovery planning. [Read Data](#)



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Small Business Pulse Survey:

US Census Bureau

The Small Business Pulse Survey (Business Pulse) measures the effect of changing business conditions during the Coronavirus pandemic on our nation's small businesses.



Business Pulse complements existing U.S. Census Bureau data collections by providing high-frequency, detailed information on the challenges small businesses are facing during the Coronavirus pandemic as well as their participation in federal programs such as the Paycheck Protection Program. [Read Data](#)

TikTok Download Ban Temporarily Blocked by US judge in a Blow to the Trump Administration

MSN News - Connor Perrett



A federal judge on Sunday ruled in favor of TikTok, blocking the Trump administration's temporary download ban set to take place tonight at 11:59 p.m.

TikTok has been a target of the Trump administration since July, and last month, the president signed a pair of executive orders against the app and its Chinese owner, ByteDance, leading to the download ban.

The president said last week that a deal between ByteDance and US-based Oracle and Walmart had his "blessing," but the deal has been muddled due to conflicting statements from the involved companies. [Read Article](#)

What Makes an Effective Consultant?

IndustryWeek - Paul Ericksen



In the past, I've taken pot shots at consultancies, specifically pointing out their lack of appropriate focus and savvy when consulting in the supply management arena. I recently had a reader contact me and pose the question "What would be the proper approach be for a purchasing consultant?"

I worked as an executive level consultant for 10 years and will share the approach I used.

I see two categories of consultancies; i.e., those that can effect transformational change and all of the rest. Most are the latter. Further, I tend to believe that larger consultancies bias towards the all-of-the-rest category. Why? Because an effective consultant needs to understand the specifics of a client's "extended enterprise"-both internal and supplier operations-as well as the dynamics of the markets in which the client participates. The bigger the consultancy, the more the tendency to rely on cookie-cutter transformation models whose impacts end up being more generic than what is actually needed to optimally satisfy a particular client's specific needs. These models tend to work within-instead of outside-of-the box. [Read Article](#)

Kawasaki Adds Additional Assembly Lines to MO Plant

Assembly Magazine

MARYVILLE, MO-The Kawasaki Motors Manufacturing plant here is adding three additional assembly lines starting this fall. Additional capacity is needed due to the high demand of Kawasaki Engines. There will be one new assembly line added on first shift and two on the second shift.



Anita Coulter, vice president of operations, said this will create an additional 100 production positions, along with 10 to support the lines.

"Our forecast is increasing our capacity to where we would have to outsource it somewhere or move it to another Kawasaki location," Coulter says.

The plant has expanded a dozen times, employs more than 850 people and has become the main manufacturer of general-purpose engines worldwide for its parent company. The addition of the new lines marks the first time Kawasaki will run assembly on any shift other than the first. [Read Article](#)

Navistar to Discuss Revised Acquisition Proposal with Traton

IndustryWeek - Staff

The 23% increase per share represents "a starting point," for talks, Navistar board says.





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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 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.



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The board of directors for Navistar International Corp. on Monday said Traton's revised proposal to acquire the manufacturing company at \$43 per share "significantly undervalues" the business, but added that it represents a starting point for "further exploring the possibility of a transaction."

Volkswagen AG subsidiary Traton SE, which manufactures commercial vehicles under brands that include MAN and Scania, presented a revised bid to Lisle, Ill.-based Navistar on Sept. 10 that represents a 23% increase per share over an unsolicited bid it offered in January 2020. Navistar manufactures commercial trucks under the International brand.

Traton estimates it already holds about 16.8% of Navistar's outstanding shares. [Read Article](#)

**Backup Driver In Fatal Uber Self-Driving Car
Crash Charged With Negligent Homicide**

Forbes - Rachel Sandler

The safety driver in an Uber self-driving car that struck and killed a pedestrian in 2018 has been charged with negligent homicide, Arizona officials announced Tuesday.



A grand jury charged Rafaela Vasquez with one count of negligent homicide for allegedly causing the death of 49-year-old Elaine Herzberg, who was crossing the street at night in Tempe, Arizona.

Vasquez who was the safety monitor in the self-driving test vehicle that hit Herzberg, failed to brake until it was too late, investigators said. [Read Article](#)

**Navistar Defense Upgrades Operations at West Point,
Mississippi Manufacturing Plant**

Area Development

Military vehicle manufacturer Navistar Defense will invest \$8 million to upgrade a production plant it bought at the beginning of the year in West Point, Mississippi. The company plans to increase its workforce by adding 500 new jobs by 2024.

The West Point Assembly Plant has been Navistar Defense's primary manufacturing site since 2006. The plant is located on 161 acres and has 562,000 square feet of manufacturing, storage and office space comprising five multi-purpose, moving assembly lines. [Read Article](#)

**GM Takes a \$2 billion Stake in Nikola to Make
Electric Pickup Trucks**

Area Development - Detroit Free Press, Jamie L. LaReau

General Motors is taking a stake in electric vehicle maker Nikola Corp. in a deal that will eventually deliver \$4 billion in benefits to GM as it commercializes its EV technology.



The partnership, which is a 10-year agreement, will ultimately reduce costs for each company as GM pursues its all-electric vehicle strategy.

The deal announced Tuesday allows Nikola to exchange \$2 billion in newly issued stock for services and access to GM's parts and components. Nikola has yet to make any of the heavy-duty hydrogen fuel cell trucks it is developing. GM also has the right to nominate one board director at Nikola. [Read Article](#)

**2020 Top States Commentary: A Premium on
Skills and Training**

Area Development - Chris Schastok, Vice President, Economic Incentives Group (EIG), CBRE, Inc., Eric Stavriotis, Senior Vice President, Advisory & Transaction Services, CBRE, Inc.

Q3 2020

States having competitive labor markets also have highly regarded training programs.

One of the biggest challenges facing occupiers and economic development organizations is how to accelerate economic recovery. There is an urgency to create as many new job opportunities as possible, and economic development organizations play a critical role in that effort.

There is currently a premium on skills and training, and states that continue to invest in workforce development are becoming increasingly crucial amidst the era of COVID-19. It comes as no surprise that of the top 10 performing states in terms of overall votes, 9 were among the top states for



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MEMORABLE QUOTES

"Research shows that the climate of an organization influences an individual's contribution far more than the individual himself."

[W. Edwards Deming](#)

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

"A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves."

[Lao Tzu](#)

Ancient Chinese philosopher and writer, founder of philosophical Taoism.
604 - 531 BC

"Life is not easy for any of us. But what of that? We must have perseverance and above all

having a competitive labor market, and 8 of those were also among the top states for their workforce training programs, including Alabama, Georgia, Indiana, North Carolina, Ohio, South Carolina, Tennessee, and Virginia. [Read Article and See Rankings](#)

What the FinCEN Leaks Reveal About the Ongoing War on Dirty Money

Brookings Institute - Matthew Collin

David M. Rubenstein Fellow - Global Economy and Development
Are global banks helping facilitate crime and corruption throughout the world? Over the weekend, those concerns seemed validated when journalists at BuzzFeed and the International Consortium of Investigative Journalists (ICIJ) announced they had obtained a large cache of financial records that showed some of the biggest banks in the world have been hosting Ponzi schemes, moving money around for billionaire friends of Vladimir Putin, and providing services to known terrorist financiers and arms traffickers.



Since then, the newspapers have been abuzz with stories of wrongdoing, the stocks of several international banks have tanked, and even former presidential contenders Elizabeth Warren and Bernie Sanders have weighed in. And the stories are likely to keep coming. [Read Article](#)

The New Normal in the Automotive Supply Chain

Area Development - Daron Gifford, Management Consulting Partner, Plante Moran

2020 Auto/Aero Site Guide

While COVID-19 has disrupted the auto supply chain, it has created new opportunities to establish a stronger U.S. footprint, utilizing automation and other new technologies.



For immediate evidence of disruptions in the automotive supply chain, you need to look no further than your local dealer. Many lots are nearly empty of new vehicles, with average dealer inventories across the U.S. far below the normal 50-60 days' supply. How did this happen?

Of course, the COVID-19 pandemic is a major part of the problem. When automotive production was abruptly halted in March, there were not any new vehicles being produced until early May. Even then, production has been proceeding in fits and starts. At the same time, consumers have continued to purchase vehicles, keeping auto demand surprisingly strong in an uncertain economy.

OEM assembly lines have been attempting to move up to full production, but most are not there yet. While some blame it on productivity problems from social distancing, lack of labor available to come back to work, or line shutdowns due to coronavirus infections, the key culprit has been the automotive supply chain. As suppliers have been trying to ramp up, they have been hamstrung by their own designed global supply chains. Part volumes coming from Asia, especially China, are still recovering to prior levels. Trade disputes with China have not helped. And other closer countries, such as Mexico, continue to struggle with infection levels and manufacturing shutdowns on a daily basis. [Read Article](#)

Crimping, Staking, Swaging and Clinching with Presses

Assembly Magazine - John Sprovieri

Assembling one part to another usually requires a third material-screws, rivets, adhesive or filler metal-but it doesn't have to. In fact, sometimes all you have to do is bend, fold or deform a feature on one part to capture the other.



As long as one of the parts is made of a malleable material-typically metal-engineers can use a press to crimp, stake, swage or clinch it to retain the other part. For added strength, the second part can include a ridge, groove or other feature to retain the material that flows from the first part.

Crimping involves pinching or compressing material around another part. This technique is used to attach terminals to battery cables and fittings to automotive hoses. Crimping is used to assemble solenoids, door locks, sprinkler heads and catheters. [Read Article](#)

Nationwide Appliance Shortage Makes it Hard for Retailers, Repair Shops to Meet Demand

Assembly Magazine

KANSAS CITY, MO-Although several appliance manufacturing plants have resumed production in the last few months, a nationwide shortage remains, forcing retailers and repair shops to



confidence in ourselves. We must believe that we are gifted for something and that this thing must be attained."

