



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

Have a Great, Safe Thanksgiving Holiday!



Do U.S. Productivity Measures Measure Productivity?

by Dean Prigelmeier, President of Proactive Technologies, Inc.



A disturbing emerging trend, particularly in the last three decades, concerns the accuracy and quality of the economic statistics reported to the public. You probably have noticed lately that monthly statistics such as Gross Domestic Product, U.S. International Transactions, Unemployment and Job Creation have been issued with encouraging numbers one month only to be quietly revised downward a few months later. **Businesses, consumers and policy makers can only implement effective strategies and correct potential dangerous courses if working with accurate data.** One of those measures concerning worker relevance, development and effectiveness is "productivity."

Think tanks have sprung up in Washington issuing reports and policy statements, and some put a cloak of perceived "credibility" around statements they release meant to support a policy direction or change its course - both to the benefit of a segment of subsidizing interests. Confusing us even more is the media's propensity to report, as "news," press releases emanating from these think tanks as if accurate, unbiased and inherently factual. Some may be, but when they are reported through the same careless filter, it throws them all into suspicion. The decrease in the number of accurate, readily available sources of news and facts can derail a life or business strategy.

Take for example the daily explanations by news and business show anchors of why the stock market gyrates up or down, as if the collective market can always be explained simply as, "the stock market reacted to the federal reserve's decision to not act," or "the stock market tumbled because of the results of the presidential election" - only to recover fully the next day. Could another simple explanation be that the market moved one way or another because groups with large holdings decided to move them?

"Unfortunately, however, figures on productivity in the United States do not help improve productivity in the United States."

W. Edwards Deming

Another example is the preoccupation with what is referred to as "inflation," which is based on the [consumer price index](#) ("CPI"). A "basket of consumer goods" was selected and periodic measurements of their retail prices are taken to see, primarily, if any inflationary forces exerted pressure on prices upward or downward during the period that might require an adjustment in central bank monetary policy. First, it is important to know which goods make up the basket.

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Proactive Technologies' Publications Archive

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

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Free - Live Online Presentation Schedule

If interested in attending one of the presentations below, click on the title, then select a date/time and press "Send." An online presentation invitation and link will be sent to you. On the date and time of the event, just click on link in email invitation and it will connect you to the

Many years ago an effort was made to take out the goods prone to price pressures. This explains the stares at price labels by the shopper who heard on the news in the morning that inflation has not risen but is looking at prices in the afternoon that seem to continually rise. The decision was made that some goods didn't need to be in the basket because consumers could substitute them with other, less-expensive goods and still be happy with the experience. For example, substitute mac and cheese for chicken. The trouble being in that even those prices rise.

According to Wikipedia, "[Core inflation](#) represents the long run trend in the price level." [Read More](#)

The "Imposter Syndrome:" How Employers Unwittingly Nurture It

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



Everyone is familiar with the imposter syndrome, even if unaware of the formal title. If left unmitigated, it can severely impact a worker's self-esteem, productivity, ability to innovate, and boldness in solving problems. It can affect those around them, including family relationships, working relationships and a group's unity of purpose. It may be a lot more prevalent today than it was decades ago.

Introduced in 1978 in the article "[The Impostor Phenomenon in High Achieving Women: Dynamics and Therapeutic Intervention](#)" by Dr. Pauline R. Clance and Dr. Suzanne A. Imes. Clance and Imes defined impostor phenomenon as "an individual experience of self-perceived intellectual phoniness (fraud)." According to the study, "... researchers investigated the prevalence of this internal experience by interviewing a sample of 150 high-achieving women. All of the participants had been formally recognized for their professional excellence by colleagues, and had displayed academic achievement through degrees earned and standardized testing scores. Despite the consistent evidence of external validation, these women lacked the internal acknowledgement of their accomplishments. The participants explained how their success was a result of luck, and others simply overestimating their intelligence and abilities." ...this mental framework for impostor phenomenon developed from factors such as: gender stereotypes, early family dynamics, culture, and attribution style. The researchers determined that the women who experienced impostor phenomenon showcased symptoms related to depression, generalized anxiety, and low self-confidence."

Although this study focused on women, **the phenomenon is not confined to women whose insecurity might have been more "programmed by culture."** For example, the imposter syndrome, coincided with the emergence of a rapidly changing work environment moving towards - yet to be designed - automation, yielding an increasingly unstable work environment and rate of change. Many perceived their skill base relative to the evolving job requirements eroding, but could not understand it or explain it since the future was yet to take shape. In the 1980s, we saw the introduction of more computer processing power that reached the desktop, changing the nature of work employees were expected to perform and changing the target jobs for which career, technical, and four-year models of education were preparing workers. Without knowing the direction and depth of the change, even those employees solid in their careers of 20 -30 years began doubting their future and the future security of their families. Today, the rate of introduction of newer technologies makes even the most savvy "techy" feel vulnerable to obsolete.

Contributing to this growing self-doubt were a crumbling safety net as companies discharged their pension obligations, employers chose, or were driven, to off-shore first hourly jobs, then salary jobs such as legal, accounting, customer service and medical. Wages were driven down as some employers, whose operations remained in the U.S., imported technical labor who were willing to work for less pay and benefits, often requiring the incumbent worker to train their replacement.

Academics threw fuel on the fire promoting "[gig economy jobs](#)" as if these were comparable to jobs one could spend a career in and retire from. They said "no one should expect to be in a job forever," trying to shame a worker into believing they were not worth the consideration while they themselves celebrated tenure and could count on a secure pension.

Employers and industry will realize the undoing of the American worker psyche for decades and generations. [Read More](#)

presentation. No special 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.

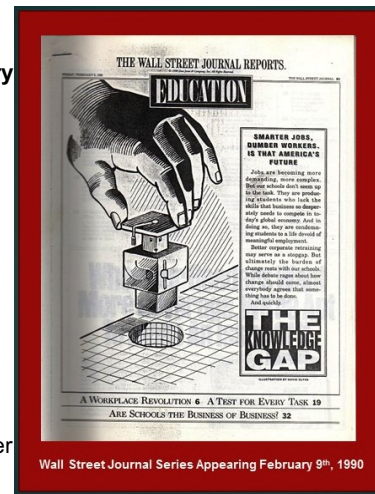
UPCOMING EVENTS
Onsite and group presentations

Education Gap Solution; Employers Still Reluctant to Commit to Role Only They Can Fill

by Staff

Education cannot, and should not be asked to, close the "skills gap" on their own. Employers have been concerned about the "skills gap" since the 1980's, and the nature and location of the job has continued to change...at an accelerating rate. **Employers have convinced themselves to wait for education to close the gap.** In the meantime, tremendous resources continue to be expended, but the gap continues to grow.

Educational institutions are not suited, staffed, funded and equipped to train workers for every job, for every employer, nor should they be. Educational institutions do their best work when they build the labor supply with strong, relevant basic and core skills (including [STEM](#)), and industry-general skills. Whether those efforts are worthwhile and the resources well-spent depend on two important things: 1) does an employer see value in hiring a graduate, and 2) is there a method in place to ensure those skills are integrated into mastery of the job-tasks the employer needs performed; the value that will influence the employer to retain them.



Only employers can train the worker on tasks they need performed and that affect their bottom line. They have the need, the facilities, the most current equipment for their operation and the personnel with current expertise. Yet, in reality most employer's methods amount to hardly more than pairing two people and hoping for the best. This is where the gap is most profound and continues to grow.

If your organization recognizes this barrier to success, too, and would like to realign efforts and resources for guaranteed outcomes, take a few minutes to learn more about the

PROTECH® system of managed human resource development and the [accelerated transfer of expertise™](#)

The proprietary **PROTECH® software system** allows Proactive Technologies to provide a **wide range of normally labor-intensive workforce development services in a fraction of the time and cost** - with the savings passed to the client.

For decades, **Proactive Technologies, Inc.™** has partnered with **technical colleges, universities, community colleges, career centers, workforce development agencies, non-profit work centers and economic development offices.** Proactive Technologies and its "accelerated transfer of expertise™" ensures each worker is developed to "full job mastery" quickly, efficiently and completely. Proactive Technologies sets-up the structured on-the-job training programs and provides technical implementation support so the employer can focus on business! **This approach accelerates the effort to ensure the core skills achieved prior to employment are applied and reinforced before they have a chance to dissipate.**

Proactive Technologies has partnered with many economic development agencies to ensure employers moving, or expanding, to the region - from within the U.S. and internationally - have the workers they need when they open their doors, not years later. Proactive Technologies' approach helps with the growth of local businesses when they need to scale-up as the opportunity arises, not miss opportunities due to insufficient worker capacity. [Read More](#)

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

"Time-in-Job" Does Not Equal "Tasks Mastered." It does not reveal much about the level, quality, relevancy and transferability of the "on-the-

are being scheduled for the following states, **and a representative will be in your area**, in the month of:

November, 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 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.

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

Under-capacity of workers is an enormous source of untapped value and unrealized return on worker investment. In addition, standardizing expert task

job experience." It is akin to students tests being graded on how long they sat in the classroom. But yet this approach endures. Don' get me wrong, it is better than no on-the-job training effort. However, I think we all agree that it leaves a lot of opportunity on the table.

An unfortunate hold-over from the traditional U.S. apprenticeship is the standard practice of defining the on-the-job training requirement in terms of "number of hours." General work areas that are thought of as representative of the job are selected, a number of total hours for each area totaling the on-the-job training requirement are prescribed, and this with the required related technical instruction are registered.