Marie Curie

Marie Skłodowska Curie, born Maria Salomea Skłodowska, was a Polish and naturalized-French physicist and chemist who conducted pioneering research on radioactivity.
1867 - 1934

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[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

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

Proactive Technologies, Inc. - Staff

scramble to meet demand.

Brian Pippen owns Appliance Care Company in Belton, MO, and says he's had customers waiting for months for new appliances and parts. "When we see zeros all the way down the board, and it says out of stock, we already know it's on a national backorder," says Pippen.

As Pippen understands it, the shortage is happening because ports are closed or reduced in activity due to the coronavirus pandemic, which is keeping cargo ships from China and Korea waiting offshore. "We have [many] customers that are waiting for parts to be delivered to us that are on a national backorder, and only God knows when we're going to receive them," says Pippen. [Read Article](#)

What Can Government Do to Strengthen US Manufacturing?

IndustryWeek - Keith B. Belton

Manufacturing Week coincides with a series of on-line policy discussions.



As the November election looms, political candidates are offering a range of ideas to make United States domestic manufacturing more competitive. Joe Biden and Donald Trump are calling for re-shoring, promising to change the tax code and/or enhance Buy American rules. Congress is moving legislation with bipartisan support that some might consider an explicit industrial policy for the nation. Manufacturers that have seen their market share eroded by competitor nations since the turn of the century are actively pushing for a more aggressive U.S. government response.

To explore these and other policy proposals that would impact manufacturing for years to come, the Manufacturing Policy Initiative (MPI) at Indiana University and the Hudson Institute have organized a series of virtual policy discussions during Manufacturing Week, September 28 - October 2, 2020. [Read Article](#)

Cleveland-Cliffs to Buy ArcelorMittal USA for \$1.4 Billion

IndustryWeek - Staff

Iron ore and steel producer Cleveland-Cliffs Inc. will acquire ArcelorMittal USA and its subsidiaries in a deal valued at approximately \$1.4 billion, both companies announced Monday morning.



The acquisition comprises six steel-making facilities, eight finishing facilities, two iron ore mining and pelletizing operations, and three coal and coke-making operations.

Cleveland-Cliffs said the deal will make it the largest flat-rolled steel producer in North America, with shipments of approximately 17 million net tons in 2019.

ArcelorMittal USA had revenue of \$9.9 billion in 2019, the company said. [Read Article](#)

Financial News

Retirement Savings in Jeopardy Thanks to DOL

Better Markets

Better Markets has filed a comment letter urging the Department of Labor to withdraw a recently proposed rule that would allow financial advisers to continue siphoning away hard-earned savings from Americans' retirement accounts.



The proposed DOL rule would allow financial advisers to continue accepting forms of compensation that create powerful conflicts of interest without imposing adequate safeguards. As a result, many financial advisers will continue to foist overpriced and underperforming assets on their unsuspecting clients who trust them to properly guide their retirement portfolios. A report by the Council of Economic Advisors found that such conflicted advice costs retirement savers \$17 billion a year, and that estimate captures only a small fraction of the annual losses. [Read Release](#)

PBGC to Pay Pension Benefits for The McClatchy Company Workers, Retirees

Pension Benefit Guaranty Corporation (PBGC)

WASHINGTON - The Pension Benefit Guaranty Corporation (PBGC) has assumed responsibility for The McClatchy Company Retirement Plan, which covers over 24,000 current and future retirees. The California-based newspaper publisher operates 30 media companies in 14 states.



JULY

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

by Stacey Lett, Director of Operations,

"PBGC's mission is to help protect the retirement security of millions of the nation's workers, retirees, and their families; and that's exactly what we have spent months doing in the McClatchy bankruptcy," PBGC Director Gordon Hartogensis said. "By assuming responsibility for the plan, we are securing the benefits of the McClatchy plan's participants."

On February 13, 2020, The McClatchy Company and 53 subsidiaries filed for Chapter 11 protection in the U.S. Bankruptcy Court in Manhattan. On August 4, 2020, the bankruptcy court approved the sale of substantially all assets of McClatchy and its subsidiaries, leaving no entity to support the pension plan. PBGC has stepped in to terminate the pension plan and become statutory trustee to protect the interests of the participants. The termination of the pension plan was effective as of August 31, 2020.

The agency estimates that McClatchy's plan is 57 percent funded with approximately \$1.3 billion in assets and \$2.3 billion in benefit liabilities. The plan is underfunded by \$1 billion. [Read Release](#)

[Zoom Towns and The New Housing Market For The 2 Americas](#) *NPR Planet Money - Greg Rosalsky*

Truckee, Calif., is a mountain town just northwest of Lake Tahoe. It is sort of an outdoorsy paradise. It has great skiing, mountain biking and hiking opportunities, as well as a river and lakes. It also has some great restaurants and a budding art scene. And if you're a Bay Area resident in the market for a house, it has another thing going for it: It has a median home price that's roughly half that of San Francisco, about three hours away.

Like a lot of other vacation destinations - the Hamptons, Cape Cod, Aspen and so on - the Truckee housing market is booming during the coronavirus pandemic. It's up over 23% since last year, according to data from Redfin, a real estate brokerage. Truckee is part of a trend that realtors and journalists are calling "Zoom towns," places that are booming as remote work takes off.

But Zoom towns aren't the only places where home prices are booming. Pretty much everywhere except Manhattan and San Francisco - places where home prices had already reached historic peaks - it's a great time if you want to sell your house. "Right now, national home prices are up 8% from this time last year, so quite a big increase," says Daryl Fairweather, the chief economist of Redfin.

With historic levels of unemployment and mounting business bankruptcies, this housing boom is a bit mind-boggling. But it's kind of the perfect symbol of two Americas in the age of the pandemic recession.

The boom; [Read Article and Hear Podcast](#)

['I Try So Hard Not To Cry': Nearly Half Of U.S. Households Face A Financial Crisis](#)

NPR - Yuki Noguchi

There are divides when it comes to who is doing well financially and who is struggling during this pandemic, a new poll finds.



Cynthia Maclin cannot get out of bed most days.

Chronic lung disease leaves her short of breath and ended her 45-year career as a medical administrator. COVID-19 cases are on the rise in her hometown of Chicago, and Maclin has already lost eight friends and family members to the virus, including the father of her two daughters. For the first time, this month, she's also unable to pay rent.

So Maclin, 66, feels the crush of grief, loneliness, depression and financial stress - but she hasn't been able to see her doctors.

"I have not seen my pulmonary doctor to listen to my lungs, to check my oxygen levels," says Maclin. She hasn't seen her psychiatrist, or her primary care doctor. "All these things have an impact," she says, through labored breaths. [Read Article and Hear Podcast](#)

[SEC Expands Investor Pool for Private Offerings](#)

CFO.com - Matthew Heller

Under a new test, financially sophisticated investors will be able to participate in private placements even if they do not meet wealth thresholds.



The U.S. Securities and Exchange Commission on Wednesday approved a final rule allowing financially sophisticated investors to participate in private placements even if they do not meet thresholds for income or net worth.

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

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

Since 1982, the SEC had limited eligibility to participate in private offerings to "accredited investors" with a net worth of more than \$1 million and annual income greater than \$200,000.

The new rule allows investors to qualify as accredited based on "professional knowledge, experience or certifications" in addition to the existing financial tests. The SEC did not say how many additional investors would fall under the new definition, but said it was aimed at individuals - such as hedge fund employees or brokers - who are knowledgeable about private placements. [Read Article](#)

Consumer Confidence Drops to Six-Year Low

CFO.com - William Sprouse

U.S. consumer confidence fell in August to its lowest level since 2014, according to the Conference Board.



The consultancy said its Consumer Confidence Index was 84.8 in August, down from 91.7 in July. Its Present Situation Index, which is based on consumers' assessments of current business and labor market conditions, fell even more sharply, from 95.9 to 84.2 for the month.

"Consumer confidence declined in August for the second consecutive month," Lynn Franco, senior director of economic indicators at the company, said in a statement. Consumer spending has rebounded in recent months but increasing concerns amongst consumers about the economic outlook and their financial well-being will likely cause spending to cool in the months ahead."

Franco said consumers' optimism about their short-term financial outlooks continued on a downward path. [Read Article](#)

Hedge Fund Founder Accused of Neiman Fraud

CFO.com - Matthew Heller

U.S. authorities say Daniel Kamensky coerced a rival bidder to drop a higher offer for the e-commerce business of the bankrupt retailer.



The founder of distressed debt hedge fund Marble Ridge Capital has been charged with defrauding creditors of Neiman Marcus by coercing a rival bidder to drop a higher offer for the thriving e-commerce business of the bankrupt retailer.

Daniel Kamensky, 47, was arrested Thursday on criminal charges alleging he abused his position on the Neiman unofficial creditors' committee (UCC) after he learned in July that the Jeffries investment bank was willing to bid as much as twice as much for shares in the MyTheresa online unit as Marble Ridge.

The U.S. Department of Justice also charged Kamensky with extortion and obstruction of justice for allegedly attempting to enlist Jeffries in a cover-up of his misconduct. "Do you understand ... I could go to jail?" he told an employee of the bank during a phone call that was taped by investigators. [Read Article](#)

COVID Outcomes Update: Health and Employment Impacts in the US Compared to Other Countries

BROOKINGS

Brookings Institute -Harry J. Holzer, Nonresident Senior Fellow - Economic Studies,; John LaFarge Professor of Public Policy, Georgetown University, Former Chief Economist, Department of Labor

In the past three to four months, the U.S. economy has recovered somewhat from the COVID-19-induced employment troughs observed in April, while the virus caseloads and deaths at first declined and then surged again, starting in June. However, the partial recovery of U.S. labor markets in the late spring and summer, and more recent trends in virus cases and deaths, do not change the fundamental fact that both employment and health outcomes for the U.S. during the pandemic have been worse than in almost any other high-income country in the world.