We all know that we have worked, or are now working, next to co-workers who have been in the job classification for many years but for one reason or another seemed to not be able to perform all of the required tasks of the job. Some are called "area specialists," but may have specialized in only the tasks they like to perform. Some might not have had an opportunity to learn and master certain tasks. When they are asked to train the next worker, their scope is limited to the tasks for which they specialized, and the pattern continues when that new person becomes a trainer later on. When Proactive Technologies sets-up a structured, task-based on-the-job training program and assesses incumbent workers to discover any gaps that might exist so that the on-the-job training can close them, it is common to find some long-time workers in the job classification that may have only mastered 20 or 30% of the total tasks that make up the job classification.

So what does the number of hours spent in a job area tell a person about the skills attained by the apprentice? How is this seemingly subjective metric measured and how is it tracked? Does it matter?

Wikipedia describes [apprenticeships](#) as "The system of apprenticeship first developed in the later Middle Ages and came to be supervised by craft guilds and town governments. A master craftsman was entitled to employ young people as an inexpensive form of labour in exchange for providing food, lodging and formal training in the craft. Most apprentices were males, but female apprentices were found in crafts such as seamstress,[1] tailor, cordwainer, baker and stationer.[2] Apprentices usually began at ten to fifteen years of age, and would live in the master craftsman's household. Most apprentices aspired to becoming master craftsmen themselves on completion of their contract (usually a term of seven years), but some would spend time as a journeyman and a significant proportion would never acquire their own workshop."

Since the number of apprentices was limited to one or two at a time, the master craftsman spent enough direct-contact time with each to drive the skill development and recognize proficiency when the required tasks were mastered. The quality of the apprenticeship was measured in terms of time in the craft, and somewhat by the quality of the skills developed. The master craftsman had a lot of latitude in determining who became a master craftsman out of those who completed the program.

Efforts were occasionally made to modernize this apprenticeship model. However, unlike European models of apprenticeship that were established, perfected and engrained into the social fabric of the country, the models in the United States always seemed like an afterthought. For the few people who have heard of an apprenticeship, more people knew someone who started an apprenticeship than completed one. [Read More](#)

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

performance - between workers and shifts - can add to worker ROI through lower scrap and rework.

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www.proactivetechnologiesinc.com

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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 Quarter 2020 (Advance Estimate)

US Department of Commerce - Bureau of Economic Analysis
Real gross domestic product (GDP) increased at an annual rate of 33.1 percent in the third quarter of 2020, as efforts continued to reopen businesses and resume activities that were postponed or restricted due to COVID-19. In the second quarter of 2020, real GDP decreased 31.4 percent. [Read Report](#)



Personal Income, Outlays - August, 2020

US Department of Commerce - Bureau of Economic Analysis
Personal income decreased 2.7 percent while consumer spending increased 1.0 percent in August, according to estimates released today by the Bureau of Economic Analysis. [Read Article](#)



Advanced Report on Manufacturers' Shipments, Inventories, and Orders

US Census Bureau
New orders for manufactured durable goods in September increased \$4.3 billion or 1.9 percent to \$237.1 billion. September 2020: +1.9% change; August 2020 (r): +0.4% change. [Read Report](#)





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Manufacturers' Shipments, Inventories, and Orders (Revised)

US Census Bureau
 New orders for manufactured goods in August increased \$3.2 billion or 0.7 percent to \$470.1 billion. August 2020: +0.7% change; July 2020 (r): +6.5% change. [Read Report](#)



Consumer Price Index

US Bureau of Labor Statistics
 In September, the Consumer Price Index for All Urban Consumers rose 0.2 percent on a seasonally adjusted basis; rising 1.4 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy rose 0.2 percent in September (SA); up 1.7 percent over the year. [Read Report](#)



Producer Price Index

US Bureau of Labor Statistics
 The Producer Price Index for final demand advanced 0.4 percent in September, as prices for both final demand services and final demand goods also rose 0.4 percent. The final demand index increased 0.4 percent for the 12 months ended in September. [Read Report](#)



Job Openings and Labor Turnover

US Bureau of Labor Statistics
 Due to the effects of the COVID-19 pandemic, job openings declined to 5.0 million and hires fell to a series low of 3.5 million in April. Total separations decreased to 9.9 million, the second highest level in series history. [Read Report](#)



Civilian Labor Participation Rate

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



Unemployment Rate for States

US Bureau of Labor Statistics
 Unemployment Rates for States, Seasonally Adjusted. [Read Report](#)



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



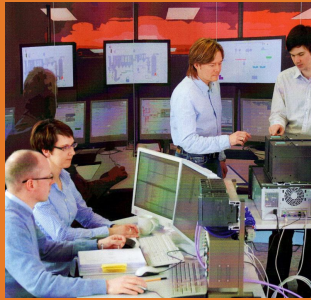
resumption of economic activity that had been curtailed due to the coronavirus (COVID-19) pandemic and efforts to contain it. This release includes estimates of the number and rate of job openings, hires, and separations for the total nonfarm sector, by industry, and by four geographic regions. [Read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



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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](#)



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](#)

ISM: Manufacturing Growth Steady in the Shadow of Virus

IndustryWeek - Ryan Secard

U.S. manufacturing grew for a fourth month despite some sectors' continued struggle with the impact of COVID-19.



The U.S. manufacturing sector held on to slow, steady growth for a fourth month running in September according to the latest report from the Institute for Supply Management. Comments from surveyed manufacturing executives were mostly positive as the ISM's Pricing Manager's Index fell less than one point to 55.4% as it continued to grow, albeit at a slower rate than before. The overall economy grew for a fifth month.

Other positive measures of new orders and production also fell but remained in growth territory: the ISM's production index fell 2.3 points to 61.0%, and its new orders index fell 7.4 points to 60.2%, consistent with a slowing expansion. [Read Article](#)

Boeing Shifting All 787 Production to South Carolina by Mid-2021

IndustryWeek - Ryan Secard

The company's Puget Sound operations will continue building 737, 747, 767, and 777 airplanes.



On October 1, Boeing Co. confirmed it would begin to consolidate all production of 787 jets in its North Charleston, South Carolina facility, starting in the middle of next year.

According to the company, the move to manufacture all of the company's 787s in the same factory is meant to preserve liquidity, enhance efficiency, and improve long-term performance of the program. American Machinist, in an article on Boeing's plans, also noted that labor costs are lower in South Carolina.

In a statement, chief of Boeing's commercial airplanes division Stan Deal credited Boeing's Everett, Washington employees for helping "give birth" to the 787, "an airplane that changed how airlines and passengers want to



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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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fly." But the pandemic, Deal said, demands measures to make the 787 program more resilient: "As our customers manage through the unprecedented global pandemic, to ensure the long-term success of the 787 program, we are consolidating 787 production in South Carolina," he said. [Read Article](#)

Justice Department Expands Poultry Price-Fixing Investigation, Charges Six More

IndustryWeek - Ryan Secard

New indictment charges two more Pilgrim's Pride executives and sales account executives at three other companies.



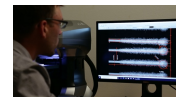
The Justice Department announced the release of a superseding indictment October 7 expanding on existing charges issued in June that executives of Pilgrim's Pride conspired with executives from Claxton Poultry to fix prices for broiler chickens. The latest indictment adds charges against six more individuals with connections to more chicken suppliers.

The newly charged individuals include William Lovette, a former CEO of Pilgrim's Pride Corp.; Timothy Mulrenin, who was CEO at Tyson Foods Inc. when the alleged charges occurred; William Kantola and Jimmie Little, sales executives at Pilgrim's Pride; Rickie Blake, an employee of chicken supplier George's Inc.; and Gary Roberts, an employee of an unidentified supplier headquartered in North Carolina. [Read Article](#)

Changing on a Dime

IndustryWeek - Peter Fretty

The ability to demonstrate agility is crucial as manufacturers settle into a new normal.



Change is hard. Being able to change on a dime or rapidly pivot to market demand is even harder. Why? Because despite claims of operational agility, change is uncomfortable and often means acting despite significant resistance.

Of course, in this era of continued uncertainty, it's important that businesses both embrace and learn from change, explains Manish Sharma, group CEO, Accenture Operations.

As countries follow different paths in response to a health crisis like COVID-19, regional setbacks and recovery patterns place strain on supply, demand and workforces - often forcing organizations to repurpose capacity across locations. [Read Article](#)

Mack Trucks Completes \$84 Million Plant Renovation in PA

Assembly Magazine

MACUNGIE, PA-Mack Trucks has completed an \$84 million overhaul of its plant here to improve production quality, efficiency and worker safety. The sprawling 164-acre plant is where every Mack truck built for the North American market gets its start on the cab and vehicle assembly line. The renovation project, dubbed "Reborn," began with an initial initiative in August 2015 and was completed this past September.



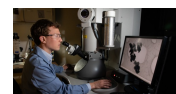
The company's vision through the project was to revitalize the facility's infrastructure, equipment, systems and processes to create a more modernized "lean manufacturing environment," according to Christopher Heffner, company spokesman.

The expansion allows for the improvement of material handling and flow; installation of new equipment and tooling; implementation of new manufacturing IT systems; and construction of a new audit building equipped with stalls and compressed natural gas test pads for quality checks on completed vehicles. [Read Article](#)

Manufacturing Is Critical to Economic Rebound

IndustryWeek - Michael McGarry

Investing in infrastructure, diversifying the talent pipeline and immigration reform are essential.