This brief presents an update of my earlier analysis showing unemployment rates as of April, and virus caseloads and deaths as of late May. This time, I focus on changes in unemployment rates from January of this year through July, the most recent month for which virtually all of these countries report monthly unemployment data (though they are now available for August in the U.S.).[1] [Read Article](#)

Numbers

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

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by Proactive Technologies, Inc. Staff

November

Deloitte Fined Record \$19M Over Audit Failures

CFO.com - Matthew Heller

A U.K. investigation found the Big Four firm liable for "serious and serial failures" in its audits of software firm Autonomy.



Concluding a years-long investigation, the U.K.'s accounting watchdog has fined Deloitte a record 15 million pounds (\$19.4 million) for "serious and serial failures" in its audits of software firm Autonomy.

The Financial Reporting Council's investigation focused on Deloitte's audits of Autonomy's financial statements before the company was acquired for \$11 billion by Hewlett-Packard in 2011.

After a seven-week hearing last year, an independent disciplinary tribunal found Deloitte and two former partners, Richard Knights and Nigel Mercer, were culpable of misconduct for audit failings related to the accounting and disclosure of Autonomy's sales of hardware and its sales of software licenses to value added resellers. [Read Article](#)

Fraud Prevention Firm's Ex-CEO Charged with Fraud

CFO.com - Matthew Heller

The former CEO of fraud prevention startup NS8 has been charged with fraud for fabricating millions of dollars in revenue to raise \$123 million from investors.

The U.S. Department of Justice said Adam Rogas, 43, altered NS8's bank statements before providing them on a monthly basis to its finance department to show revenue and bank balances that did not exist, resulting in an over \$60 million inflation of assets as recently as June 2020.

When NS8 raised approximately \$123 million in two offerings, Rogas allegedly provided the false statements to existing and prospective investors, pocketing nearly \$17.5 million of the proceeds for himself. Rogas, who was arrested Thursday on federal charges of securities fraud, is also facing a civil complaint filed by the Securities and Exchange Commission. [Read Article](#)

No Interest Rate Increases for Three Years: Fed

CFO.com - Vincent Ryan

In the Federal Reserve's statement on Wednesday, the central bank's rate-setting committee projected no interest-rate hikes until the end of 2023.

The Fed's Open Market Committee said that the ongoing public health crisis would continue to weigh on economic activity, employment, and inflation in the near term. While economic activity and jobs have picked up in previous months, and the Fed gave a more optimistic GDP projection, it said weak demand and lower prices for commodities like oil would keep inflation low.

The data coming out on the consumer supports that position. At least 29.6 million people in the United States are still collecting unemployment benefits. Consumer confidence was still sagging in August, with the Conference Board's index reaching its lowest level in six years. And while August retail sales rose 6%, the increase was below expectations. It marked the fourth consecutive month of positive sales but the third straight month of waning momentum. [Read Article](#)

Healthcare Costs Are Killing US Manufacturing

IndustryWeek - Roy Meidinger

In nations with single-payer plans, companies don't have added layers of cost and can be more competitive with their pricing.

The U.S. manufacturing industry is at its lowest level in modern history, now at 11% of GDP. The cause is the growth of the healthcare industry and how the U.S. pays for it. A simple comparison of the percentage change in GDP of the healthcare industry versus the manufacturing industry shows a direct correlation between the growth of one and the shrinkage of the other, percentage point for a percentage point. No other industry besides manufacturing has seen such a decline during this time period.

The cause is simple: the U.S. is the only industrial country where the employer directly pays a substantial share of employees' health care



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

by Proactive Technologies, Inc. Staff

benefits. In other nations, for the most part, citizens themselves and businesses foot the bill, through income taxes. [Read Article](#)

BMW Fined \$18M in US Over Inflated Sales Data

IndustryWeek - Agence France-Presse

US securities regulators charged BMW with inflating its retail sales volumes to investors, fining the luxury car company \$18 million in a settlement announced Thursday.



BMW of North America, a subsidiary of the German company, provided inaccurate and misleading information while raising \$18 billion in corporate bond offerings, the Securities and Exchange Commission (SEC) said.

[Read Article](#)

Feds Net 57 People in Probe of PPP Loan Scams

CFO.com - Matthew Heller

The Department of Justice said it had uncovered widespread fraud in the Paycheck Protection Program, with 57 people, including an NFL player, being charged so far with trying to steal a total of \$175 million in coronavirus relief loans for small businesses.



The spectrum of fraud has ranged from individuals allegedly receiving money on behalf of fake companies to legitimate business owners accused of spending funds on luxury items for themselves rather than paying employees and even suburban homeowners allegedly pretending to be farmers.

Jerome Bellamy, who was released earlier this week by the New York Jets, has been charged with fraudulently obtaining a \$1.2 million loan from the PPP for his Drip Entertainment company and spending the proceeds on luxury goods and at a casino in Hollywood, Fla. [Read Article](#)

Business Interruption: Insurers Balk at Paying Claims

CFO.com - Karen Epper Hoffman

When disasters strike, many businesses rely on insurance to carry them through economic and financial rough patches. Not this time.



The COVID-19 pandemic and the subsequent government-mandated business shutdowns wrecked many companies' top and bottom lines. While there are some noteworthy exceptions, like "Amazon, grocery stores, and other 'essential' businesses, overwhelmingly, the impact [of the pandemic] ranges from hugely negative to devastating to business-threatening or business-ending," says John Ellison, a partner in the insurance recovery practice at Reed Smith LLP.

Unfortunately, these businesses have had to make do without the benefit of insurance payouts, even though many held so-called "business interruption" policies that they thought would cover them. Companies filed claims as far back as early March, but they have been almost uniformly denied. [Read Article](#)

U.S. Pension Funds Sue Allianz After \$4 billion in Coronavirus Losses

Reuters - Tom Sims

FRANKFURT (Reuters) - Pension funds for truckers, teachers and subway workers have lodged lawsuits in the United States against Germany's Allianz, one of the world's top asset managers, for failing to safeguard their investments during the coronavirus market meltdown.



Market panic around the virus that resulted in billions in losses earlier this year scarred many investors, but no other top-tier asset manager is facing such a large number of lawsuits in the United States connected to the turbulence.

In March, Allianz ALVG.DE was forced to shutter two private hedge funds after severe losses, prompting the wave of litigation the company says is "legally and factually flawed".

Together, the various suits filed in the U.S. Southern District of New York claim investors lost a total of around \$4 billion. The fallout has also prompted questions from the U.S. Securities and Exchange Commission, Allianz has said. [Read Article](#)

International News

Mexico, Latin America, South America

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

August

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

The High Cost of Employee Turnover

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

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

July

Do U.S. Productivity Measures Measure Productivity?

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

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

by Staff

Apprenticeships - An Alternative to the "400 Hours For Drill Press" Training Model

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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and the Caribbean

Peru Congress Opens Way for Impeachment of President

BBC

Peru's Congress has started impeachment proceedings against President Martin Vizcarra who is accused of trying to obstruct a corruption investigation.



The move was backed in a 65-36 vote. Lawmakers are expected to debate next week whether Mr Vizcarra should be removed for "moral incapacity". He is accused of misusing public funds and then trying to cover this up. Mr Vizcarra, aged 57, denies any wrongdoing and accuses Congress of staging a political coup.

What's the case about? [Read Article](#)

Merkel: Amazon Deforestation Threatens EU-Mercosur Deal

DeutscheWelle

The German chancellor has warned that environmental concerns have left her with "considerable doubts" over a planned EU trade deal with South American nations. Climate campaigners have stepped up the pressure on Berlin.



A firefighter puts out a blaze in the Amazon in Brazil (mago images/Agencia EFE/Getty Images/AFP/R. Florentino)

German Chancellor Angela Merkel has "considerable doubts" over whether to back the European Union's trade deal with the South American bloc Mercosur due to the worsening deforestation in the Amazon, her spokesman said on Friday.

"Serious questions" have arisen due to the ongoing environmental concerns "as to whether the implementation of the agreement in the intended spirit would be guaranteed at present," Steffen Seibert told reporters. [Read Article](#)

The Inequality Crisis - Latin America and the Caribbean at the Crossroads



InterAmerican Development Bank

Latin America and the Caribbean is one of the most unequal regions in the world in terms of income. The richest 10% of the population captures 22 times more of the national income than the poorest 10%. Social unrest and the pandemic crisis have increased the urgency of solving a problem that is well known but not necessarily well understood.

We have just released a comprehensive analysis of the different dimensions of inequality, from education and fiscal policies to geographic segregation and climate change. The study explains the main causes of inequity in our region and presents our main recommendations to generate a new social pact to achieve inclusive growth in our countries. [Read and Download Report](#)

Bolivia Descends into Chaos Ahead of Elections

DeutscheWelle

Some had hoped interim President Jeanine Anez would return the country to normality. Yet, unfortunately, her time in office has only deepened Bolivia's polarization.



With roughly one month to go until the Bolivian general election, the country is descending into violent political strife. On September 20, for instance, Miguel Roca of the centrist Comunidad Ciudadana party was pelted with stones in the city of La Paz. That same day, supporters of the country's left-wing Movimiento al Socialismo party were prevented from holding an election rally by thugs. Several days earlier, supporters of both parties had engaged in street fighting in the city of Oruro - the same city where on September 17, Luis Fernando Camacho of the right-wing Creemos party was attacked with stones. [Read Article](#)

Ash Covers Ecuador Farming Land

BBC

A volcanic eruption in Ecuador has covered 80,000 hectares of farming land in Ecuador in ash, the Andean country's government says.



The worst affected areas are the provinces of Chimborazo and Bolivar in central Ecuador but Guayas and Los Ríos to the west have also been hit by the ash.