The U.S. manufacturing sector has established itself as the backbone of economic stability and renewal amid times of crisis or downturn. It is important that candidates in this election, regardless of political affiliation, understand that a strong economic recovery is reliant on a durable manufacturing industry.

In spite of the business disruptions caused by the COVID-19 pandemic earlier in the year, the future for manufacturing looks bright. According to

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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

"The hard work puts you where the good luck will find you."

[Anonymous](#)

"It is better to keep your mouth closed and let people think you are a fool than to open it and remove all doubt."

[Mark Twain \(AKA Samuel Clemens\)](#)

American writer, humorist, entrepreneur, publisher, and lecturer

The National Association of Manufacturers (NAM) third quarter 2020 outlook survey, 66% of manufacturer respondents are positive about their own company's outlook, expecting sales, employment, production growth rate, wages and more to increase at varying levels over the next year. [Read Article](#)

Appeals Court: Ford Committed Fraud by Selling Defective Super Duty Trucks

Detroit Free Press - Phoebe Wall Howard

The owner of a 2006 Ford F-350 argued for years that Ford Motor Co. sold Super Duty trucks with defective 6.0L diesel engines to thousands of unsuspecting buyers and then concealed the known problems, saddling customers with repair bills and exposing them to engine failure.



Now an appeals court has agreed with Charles Brian Margeson, 41, of Torrance, California.

He is the first Super Duty truck owner with a 6.0L diesel engine to have a fraud claim against Ford affirmed on appeal. The California Court of Appeal late last month upheld a lower court's ruling in Margeson's favor. Five other jury awards against Ford in similar cases are pending appeals. [Read Article](#)

Toyota USA and Hino Trucks Developing Hydrogen Truck Together

IndustryWeek - Staff

Toyota already sells the Mirai, a midsize, hydrogen-powered consumer vehicle, in California and Japan.



Toyota Motor North America announced October 5 that it and Hino USA had agreed to collaborate on building a new, hydrogen fuel cell-powered truck, edging in on an increasingly crowded market.

According to Toyota North America, a demonstration vehicle should be ready by early 2021. The Class 8 truck will be built on the Hino XL series chassis using Toyota fuel cell technology. [Read Article](#)

GM Investing \$71 Million in Two Ohio Manufacturing Plants

Assembly Magazine

DETROIT-General Motors plans to invest \$71 million in two Ohio manufacturing facilities, including \$39 million at its Toledo transmission plant and \$32 million at its Defiance casting plant. Work will begin immediately at the two locations. These investments will enable GM to retain 240 U.S. manufacturing jobs.



The Toledo investment will be used to upgrade and enhance production of GM's eight-speed rear-wheel-drive transmission, and the Defiance investment will be used to prepare the facility for future engine casting components work.

GM has invested more than \$3.3 billion in Ohio since 2009. [Read Article](#)

GM Announces \$2 Billion to Retrofit Tennessee Plant for Electric Cadillac

IndustryWeek - Staff

Spring Hill Manufacturing in Tennessee will join General Motor Co.'s Michigan plants in Detroit-Hamtramck and Orion Township as the company's third electric vehicle plant. In a statement released October 20, GM said it would invest \$2 billion in Spring Hill and a combined \$152.5 million of investments on plants in Michigan.



The Spring Hill Assembly Plant, which currently produces two Cadillacs, will add a third to its production, the electric Cadillac Lyriq. The factory will build both the traditional XT6 and XT5 Cadillacs in addition to the new electric luxury model. According to GM, the renovation work at Spring Hill will include comprehensive upgrades to general assembly and major expansions of the paint and body shops, which will "begin immediately." [Read Article](#)

New Technology Integrates Radar Sensors into Headlights

Assembly Magazine

DRESDEN, Germany-The number of sensors required onboard vehicles is constantly increasing, due to growing demand for advanced driver assistance systems. And, as autonomous vehicles proliferate in the future, automotive engineers will need to find new ways to



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AUGUST

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by Dean Prigelmeier, President of Proactive Technologies, Inc.

package sensors.

A recent project in Germany called RadarGlass tackled the challenge by integrating sensors into front headlights. Engineers at the Fraunhofer Institute for Organic Electronics, Electron Beam and Plasma Technology (FEP) used thin-film technology to control radar waves without restricting the task of lighting. [Read Article](#)

[Peoria 13-year-old Receives U.S. Patent for Invention He Came With Up 2 Years Ago](#)

Arizona Republic - Kelly Donohue

A Peoria 13-year-old with a knack for science and ingenuity just achieved something seriously impressive.



Brandon Lev was awarded a U.S. patent for an invention he came up with at the age of 11.

The current eighth-grader said he loves science, with a special interest in the periodic table.

His invention, the Skew-B-Que, is an electric skewer designed to cook food evenly inside and out. A wire evenly distributes heat throughout the skewer to cook food on the inside, while the grill does its work on the outside.

The device has a chargeable battery and an insulated handle. [Read Article](#)

[Pratt & Whitney Builds Manufacturing Plant in Asheville, North Carolina](#)

Area Development

Pratt & Whitney, a division of Raytheon Technologies Corp., plans to invest approximately \$650 million to bring a new high-tech turbine airfoil production facility to Asheville, North Carolina. The project is expected to create 800 jobs through 2027 in Buncombe County.



A world leader in the design, manufacture and service of aircraft and helicopter engines, and auxiliary power units, Pratt & Whitney's new project in Asheville will lead to the development of a new 1,000,000 square foot advanced manufacturing facility. [Read Article](#)

[The Abandonment of Small Cities in the Rust Belt](#)

IndustryWeek - Michael Collins

The loss of manufacturing jobs gutted these smaller metropolitan and rural areas. What will it take to revive them?



During the 20th century, America built thousands of manufacturing plants in small cities in the Midwest. There were food processing plants, auto manufacturers, textile fabric mills, cut and sew apparel mills, paper mills, foundries, hand tool manufacturers, major appliance manufacturers, machine shops, and many others, according to the Bureau of Labor Statistics data from that era. When these plants were built, whole communities formed around them providing good paying jobs for millions of people without college degrees, as well as jobs for all of their supplier companies and the merchants in the communities.

Things began to change for these communities in the 1980s, when American corporations began to outsource production and re-engineer their organizations to adapt to globalization. But, at the turn of the 21st century, two things happened that would seal the fate of many of these communities.

The Chinese were allowed into the World Trade Organization and the NAFTA Agreement went into effect. These changes led to the devastation of many smaller cities and towns. [Read Article](#)

[Innovation Corridors: How to Spread Economic Development Beyond 'Superstar Metros'](#)

WRAL TeachWire - Sara Lawrence and team, Sara Lawrence is Program Director, Innovation Led Economic Growth at RTI International.



RESEARCH TRIANGLE PARK - Innovation is a big driver of economic development, creating high-wage jobs and igniting high-growth industries. But the benefits of this kind of economic growth tend to be highly concentrated in select cities and within certain kinds of job types. This pattern of divergence accelerated in the U.S. after the 2008 financial crisis and Great Recession where top-performing metro areas led rapid high-

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tech job and industry growth and other cities and towns fell into decline.

These resulting trends are defined by terms such as "winner take all," "superstar metro areas," or "knowledge-based affluence." Since March 2020, the COVID-19 pandemic and ensuing economic crisis have deeply exposed this divide: [Read Article](#)

Ford Reports Strong Third Quarter as Demand for Trucks and SUVs Picks Up Again

IndustryWeek - Staff

The Dearborn, Michigan-based automaker also credited ongoing changes to Ford operations for the successful period.



Ford Motor Co. made \$2.4 billion in net income during the third quarter of 2020 and revised its full-year outlook to reflect an overall profit as demand for SUVs and pickup trucks advanced faster than expected.

The Dearborn, Michigan-based automaker recorded total revenue of \$37.5 billion for the quarter on a net income margin of 6.4%. The company ended the quarter with nearly \$30 billion in cash and more than \$45 billion in liquidity after fully repaying \$15 billion in revolving credit loans.

Updated guidance for the fourth quarter anticipate earnings between break-even and a loss of \$500 million. [Read Article](#)

Financial News

Games OEMs Play

IndustryWeek - Paul Ericksen

Short-term gains hurt everyone in the end.

A couple of columns ago, I wrote about how OEMs are extending supplier payment terms in order to increase their working cash flow; i.e., using supplier monies to finance their businesses. I referred to this as pilfering.



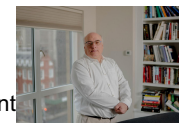
The word pilfer is usually defined as "stealing things of small value." In this case, however, the summation of "small values" can add up to a rather large financial gain for an OEM. But it also can amount to a significant financial hit to a small- and/or medium-sized manufacturer who supplies to OEMs. While suppliers may not consider payment terms-related pilfering a game, it has become a standard OEM tool for gaming-the-system.

The extending of payment terms has become so widespread that it has the same effect as had OEMs collaborated-operated like a cartel-in deciding to jointly impose a change in traditional business practice. Regardless, it seems neither fair nor moral. [Read Article](#)

He's Part of The 1%. And He Thinks His Taxes Aren't High Enough

NPR Morning Edition - Jim Zarroli

Morris Pearl, a former managing director at the investment giant BlackRock, is a member of Patriotic Millionaires, a group that advocates for a more equitable tax system.