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- document a trainee-to worker's increasing value to the employer - the key to retention - rather than leaving it to chance;
- properly aligns workforce development resources and maximizes the impact and results;
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"We didn't know where all this dust was coming from," resident Feliciano Inga told El Comercio newspaper. [Read Article](#)

Coronavirus: What are the Numbers Out of Latin America?

BBC - Jake Horton

Coronavirus cases have been going up sharply in Latin America, although there are signs that the numbers of new cases may be beginning to drop in some countries.



Brazil has had more than 4.5 million confirmed cases - the third highest tally in the world after the US and India - and has had the most deaths after the US.

Mexico, Argentina, Colombia and Peru have also had major outbreaks, and are in the top 10 countries with the most confirmed cases. [Read Article](#)

Canada, Europe and Great Britain In a Month, U.K. Could See 50,000 New Coronavirus Cases a Day, Expert Warns

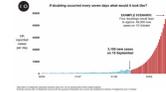
NPR - Bill Chappell

If the U.K.'s rate of new coronavirus cases doubles four more times, Chief Scientific Advisor Sir Patrick Vallance said, "you would end up with something like 50,000 cases in the middle of October per day."

10 Downing Street

The U.K.'s COVID-19 numbers are rising fast and could reach new 50,000 cases per day by mid-October, the country's top science adviser announced Monday. Sir Patrick Vallance said his warning is based on current trends that show "the epidemic is doubling roughly every seven days."

"There's no doubt we're in a situation where the numbers are increasing," Vallance said during an online briefing hosted by 10 Downing Street. The challenge now, he added, is to prolong the time it takes for infection rates to double. [Read Article](#)



Brexit Trade Deal: So Near and Yet So Far

BBC - Katya Adler, Europe Editor

"On technical issues we're 90% there," was the upbeat assessment of EU-UK trade talks by a well-informed EU diplomat on Friday.



Well, sort of upbeat. Because he then went on to say: "That remaining 10% is political. And if that can't be solved, then the 90% is irrelevant. There will be no deal."

Such is the mood in Brussels ahead of next week's round of formal negotiations to agree a post-Brexit trade deal with the UK, with fewer than 100 days to go before the end of the transition period.

Seven things that will change on 1 January: [Read Article](#)

Why Stock Markets are Up 44% Amid the Worst Economic Contraction in History

CBC News - Peter Armstrong

Jobs have vanished, GDP is shrinking, but stock prices are rising along with case count



The economy is in a ditch, and millions of Canadian workers still find themselves unemployed or underemployed compared with where things were before COVID-19. And still the stock market is posting some record gains.

You can't blame anyone who throws their hands in the air and asks: Just what on earth is going on?

"It's surprising how quickly they came back," Robert Kavcic, senior economist at the Bank of Montreal, said of the markets.

In March, gross domestic product fell off a cliff and stocks crashed. They fell so steep and so far that many assumed it would take years to rebound. GDP is slowly recovering but remains well below pre-COVID levels. The stock market recovery took just 150 days. Since it bottomed out on March 23 of this year, the broadest marker of the U.S. stock market - the S&P 500

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- is up 44 per cent (even after stocks fell a bit this month). So, what gives? [Read Article](#)

China and Southeast Asia

COVID-19 and China's Information Diplomacy in Southeast Asia

Brookings Institute - Audrye Wong, Former Brookings ExpertGrand Strategy, Security, and Statecraft Postdoctoral Fellow - Harvard Kennedy School Belfer Center for Science and International Affairs

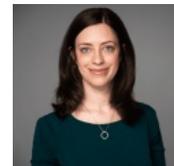


Amidst growing attention in the United States to authoritarian foreign influence operations, China has been actively developing and mounting its own information campaigns in an attempt to shape global narratives. Such narratives are not only propagated through official channels and traditional state media propaganda - including what have come to be known as "wolf warrior"-style diplomats - but also amplified through the manipulation of social media platforms. Especially in response to recent crises such as the COVID-19 pandemic and the Hong Kong protests, Beijing appears to have partially adopted Moscow's disinformation playbook.

At the same time, China's choice of tactics has varied across regions and countries. In Southeast Asia, Beijing has focused on striking a cooperative tone and highlighting China's positive image. This contrasts with its highly aggressive information operations toward the United States and Europe. Chinese state media coverage emphasized Association of Southeast Asian Nations (ASEAN) solidarity and cooperation with China in fighting the virus, as well as Southeast Asian leaders' expressions of confidence in the Chinese government's ability to control the outbreak. Additionally, in line with Beijing's widespread touting of its mask diplomacy, Southeast Asian countries were presented as examples of China's largesse. [Read Article](#)

Taiwan's Unlikely Path to Public Trust Provides Lessons for the US

Brookings Institute - Rorry Daniels, Deputy Project Director, Forum on Asia-Pacific Security - National Committee on American Foreign Policy



Editor's Note: Taiwan has gotten a lot of well-deserved attention for its COVID-19 response, but the seeds of its success were sown long before the pandemic outbreak. What the U.S. needs to develop now is not just "herd immunity" but what Taiwan's Minister Audrey Tang calls "nerd immunity." This piece is part of the Taiwan-U.S. Quarterly Analysis series, which features the original writings of experts from the United States and Taiwan, with the goal of providing a range of perspectives on developments relating to Taiwan.

As the world continues to struggle with managing the myriad challenges of the COVID-19 pandemic - public health, economic, socio-political - Taiwan's response has stood out as a model of excellence. Contributing factors well-covered in the media include an early and forceful response and the integration of tech tools with new rules and procedures. But while Taiwan's policy decision making process since January 2020 is a commendable feature of its response, the roots of its success in implementing those decisions were in the making for years.

Taiwan was suffering from extremely low public trust in government when President Tsai Ing-Wen came to power in 2016, due to complaints manifested in the Sunflower Movement opposing the Ma Ying-jeou administration's more opaque approach to managing cross-Strait relations. The movement's occupation of the Legislative Yuan for more than three weeks in 2014 and its success in pausing the cross-Strait trade services agreement buoyed Tsai's electoral victory in 2016 and gave new energy to citizen participation in politics, including the formation of new political parties. [Read Article](#)

Japan's GDP Falls More Than 28%

CFO.com - William Sprouse

Japan's gross domestic product contracted at an annualized rate of 28.1% in the second quarter, according to revised figures from the Cabinet Office. The drop is the largest on record since 1955.



The figures revised down preliminary estimates released last month that showed the Japanese economy, the third largest in the world, contracting at a rate of 27.8% for the year.

Economists polled by Reuters had predicated a median contraction of 28.6%. A survey of economists by QUICK showed an expected decline of



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

India, China Agree to Disengage Troops at Tense Himalayan Border

DeutscheWelle

China and India agreed to continue communicating on their long-disputed border after several isolated incidents of fighting this year. They said they would "avoid any action that could escalate matters."



After months of aggression at the border, India and China have agreed to "quickly disengage" troops to ease ongoing tensions. The foreign ministers of the two countries issued a statement on Friday, after meeting each other on the sidelines of an event in Moscow.

In the statement, India's foreign minister S. Jaishankar and his Chinese counterpart Wang Yi said that the current situation at the border wasn't in the interest of either side.

The ministers pledged that their countries would "abide by all the existing agreements and protocol on China-India boundary affairs, maintain peace and tranquility in the border areas and avoid any action that could escalate matters." [Read Article](#)

Mongolia's Economic Prospects - Resource-Rich and Landlocked between Giants

Asia Development Bank

This publication provides a comprehensive examination of Mongolia's recent economic development and lays out reforms that could help to further maximise development opportunities. Despite being landlocked, Mongolia is a resources-rich country, well-placed to take advantage of trade with its two giant neighbours. To maximise the country's potential, the book recommends adjustments in the macroeconomic management of the government, enhancing the skill base, and providing hard and soft infrastructure to promote trade and efficient logistics. Governance and institutional reforms are also crucial. The publication includes a full chapter dedicated to the international dimensions of Mongolia's development.

[Read and Download Report](#)

Africa, Middle East, Eastern Europe and Russia

Removing Impediments to Export-led Growth in Senegal: Groundnuts, Fishing, Textiles, Fruits, and Vegetables

Brookings Institute - Stephen Golub, Franklin and Betty Barr Professor of Economics - Swarthmore College, Ahmadou Aly Mbaye, Nonresident Senior Fellow - Global Economy and Development, Africa Growth Initiative



Senegal has a lot going for it: Its stable democracy, great irrigation potential, religious tolerance, and proximity to markets in Europe and North America all suggest the West African country is poised to take off. Yet, economic performance since independence in 1960 has been disappointing. In fact, Senegal's exports have grown much more slowly than global trade and have become increasingly capital-intensive, while its trade deficit has steadily worsened.

To understand this paradox, recent research has focused on the impediments holding back specific industries where Senegal has comparative advantage-fishing and groundnuts, fruits and vegetables, and textiles.

A Snapshot of Senegal's Economic Growth: [Read Article](#)

Young Africans Need More and Better Jobs, **BROOKINGS** Not More Training

Brookings Institute - Louise Fox, Nonresident Senior Fellow - Global Economy and Development, Africa Growth Initiative; Philip Mader, Research Fellow - Institute of Development Studies; James Sumberg - Institute of Development Studies; Justin Flynn, Research Officer - Institute of Development Studies; Marjoke Oosterom, Research Fellow - Institute of Development Studies

When the world rebuilds after the COVID-19 crisis, Africa will have a unique challenge to face: bringing its overwhelmingly young workforce into decent, productive, and secure jobs. Africa has the world's youngest population, a fact that some hope will mean fewer deaths and serious cases, despite the region's health care systems being extremely

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 your employee turnover costs a concern?

Let's start with what we already know:

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

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

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

underfunded.

Even before the global pandemic, many young Africans struggled to find productive employment, often finding themselves underemployed or perpetually engaged in low-paid, low-productivity, precarious self-employment. This trend, paired with a persistent, although, we argue, unfounded, worry among political leaders and the international community that some frustrated young people may turn to violent crime, militant extremism, or protest, has fostered a plethora of youth employment initiatives. Most of these initiatives focus on delivering post-school vocational training or entrepreneurship coaching to young people-and their impacts on youth earnings or the overall economy have not been particularly encouraging. [Read Article](#)

Belarus President Abruptly Sworn in, Igniting Fresh Round of Protests

CBC News - Thomson Reuters

Belarusian security forces began detaining people and fired a water cannon to disperse crowds as thousands took to the streets of Minsk in protest against the abrupt inauguration of veteran President Alexander Lukashenko on Wednesday.



Ignoring calls for an end to his 26-year grip on power, Lukashenko was sworn in for a sixth term after an election that the opposition and several foreign governments say was rigged. [Read Article](#)

Saudi Arabia's Current State of Affairs

BROOKINGS

Bruce Riedel/Senior Fellow - Foreign Policy, Center for 21st Century Security and Intelligence, Center for Middle East Policy/Director - The Intelligence Project

Editor's Note:

Bruce Riedel testified before the House Permanent Select Committee on Intelligence during its hearing on the U.S.-Saudi security and intelligence relationship. A video recording of the hearing can be found here.

Saudi Arabia is America's oldest partner in the Middle East. This relationship goes back to 1943 when then-President Franklin Delano Roosevelt invited the king of Saudi Arabia to send some of his sons to Washington to begin a dialogue between the United States and Saudi Arabia. He sent Prince Faisal, later King Faisal. FDR sealed the deal in a famous meeting on Valentine's Day 1945 in Egypt on board the USS Quincy with King ibn Saud directly. The deal has always been quite simple between the United States and Saudi Arabia. The United States gains access to Saudi energy resources in return for which the United States provides support for Saudi security at home and abroad.

I have been following this relationship since 1977 when I joined the CIA. It has had marked ups and downs. Some of the ups have been extremely high, like 1991, the Gulf War, and some of the lows have been extraordinarily low, the 1973 oil embargo and, of course, 19 years ago today, the attack on September 11. But we are in a fundamentally different and new relationship with Saudi Arabia today than anything I have seen in the last 75 years. Saudi Arabia today, under King Salman and his son, Mohammed bin Salman, MBS, the crown prince, has embarked on a series of foreign policies which are reckless and dangerous and, most important, are inimical to America's vital interests in the Middle East and in the world.

[Read Article](#)

International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

July 2020 sales of merchant wholesalers were \$479.2 billion, up 4.6 percent (+/- 0.5 percent) from last month. End-of-month inventories were \$632.3 billion, down 0.3 percent (+/- 0.2 percent) from last month. July 2020: -0.3 % change in Inventories; June 2020 (r): -1.3 % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales - July, 2020

US Census Bureau

U.S. total business end-of-month inventories for July 2020 were \$1,914.3 billion, up 0.1 percent (+/- 0.1 percent)* from last month. U.S. total business sales were \$1,441.1 billion, up 3.2 percent (+/-0.2 percent) from last month. July 2020: +0.1* % change in Inventories; June 2020 (r): -1.1 % change in Inventories. [Read Report](#)





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.**

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

US Department of Commerce - Bureau of Economic Analysis



The U.S. Census Bureau and the U.S. Bureau of Economic Analysis announced today that the goods and services deficit was \$63.6 billion in July, up \$10.1 billion from \$53.5 billion in June, revised. July exports were \$168.1 billion, \$12.6 billion more than June exports. July imports were \$231.7 billion, \$22.7 billion more than June imports. [Read Report](#)

International Transactions, Second Quarter 2020

US Department of Commerce - Bureau of Economic Analysis



The U.S. current account deficit widened by \$59.0 billion, or 52.9 percent, to \$170.5 billion in the second quarter of 2020, according to statistics from the U.S. Bureau of Economic Analysis. The revised first quarter deficit was \$111.5 billion. The second quarter deficit was 3.5 percent of current dollar gross domestic product, up from 2.1 percent in the first quarter. [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](#)



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](#)

Public Investment in Decarbonization: Opportunities and Strategies for Economic Recovery



InterAmerican Development Bank - Huáscar Eguino - Marcia Bonilla-Roth - Aloisio Lopes - Raúl Delgado

Beyond the health emergency, the pandemic has dealt a severe blow to the economies of Latin America and the Caribbean. According to the World Economic Outlook report, it is estimated that our region will contract by

9.4% in 2020, which will constitute the worst recession in a long time, even deeper than that caused by the global financial crisis of 2008-09 and the debt crisis of the 1980s. For 2021, a slight recovery in growth is expected.

Our governments will have to adopt important fiscal measures to reactivate public investment and return to the path of sustainable growth. Given that most of the countries in the region will have little fiscal space to increase their investments, governments need to improve the quality of their projects, prioritizing those that create employment; and reduce inequality, support the transition towards decarbonization of economies, and increase their adaptive capacity to climate change.

In this sense, we identify nine promising areas for public investment in the post COVID-19 era that meet these objectives: [Read Article](#)

Top 10 Resilient Countries

IndustryWeek.

IndustryWeek - Adrienne Selko

Which countries will come back strong from the global pandemic? Those that have solid business practices.

Trying to determine which world economies will recover the quickest is difficult. One way to do that is to examine the high-ranking countries in the 2020 FM Global Resilience Index, which was announced in May.

The Index provides information on nearly 130 countries, across a variety of factors. They are divided into three categories: [Read Article and See Slideshow](#)

U.S. Department of Commerce Announces Draft Amendment to the Suspension Agreement on Uranium from the Russian Federation



U.S. Department of Commerce

WASHINGTON - On September 12, the U.S. Department of Commerce (Commerce) and the State Atomic Energy Corporation Rosatom (Rosatom), on behalf of the Government of the Russian Federation, initialed a draft amendment to the Agreement Suspending the Antidumping Investigation on Uranium from the Russian Federation (Agreement), which was originally signed in 1992. This amendment, if finalized, will extend the Agreement to 2040 and reduce U.S. reliance on uranium from Russia during that time period.

"This draft agreement represents an important step forward for the American nuclear industry," said Secretary of Commerce Wilbur Ross. "If finalized, it will contribute to the restoration of America's nuclear energy advantage and protect the domestic industry from dumped Russian uranium."

The draft amendment would: [Read Release](#)

Japan Bans German Pork Imports Over African Swine Fever



DeutscheWelle

Just days after a boar with African swine fever was found in Germany, the country's pork producers have been cut off from key Asian markets. Japan joined China, South Korea and Singapore in halting German pork imports.

A single case of African swine fever (ASF) in Germany prompted several Asian countries to impose blanket bans on German pork imports. On Monday, German officials confirmed that Japan had become the latest nation to ban German pork.

Singapore, China, and South Korea had already declared similar suspensions in recent days. The bans followed quickly after German officials confirmed the presence of the porcine plague in the carcass of a wild boar in Brandenburg on Thursday.

While ASF is not harmful to humans, it is highly contagious and nearly always deadly for wild boars and domestic pigs. Germany has launched wide-reaching security measures to keep the virus out of the country after cases were confirmed in Belgium and Poland. [Read Article](#)

CPA Strongly Criticizes WTO Decision on U.S. Section 301 Tariffs



Coalition for a Prosperous America

Washington - The Coalition for a Prosperous America (CPA) today condemned a World Trade Organization (WTO) ruling against U.S. tariffs on imports from China. The tariffs, imposed in March 2018 under Section 301 of U.S. trade law, addressed China's longstanding practices of forced

technology transfer, intellectual property theft, trade barriers, and cyber-espionage. A three-member WTO panel determined that the U.S. had not extended the same treatment to China as other nations, had failed to seek proper outside recourse, and had not met the "burden" of justifying the tariffs under Article XX.

"With this ruling, the WTO has revealed its utter contempt for U.S. interests," said CPA Chair Dan DiMicco. "It's laughable that the WTO would claim the U.S. hasn't 'justified' the tariffs. Every other WTO nation already shares similar concerns about China's aggressive behavior. And it's ludicrous to claim the U.S. failed to seek proper recourse after Beijing simply walked away from months of talks last year." [Read Release](#)

US Revises Canadian Aluminum Tariffs: Will Only Impose Duties if Import Limits Exceeded

IndustryWeek - Ryan Secard

Canada was poised to announce \$2.7 billion in sanctions before the U.S. called off its own 10% tariffs.



Hours before Canada was expected to make an official statement sanctioning the U.S. for its aluminum tariffs, the United States Trade Representative announced it would revise the aluminum tariff policy it announced in August that charged 10% duties on all aluminum products imported from Canada.

Going forward, the U.S. will only charge 10% tariffs if monthly aluminum imports spike unexpectedly. In a press conference, Deputy Prime Minister of Canada Chrystia Freeland confirmed that Canada would back down on its own plans to impose "dollar-for-dollar" trade countermeasures in light of the USTR's decision.

According to a USTR statement, the tariff revision came after consultations with the Canadian government indicating that trade in non-alloyed, unwrought aluminum is likely to stabilize in late 2020. [Read Article](#)

New USMCA Trade Deal Could Increase Demand for Nearshoring in Mexico

Area Development - Freightwaves, Noi Mahoney

Cross-border trade flows in North America will prosper as USMCA settles in, according to speaker at CBP symposium



As the coronavirus pandemic continues to disrupt international trade, Mexico stands to benefit from more companies moving manufacturing to North America, said Patrick Ottensmeyer, president and CEO of Kansas City Southern.

"If you look at the interest to our company and our customers, Mexico, as a percentage of the products that are sold to the rest of North America, related to low-cost Asian countries, Mexico's market share has increased fairly significantly from 2018 to 2019, prior to the COVID-19 pandemic," Ottensmeyer said.