With an apartment on glitzy Park Avenue and a hefty portfolio of stocks, retired investment manager Morris Pearl seems comfortably ensconced in the 1%.

And one thing helps him stay there: The taxes he pays are lower than those of the average elementary school teacher.

"I, for instance, have not worked since 2014," says Pearl, who was a managing director at BlackRock, one of the world's largest investment firms. He now earns a living from his investments. "I'm doing fairly well ... my tax rate is in the teens." [Read Article or Hear Podcast](#)

SEC Weakens Whistleblower Program

Better Markets

The SEC's recent approval of changes to its whistleblower program will weaken the program and deprive the agency of valuable information, according to Better Markets. Many supporters of the program, including Sen. Sherrod Brown, agree.



More than two years after proposing them, the SEC has approved amendments that it claims will provide greater clarity to whistleblowers and increase the program's efficiency and transparency. However, Better Markets objected, pointing out in a comment letter that the SEC's actions

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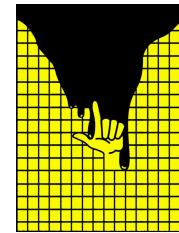
program that has been successful since Dodd-Frank Act created it nearly 10 years ago. [Read Article](#)

[The Mysterious London Traders Accused of Manipulating Oil Markets - and the Anonymous Hedge Fund, Rare-Coin Expert, and Day Traders Who Are Fighting Back - Tracking the culprits behind April 20](#)

Institutional Investor - Leah McGrath Goodman

Robert Mish is not an oil trader. He's a numismatist - an expert in rare coins, precious metals, and currencies. Growing up in Brooklyn, he began by collecting stamps and playing cards at the age of four. From there, he moved on to coins and, eventually, valuable antiquities, heading out to California to start his own business in Menlo Park, Mish International Monetary. He traveled the world attending coin shows and became an authority on commodities such as gold, silver, platinum, and palladium, writing and contributing to a number of books.

This year, two months after his 73rd birthday, Mish found himself trading U.S. crude oil futures at perhaps their most inopportune moment: On April 20, the price of oil fell to zero - and kept falling. Mish, an expert in commodities, was holding ten oil contracts as the market went over the edge. [Read Article](#)



[The SEC has Published its Final Rule on Human Capital Reporting](#)

ChiefLearningOfficer.com - David Vance

Publication of the final rule by the SEC, combined with comprehensive recommendations by ISO, ushers in a new era of transparency in human capital that will fundamentally change the way organizations operate.

The U.S. Securities and Exchange Commission just published its final rule on human capital reporting on Aug. 26. This follows the proposed rule issued one year ago on Aug. 8, 2019. The final rule makes very few changes to the proposed rule discussed in my Aug. 10 update on the SEC and ISO initiatives for human capital reporting. The rule mandates, for the first time, public reporting of human capital metrics by companies subject to SEC reporting requirements, which includes all U.S. companies issuing stocks, bonds or derivatives. The rule becomes effective 30 days after publication in the Federal Register, which should happen by mid-September.

Today, companies have to report only one human capital metric: number of employees. The new rule will still require reporting the number of employees, but it also encourages companies to report the number of full-time, part-time and temporary employees as well as independent contractors and contingent workers if they are material to an understanding of the company's business. "Material" means anything that an investor would want to know before buying or selling a stock, bond or derivative

More important, the new rule mandates, for the first time, that companies provide "to the extent such disclosure is material to an understanding of the registrant's business taken as a whole, a description of a registrant's human capital resources, including any human capital measures or objectives that the registrant focuses on in managing the business." The SEC goes on to specifically call out the three areas of "attraction, development and retention of personnel as non-exclusive examples of subjects that may be material, depending on the registrant's business and workforce." [Read Article and Download Rule](#)

[Banks Wary of Fed's Main Street Loan Program](#)

CFO.com - Matthew Heller

Loan officers cited the financial condition of borrowers and overly restrictive terms for not approving loans under the key pandemic relief plan.

An overwhelming number of U.S. banks do not expect to become more willing to make loans to businesses under a key pandemic relief program amid concerns over the financial condition of borrowers and overly restrictive loan terms.

The Main Street Lending Program is aimed at keeping middle-market firms afloat that were solvent before the coronavirus pandemic but only about \$2 billion of a potential \$600 billion in funding has been approved by the



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December

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Federal Reserve so far.

According to a Fed survey released on Tuesday, a major fraction of large banks approved at least 40% of the inquiries for Main Street loans that they had received since mid-June and nearly a third of banks expect demand for loans to increase over the next three months.