Ottensmeyer's remarks came during the opening day of U.S. Customs and Border Protection's (CBP) Virtual Trade Week symposium, which kicked off Tuesday with a panel discussion on the United States-Mexico-Canada Agreement (USMCA). [Read Article](#)

International Trade Statistics: Trends in Second Quarter 2020

Deutsche Gesellschaft für Internationale

Zusammenarbeit (GIZ) GmbH - Organization for Economic Cooperation and Development



COVID 19 measures introduced in most countries sent G20 merchandise trade plummeting in the second quarter of 2020. Compared with the first quarter of 2020, exports fell by 17.7% and imports by 16.7%, the largest fall since the 2009 financial crisis.

Monthly data for the second quarter reveal that the collapse in trade occurred in April 2020 when most countries had stringent COVID 19 containment measures in place. Compared to March 2020, G20 exports and imports fell by 18.7% and 16.0% respectively. However, data for May and June point to a partial recovery from the April lows in nearly all G20 economies, as containment measures eased. July data, in those economies where data are available, point to a continued improvement.

[Read Report](#)

How COVID-19 is Changing Global Value Chains

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



The COVID-19 crisis has amplified profound fault lines in the functioning of global value chains (GVCs) and exposed the fragility of a model characterized by high interdependencies between leading firms and suppliers located across several continents.

All at a time when timely production of critical products is more important than ever, amid a pandemic that has locked down vast parts of the planet and limited economic activities in an unprecedented way. [Read Article](#)

WTO Issues New Report on How COVID-19 Crisis May Push Up Trade Cost



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

The WTO Secretariat has published a new information note warning of possible increases to trade costs due to COVID-19 disruptions. The note examines the pandemic's impact on key components of trade costs, particularly those relating to travel and transport, trade policy, uncertainty, and identifies areas where higher costs may persist even after the pandemic is contained.

COVID-19 and world trade

The note estimates that travel and transport costs account for as much as a third of trade costs depending on the sector. Pandemic-related travel restrictions are therefore likely to affect trade costs for as long as they remain in place. For example, global air cargo capacity shrank by 24.6 per cent in March 2020, as passenger flights account for around half of air cargo volumes. The resulting increase in air freight prices is likely to subside only with a rebound in passenger transport, according to the report. While sea and land transport have not faced comparable shocks, maritime transport has seen a decrease in numbers of sailings, while international land transport has been affected by border closures, sanitary measures and detours. Moreover, business travel, which is important for maintaining trading relationships and managing global value chains, in addition to being a significant economic activity in its own right, is being disrupted. The quality of information and communications technology (ICT) infrastructure and digital preparedness will be important in determining how well economies can cope. [Read Report](#)

The Digital Economy Association Agreement, a Milestone in Trade Negotiations



InterAmerican Development Bank - Pablo M. Garcia and Andrés Rebolledo

The future of international trade negotiations is already here. It's called the Digital Economy Partnership Agreement and was recently signed by three countries, including Chile. This landmark agreement seeks to establish global standards for the digital economy. It couldn't have come at a better time, given how important digitization and Industry 4.0 will be in recovering from the current economic crisis.

Estimates of the digital economy's size range from 4.5% to 15.5% of global GDP. Over the past 10 years, global exports of ICTs and digital services have grown at significantly higher rates than those of other services. In 2018, digital services exports accounted for 50% of the global total for this sector. This growth has led to paradigm shifts in production structures and the demand for skills in this industry. [Read Article](#)

Education and Workforce Development News

The COVID Crisis in Community Colleges - What Does the Data Say?



Community College Daily News - Kent Phillippe

The novel coronavirus has affected all aspects of society and the economy. But what do the data say about the impact of the pandemic on community colleges?

Getting timely and reliable data on two-year colleges is challenging. Many of the key metrics are not systematically collected nor reported nationally. This article will look at some of the available data to get a sense of the effects of COVID-19 on this sector of higher education. Spring Effects

One of the first impacts of the coronavirus crisis was moving community colleges' course delivery from in-person to almost exclusively online. In fall 2018, only 14 percent of all community college students studied exclusively

online, and slightly more than one-third (35 percent) took some classes online. State-level data are available in this DataPoints. [Read Article](#)

Beyond Reopening Schools: How Education Can Emerge Stronger Than Before COVID-19

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



The COVID-19 pandemic has resulted in at least one positive thing: a much greater appreciation for the importance of public schools. As parents struggle to work with their children at home due to school closures, public recognition of the essential caretaking role schools play in society has skyrocketed. As young people struggle to learn from home, parents' gratitude for teachers, their skills, and their invaluable role in student well-being, has risen. As communities struggle to take care of their vulnerable children and youth, decisionmakers are having to devise new mechanisms for delivering essential services from food to education to health care.

We believe it is also valuable to look beyond these immediate concerns to what may be possible for education on the other side of the COVID-19 pandemic. It is hard to imagine there will be another moment in history when the central role of education in the economic, social, and political prosperity and stability of nations is so obvious and well understood by the general population. Now is the time to chart a vision for how education can emerge stronger from this global crisis than ever before and propose a path for capitalizing on education's newfound support in virtually every community across the globe. [Read Article](#)

The Labor Market Doesn't Have a 'Skills Gap'-It Has an Opportunity Gap

BROOKINGS

Brookings Institute - Annelies Goger David M. Rubenstein Fellow - Metropolitan Policy Program; Luther Jackson, Program Manager - NOVAworks

As the United States reels from the COVID-19 pandemic's catastrophic economic damage, the tight labor markets from early 2020 seem like a distant memory. The country had 11.5 million fewer jobs this August than in February, but, paradoxically, many business leaders continue to center the problem with labor markets on "unqualified" individuals without the right skills. "The COVID-19 economic shock has made the skills gap broader and the need to close it more urgent," the World Economic Forum recently said.

This narrative frames labor market problems through a deficit lens: Low-income and displaced workers "lack" skills and motivation, contributing to the national skills gap. To solve it, the thinking goes, an individual can simply learn some skills (usually narrowly defined to mean technical skills or a short-term credential), then go into the market and get a job-or "find something new," in the parlance of the Trump administration. But this formula-a motivated person plus skills equals success-assumes that we exist in a neutral, level market that affords all people equal opportunity. It is time to abandon the skills gap narrative. It treats labor markets as transactional and assumes hiring processes are objective with regard to how employers recruit, sort, and assess the value of candidates. It ignores social dynamics such as race, class, age, and gender bias in the hiring process.

Due to racial segregation and stunted access to professional networks, many talented Black, Latino or Hispanic, and Indigenous workers never get a real opportunity to compete for key jobs in the emerging economy.

[Read Article](#)

Education vs Learning

Quality Magazine - Jim L. Smith

The cost of an undergraduate degree at an ivy-league university can cost a quarter million dollars or more when everything is included. Even other elite intuitions of learning, like MIT, cost about \$225,000 or about 75% more than the national average non-profit four-year college tuition. Conversely, we could engage in more than 2,000 or so of their courses on their site, for free.



So...what is the difference?

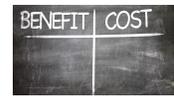
When we participate in formal education, we pay tuition, plus we pay with a focus on compliance. Traditional education requires that students trade in freedom of choice, coerced by tests and exams. And what do we get? Hopefully, we get an 'A' and we also get a certificate or diploma. [Read Article](#)

[Read Article](#)

Survey: Adults Less Confident About Value of Higher Ed

Community College Daily News - Mathew Dembicki

Adults without degrees who want more education say the pandemic has made them more likely to enroll, but they have become less confident over the past year that it will be worth the cost or lead to a job, a new survey shows.



New findings from the Strada Public Viewpoint survey show that adults ages 25 to 44 indicate the pandemic has made them more likely to enroll in education, 42 percent compared to 21 percent who said they were less likely to enroll due to COVID-19. However, those same adults, who don't have a two- or four-year degree, are less confident about the value of additional education than they were a year ago. Compared to 2019, adults considering enrolling in education are 18 percentage points less likely to believe it will be worth the cost (see graph, below) and 25 percentage points less likely to believe additional education will get them a good job, according to Strada. [Read Article](#)

Hormel to Pay For Two Years of College for Associates' Children

IndustryWeek

The company, which employs 16,000 in the U.S., said the program will "help create equality in education."



While there are a number of companies that offer employees college tuition assistance, at Hormel Foods this offer is being extended to the employees' children.

On August 27 the company said that the program. Inspired Pathways, is a way to "help create equality in education." Beginning in the fall of 2021, it will offer two years' worth of college free.

The company isn't just investing money into the program, said Jim Sheehan, executive vice president and CFO of Hormel Foods, they're making a large effort to make sure people know about it, encouraging supervisors to reach out to their employees about it and help guide them through the process if they're interested. [Read Article](#)

Has Remote Learning Made Colleges More Cyber-vulnerable?

Community College Daily News - Ed Finkel

The shift from in-person learning at colleges to remote classes due to the coronavirus pandemic has led to a spike in cybersecurity needs, although not necessarily greater success on the part of hackers.



The U.S. Education Department's Federal Student Aid (FSA) office this month issued an alert about ransomware campaigns targeting education institutions in which hackers hold sensitive data and systems hostage until a payment is made. "Multiple schools" have reported phishing attacks used to access account credentials, which hackers use to get to data, financial information and intellectual property, according to the alert.

FSA encouraged cybersecurity practices like data backup, multi-factor authentication, regular patches to hardware and software, continuous monitoring of your network, creation and updating of an incident response plan, and an emphasis on not falling prey to phishing attacks during training of network end-users. [Read Article](#)

Training and Organizational Development News

Employees Are Only Applying 54% of Newly Learned Skills

IndustryWeek Staff

Using a dynamic skills approach rather than the usual predictive approach creates better training for skills needed now.



As businesses are required to quickly adapt to a variety of disruptions which include COVID-19 as well as executive leadership turnover, the need for new skills is increasing. This is causing nearly two-thirds of HR leaders to take a reactive approach to address skill needs, according to research from Gartner, Inc.

However, employees are applying only 54% of the new skills they learn,

despite the number of skills required for a single job increasing by 10% year-over-year, according to Gartner.

Furthermore, Gartner TalentNeuron's data reveals that 33% of the skills needed three years ago are no longer relevant. [Read Article](#)

Staring Down a Talent Gap? A 3-Phase Guide to Succession Planning

IndustryWeek - Bill Currence

There's an immediate need to promote manufacturing opportunities-with the family-sustaining wages they offer.



Manufacturing businesses live with the operational imperative of balancing supply with demand - from upstream sources to downstream customer needs. As many manufacturing leaders are nearing the age of retirement, the industry is seeing a huge talent gap, with baby boomers leaving in large numbers and new skillsets and talent needed to keep up with the latest technologies and automation. There is a need right now to promote manufacturing opportunities - with the family-sustaining wages they offer -- and to prepare younger professionals and students to carry manufacturing forward into a prosperous and innovation-driven future.

In our view at CCO, businesses taking on plans for future workforce development and recruitment should engage in a three-phased process:

1. Identify roles and perform a skills assessment [Read Article](#)

Bad Managers Have a Terrible Impact That Lasts Long After They're Gone

IndustryWeek - Scott Davis, Rob Wertheimer, Carter Copeland

The following is an excerpt from Lessons from the Titans: What Companies in the New Economy Can Learn from the Great Industrial Giants to Drive Sustainable Success by Scott Davis, Carter Copeland, and Rob Wertheimer p. 110-112 (McGraw Hill, July 14, 2020). This section, from a chapter devoted to Danaher's history and best practices, looks at the company's hiring priorities.



From a hiring perspective, Danaher screens for character traits as much as talent. The company favors humility, as humble people are more likely to adopt the entire cultural concept of continuous improvement. Transparency is also critical to Danaher, as well as team-oriented players. The focus on character traits helps HR increase its hit rate of recruiting excellent prospects, filter talent successfully, and compensate high achievers to remain motivated and drive up retention. To find the traits it favors, Danaher uses an outside consultant to administer a personality test as well as something similar to an IQ test. The consultant is entrusted to give a thumbs-up or -down opinion. [Read Article](#)

US Chamber of Commerce Says Current Workforce Development Programs are Failing

IndustryWeek - Adrienne Selko

The group launched Talent Finance to create a strategy that is "fit for our time, not one built for past economies and labor markets."



Frustrated that training, to the tune of \$80 billion, isn't doing the job for both employers and employees, the U.S. Chamber of Commerce Foundation is doing something about it.

On Sept. 21, the group announced a new program, Talent Finance, to figure out ways to invest in skills that will help employers fill open jobs.

"In the 21st-century economy, jobs-and the skills required to fill those jobs-change rapidly, but the preparation of students and workers is based on a different era and economy," the group said. "We are launching this initiative to catalyze business-led solutions to close that skills gap." [Read Article](#)

Renewing the Case for Career and Technical Education

IndustryWeek - Stephen Gold

Manufacturers idled for too long; now is the time to move.



Over the past six months, our society has undertaken lifestyle and work changes that only a world-altering, once-in-a-century event like SARS-CoV-2 could inspire. Entire businesses have gone virtual for the foreseeable future, including schools. Online retail has stepped up its years-long displacement of in-store shopping. Many small restaurants and

bars, community treasures around the country, have gone out of business. Hotels and airlines must overhaul their business models to meet the demands of post-COVID travelers.

Manufacturing has also been affected on a massive scale, with significant supply chain disruptions (fostering the further decoupling of the Chinese and U.S. economies) and expediently transformed factory floors. If there's a silver lining, it is that some analysts predict manufacturers will achieve five years of innovation in just 18 months. [Read Article](#)

Quality News

COVID-19's Impact on Quality: 3 Lessons Learned and Where We Go From Here

Quality Lab - Matt Lowe

When times get tough, quality is the last thing we can afford to sacrifice.

Businesses worldwide are being tested in a crucible of quality. Companies in which quality was already fragile and inefficient have seen their processes go from lacking to completely broken during the COVID-19 crisis. Especially those companies in medical and related industries that have been directly involved in responding to the pandemic. As a result, the quality world has learned three key lessons from COVID-19-although not all the lessons are cautionary tales. Some exemplary cases provide hope for quality resilience, agility and success in the face of adversity.



Lesson #1: Supplier quality issues are exacerbated during emergency situations.

Supplier quality is always a crucial factor. But as manufacturers scramble to develop lifesaving products during a crisis that continues to cause large-scale supply chain disruptions, supplier quality is more important than ever. Issues of speed and scale are having a considerably larger impact during the present pandemic. [Read Article](#)

Congressional Inquiry Faults Boeing and FAA Failures For Deadly 737 Max Plane Crashes

NPR Morning Edition - David Schaper

A sweeping congressional inquiry into the development and certification of Boeing's troubled 737 Max airplane finds damning evidence of failures at both Boeing and the Federal Aviation Administration that "played instrumental and causative roles" in two fatal crashes of the plane, which killed a total of 346 people.



The House Transportation Committee released an investigative report produced by Democratic staff this morning. It documents what it says is "a disturbing pattern of technical miscalculations and troubling management misjudgments" by Boeing, combined with "numerous oversight lapses and accountability gaps by the FAA."

Lion Air flight 610 crashed in October 2018, and Ethiopian Airlines flight 302 crashed in March 2019, both Boeing 737 Max aircraft. [Read Article and Hear Podcast](#)

Quality Beyond Compliance

Quality Magazine - Michelle Bangert

How is your compliance policy? Is it an all-consuming mission at your organization?



It can seem like a difficult balancing act to produce high-quality products and still be in compliance with standards and regulations.

"Ideally, compliance is part of your strategy, but not your entire strategy," writes Diane Murray of LNS Research. "It's not enough to produce a safe product that works as intended, and meets regulatory requirements. Today's quality leadership must contribute to the firm's reputation, competitive standing, profitability, and growth. Adding to the burden, your company's industry, target market, role in the supply chain, size, and so many other factors intensify the pressure."

The world continues to change in new and unexpected ways. As 2020 has made clear, it's important for your organization to be agile and prepare for unforeseen challenges. Compliance is no longer enough to succeed. Instead, you must have plans in place to manage risk, innovate and seek out new solutions to problems. [Read Article](#)

Cyber Security and IT News

TechTank Podcast Episode 3: Why Rep. David Cicilline Thinks We Need a Glass-Steagall Act for the Internet
Brookings Institute - Darrell M. West, Governance Studies Senior Fellow - Center for Technology Innovation

In 1932, Senator Carter Glass and Congressman Henry Steagall joined forces to propose a new banking law that divided investment from commercial banking. They argued there was an inherent conflict of interest in banks performing both activities and that it was harmful to consumers. Their legislation was enacted and became the law of the land until it was repealed in 1999.

As we move into the digital world, there are firms that perform a number of different business functions and legislators are asking whether broad-based market power hurts consumers and creates unfair advantages for those companies. Over the past year, the House Judiciary Antitrust Subcommittee has held a series of hearings and heard complaints from businesses about unfair practices by large internet platforms. In a recent hearing with CEOs of Amazon, Apple, Facebook, and Google, subcommittee chair David Cicilline outlined a number of alleged abuses. He described the CEOs as "emperors of the online economy" and said they engaged in a number of unfair practices. [Listen to Podcast](#)

OT Is Low-Hanging Fruit for Cybercriminals: What to Do about It

IndustryWeek - Rick Peters

Nine out of 10 organizations experienced at least one OT system intrusion in the past year, a Fortinet survey found.



Cybersecurity continues to be a significant issue for operational technology leaders. While the majority of organizations have been implementing IT security measures for years, OT security is a different matter. As the growth in the Industrial Internet of Things (IIoT) and subsequent IT/OT convergence have expanded, manufacturers have lost the "air gap" that protected their OT systems from malicious actors.

New research from Fortinet underlines the need for cybersecurity to be an integral part of the daily work of OT leaders and their teams. Seventy-one percent of OT pros who responded to an April 2020 survey (sample size was under 100 respondents) say they're regularly involved in IT cybersecurity strategy, a huge jump from 15% last year. However, many cybersecurity solutions are impeding success and creating greater complexity for at least 50% of OT professionals. In addition, there's the division of priorities between OT and IT that has caused some miscommunication and ruffled some feathers.

Despite the improved focus on cybersecurity, cybercriminals are exploiting OT environments and seeking to disrupt operations and take advantage of heightened workforce stress. [Read Article](#)

Tesla Thwarts Ransomware Attempt

IndustryWeek - Peter Fretty

Actions of honest employee (and law enforcement) help EV automaker Tesla avoid potential impact of serious ransomware attack.



The ransomware attacks just keep coming -- and hackers seem to like those within the automotive and navigation industry. Honda. Garmin.

And now the latest (publicized) attempt targeted Tesla's 1.9 million-square-foot factory battery plant in Sparks, Nevada. This blocked attack demonstrates how today's hackers are willing to use an array of tools from their ever-growing toolbox to targeted and penetrate networks with hopes of gain access to and control of valuable data. This is true whether the attacker is focused on a company's IT or OT networks. After all, both avenues can provide hackers with the reward they seek. [Read Article](#)

10 Cybersecurity Myths You Need to Stop Believing

USA Today - Kim Komando

Just because you're on the Dark Web doesn't mean you're anonymous. Cybercriminals are always looking for new ways to exploit your devices.

On the Dark Web, you can purchase cybercrime "how-to kits" that gather lists of breached names, account numbers, passwords, and even telephone support lines for the victims to call. It's not difficult to get on the Dark Web. Tap or click here for my short guide that tells you how to access the Dark Web.



Make no mistake. Just because you're on the Dark Web doesn't mean you're anonymous. Tap or click here for a video that shows how the FBI works the Dark Web.

Ransomware attacks, data breaches, and scams - along with a steady stream of extortion and phishing emails - have taken over the internet. We hear about cybercrime so often that it can quickly turn into white noise. That's a mistake. [Read Article](#)

Where Are the Risks in Your Connected Plant?

IndustryWeek - Peter Fretty

As the Tesla attack demonstrated, manufacturers need to pay closer attention to their threat landscape.



Anything connected poses a risk, whether it's the smart thermostat in the front office fish tank, the numerous desktop printers used each day or the million-dollar piece of equipment producing key components on the plant floor.

Case in point: Early this month, ethical hackers - specifically researchers at CyberNews - took control of nearly a million printers to clearly illustrate the dangers of connected, but unsecured devices. Lack of printer security is nothing new. However, that does not lessen the significance of the threat they post to organizations. The Fancy Bear hack last summer demonstrated the risk, spotlighting why heavily connected companies need to pay more attention what's connected, why it is connected and what risk those connections represent to other areas within the business. After all, these common devices are often an open door to the networks powering other device within the enterprise. [Read Article](#)

Chinese Nationals Charged with Hacking Attacks

CFO.com - Matthew Heller

"The United States government is starting to turn the tide on Chinese intrusion operations on Western companies and targets."



U.S. authorities announced that five Chinese nationals linked to a China-backed hacking group have been charged with breaking into the computer systems of more than 100 companies in the U.S. and abroad.

Two of the five alleged hackers - Zhang Haoran, 35, and Tan Dailin, 35 - were indicted by a grand jury in August 2019 while Jiang Lizhi, 35, Qian Chuan, 39, and Fu Qiang, 37, were indicted by a separate grand jury in August 2020.

According to the Department of Justice, the five are members of "APT41," which cybersecurity firm FireEye has described as "a prolific cyber threat group that carries out Chinese state-sponsored espionage activity in addition to financially motivated activity potentially outside of state control." [Read Article](#)

2020 Vision Says All Manufacturers Are Targets

IndustryWeek - Peter Fretty

Ongoing ransomware trend cripples world's largest eyeglass manufacturer.

It may be hard to see someone intentionally targeting your firm. However, ransomware is real. And it is not going away. If anything, the trend of targeting manufacturers is intensifying.



The latest known target? Luxottica, the world's largest eyewear manufacturer. The company has confirmed that it suffered a ransomware attack that forced the company to shut down operations. Italian media reported that operations at Luxottica plants in Agordo and Sedico were disrupted due to a significant computer system failure, and employees were sent home. Also affected were Luxottica portals and company-owned brands including Ray-Ban, Sunglass Hut, LensCrafters, EyeMed, and Pearle Vision - all of which were forced into temporarily limbo. [Read Article](#)

Hackers Are Loving the New Wild West

IndustryWeek - Peter Fretty

As attack tools continue to intensify, bad actors are seemingly gaining an advantage over underprepared enterprises.



In many ways the global marketplace has once again become akin to the Wild West. And the bad guys seem to have the advantage.

Manufacturing is under attack. Health providers are under attack. Now,

global supply chains are under attack. Specifically, the French maritime transport and logistics giant CMA CGM, recently disclosed a malware attack affecting servers on the edge of its network. The attack forced CMA CGM's IT teams to cut Internet access to some applications to block the malware from spreading to other network devices.

According to Andrea Carcano, co-founder of IT/OT security provider Nozomi Networks, transportation organizations are rapidly evolving to improve their service levels and efficiency. As the same time, safety has never been more important, as risks from cyber threats increase. [Read Article](#)

Human Resource Management News

Can I Be Fired for Job Hunting While on Furlough? Ask HR



USA Today - Johnny C. Taylor Jr., President and CEO of the Society for Human Resource Management

Question: After months on furlough, my employer finally contacted me about a "potential" return date. However, some of my colleagues have been laid off and I'm worried I could be next. Can my current job fire me if they find out I've started the job search "just in case"? - Anonymous

Johnny C. Taylor, Jr.: I'm happy to hear your employer has contacted you about a potential return to work date. As I write this, about 80% of small businesses report being in the process of reopening.

But the recovery's start doesn't mean all the challenges and uncertainty have evaporated. Exploring potential new job opportunities makes sense. However, the important phrase to know here is "at-will employment." [Read Article](#)

Accelerated Trends Highlight Importance of Skills-Based Workforce Marketplace

Area Development - Drew Repp, Content Manager

Businesses and communities will find that the solution to their post-COVID workforce problems is the same: skills.



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

The key for communities and businesses in traversing the labor market shifts was identifying in-demand skills, connecting individuals with those skills to jobs and, when necessary, connecting them to training for up- or re-skilling. This is still true, and now perhaps more urgent. Skills are what people have and employers need. And as the economy begins to re-open, there will be millions of people ready to put their skills to work. And as businesses begin either backfilling or making strategic investments in their workforce, finding the right talent with the right skills will be their biggest need. [Read Article](#)

Trump Expands Ban on Racial Sensitivity Training to Federal Contractors



NPR - Staff

President Trump on Tuesday said he had expanded a ban on racial sensitivity training to federal contractors.

His administration had instructed federal agencies to end such training earlier this month.

Trump said on Twitter on Tuesday that he had expanded the ban on "efforts to indoctrinate government employees with divisive and harmful sex and race-based ideologies" to contractors doing business with the federal government and those receiving grant funds. [Read Article](#)

U.S. Department of Labor Proposes Rule to Clarify Employee and Independent Contractor Status Under the Fair Labor Standards Act



U.S. Department of Labor

WASHINGTON, DC - The U.S. Department of Labor today announced a proposed rule clarifying the definition of employee under the Fair Labor Standards Act (FLSA) as it relates to independent contractors.

"The Department's proposal aims to bring clarity and consistency to the determination of who's an independent contractor under the Fair Labor Standards Act," said Secretary of Labor Eugene Scalia. "Once finalized, it will make it easier to identify employees covered by the Act, while respecting the decision other workers make to pursue the freedom and entrepreneurialism associated with being an independent contractor."

"The rule we proposed today continues our work to simplify the compliance landscape for businesses and to improve conditions for workers," said Wage and Hour Division Administrator Cheryl Stanton. "The Department believes that streamlining and clarifying the test to identify independent contractors will reduce worker misclassification, reduce litigation, increase efficiency, and increase job satisfaction and flexibility." [Read Release](#)

Researchers Say Job Candidates Are Rated Lower in Virtual Interviews



International Association of Workforce Professionals

According to CNBC, the COVID-19 pandemic has caused as many as 8 out of 10 recruiters to turn to videoconferencing to screen and interview job candidates. This conveys a shift in hiring practices that may continue long after the pandemic's impact wears off.

With this trend, employers and job applicants may wonder how interviews conducted through Zoom, or other video-mediated communication (VMC) platforms, hold up when compared to face-to-face sessions, says Dr. Denise Baker, who worked on the project with Dr. Devin Burns and Dr. Clair Kueny, all assistant professors of psychological science at Missouri S&T.

To address a gap in scientific literature on the impact of passive observation of real-time, video-based interviews versus passive face-to-face observation, the researchers created an experiment using a three-person interview paradigm. [Read Article](#)

Environmental, Health & Safety News

Foster Farms Poultry Plant Closed After COVID-19 Sickens 392, Kills 8

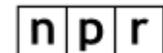


IndustryWeek - Ryan Secard

Foster Farms announced August 29 that it would temporarily shut down the main building of its Livingston, California, poultry complex after almost 400 workers contracted COVID-19. In the statement, Foster Farms confirmed that 392 employees were sickened "in recent months," and eight of these had died of complications related to the virus. The closure follows an order from the Merced County Department of Public Health mandating that the main building close for at least six days.

Employees who work in the building will have to test negative twice in seven days in order to return to work, and the building will undergo two rounds of deep cleaning. "If proper deep cleaning and employee testing cannot be achieved by then, the closure could be extended," said the MCDPH order. [Read Article](#)

Coronavirus World Map: Tracking the Spread of The Outbreak



NPR - Daniel Wood, Stephanie Adeline, Ruth Talbot and Thomas Wilburn

Since the new coronavirus was first reported in Wuhan, China, in December, the infectious respiratory disease COVID-19 has spread rapidly within China and to neighboring countries and beyond.

The first confirmed coronavirus cases outside China occurred on Jan. 20, in Japan, Thailand and South Korea. On Jan. 21, the first case in the U.S. was identified in Washington state. [Read Article](#)

Coronavirus Maps: How Severe Is Your State's Outbreak?



NPR - Daniel Wood, Stephanie Adeline, Connie

Hanzhang Jin, Ruth Talbot, Alyson Hirt and Thomas Wilburn

More than 6 million people in the U.S. have been infected with the coronavirus and more than 190,000 have died. Tens of thousands of new cases are reported daily. Some state outbreaks are worse than others. In the graphics below, explore the trends in your state.

View the data via a heat map (immediately below), curve charts, a table of state-by-state trends over four weeks, or a map of total cases and deaths. [Read Article](#)

Smithfield Fined for Failing to Protect Workers from COVID-19

CFO.com - William Sprouse

The U.S. Department of Labor cited meat-processing giant Smithfield Packaged Meats for failing to protect employees from exposure to the coronavirus.



At least 1,294 Smithfield workers contracted coronavirus, and four employees died from the virus in the spring.

The Labor Department's Occupational Safety and Health Administration (OSHA) said the citation followed a coronavirus-related inspection at the company's facility in Sioux Falls, South Dakota. It was proposing a penalty of \$13,494, the maximum allowed by law. [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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