However, only 13.4% of banks said they expected their willingness to approve loans to increase over the next three months, with 83.6% expecting it would stay the same. [Read Article](#)

Kroll Fined \$2M for Violating Credit-Rating Rules

CFO.com - Matthew Heller

The SEC says Kroll failed to comply with rules for determining the ratings of commercial mortgage-backed securities and CLO Combo Notes.

Kroll Bond Rating Agency has agreed to pay \$2 million to settle allegations that its procedures for rating derivative securities fell short of industry standards.

The U.S. Securities and Exchange Commission tightened its oversight of credit ratings agencies after the mass defaults of highly rated structured finance products in 2007 and 2008 led to a renewed focus on the quality of ratings.

According to the SEC, Kroll, a relative newcomer to the industry, violated post-crisis rules in determining the ratings of commercial mortgage-backed securities and collateralized loan obligation combination notes. [Read Article](#)

Nondisclosure Agreements Best Practices When Negotiating Incentives

Area Development - Sean P. Byrne, Of Counsel, Vorys, Slater, Seymour and Pease LLP; Scott J. Ziance, Partner and Economic Incentives Practice Leader, Vorys, Sater, Seymour and Pease LLP



Although a company may want to keep its project information confidential when negotiating incentives, public records laws often require governmental transparency.

Nondisclosure agreements (NDAs) or confidentiality agreements are commonplace in commercial transactions, especially in deals that are negotiated privately before any public disclosure, or if parties need to share proprietary information. In the context of economic development transactions, NDAs are sometimes used, but their limitations are often misunderstood.

Incentives transactions generally involve a private-sector entity applying for financial or other incentives from one or more governmental or quasi-governmental entities. Incentive transactions can involve critical information that the company needs to keep confidential until the incentives negotiations are complete. For instance, a company considering relocating to a new state may not want its competitors, employees or potential sellers of property to know what locations are being considered. However, the desired confidentiality runs squarely against public records laws, which require the governmental entity to provide transparency that is incongruous with confidential business transactions. [Read Article](#)

Can Developing Countries Rein in Offshore Wealth?

BROOKINGS

Brookings Institute - Matthew Collin

If you want to stop the government or fellow citizens from knowing the true extent of your wealth, you can do no better than move that money offshore.

This time-honored strategy works well for those wishing to avoid taxation but remains a constant frustration to authorities trying to build progressive tax systems and stymie inequality and corruption: It's difficult to eat the rich if you can't figure out where they dine. Taxing people's income directly remains particularly elusive for developing countries, which raise around one-third as much from income taxes relative to their GDP as high-income countries (Figure 1). Reining in offshore tax evasion would be a step in the right direction. [Read Article](#)

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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Economy in the Next Three Years?

Brookings Institute - Wendy Edelberg, Director - The Hamilton Project; Louise Sheiner The Robert S. Kerr Senior Fellow - Economic Studies Policy Director - The Hutchins Center on Fiscal and Monetary Policy



Although the fiscal boost that Congress enacted in March 2020 cushioned some of the economic pain resulting from the COVID-19 pandemic, it is wearing off. The U.S. economy remains very weak and without more fiscal support the economic recovery is likely to falter. Congress and the White House are currently considering proposals to offer additional fiscal support.

In this analysis, we show the effects on economic activity, as measured by the Gross Domestic Product (GDP), of illustrative versions of several policies. Specifically, we examine five policies: a second round of checks to households, a resumption of enhanced unemployment insurance benefits, aid to state and local governments, support for small businesses, and other forms of fiscal support. In order to aid policymakers in their deliberations, this analysis shows how much stronger the economy would be with different kinds of fiscal support. The policies selected are neither intended to be comprehensive nor are they meant to recommend a particular legislative package. Together, the policies analyzed here are large enough to return projected GDP to its pre-pandemic path by mid-2021, years sooner than under current law. [Read Article](#)

Trouble on Main Street

NPR Planet Money - Greg Rosalsky

As the economy went into free fall this past year, the Federal Reserve went beyond using its old weapons of cutting interest rates and giving emergency loans to banks. With backing from Congress and the Treasury Department, it waded into uncharted waters, providing loans more directly to American businesses. For big corporations, this was an easier job. The Fed basically just had to tweak what it already does, buying and selling debt in open capital markets. But many policymakers were concerned that Main Street businesses, which don't get financing this way, would get left behind.



So the Fed, in partnership with the Treasury Department, created the Main Street Lending Program. They said they'd loan out \$600 billion to small and mid-sized businesses under the program, an amount that comes from both the power of the Fed to create new money and \$75 billion from the CARES Act passed by Congress to cover any potential losses (the Fed, by law, can't spend money; it loans it).

But something isn't working. As of October 7, the Fed had underwritten only about \$2.5 billion worth of Main Street loans. That's less than one percent of the assistance they said they'd provide. Meanwhile, the pandemic recession has shuttered thousands and thousands of small and mid-sized businesses.

What is going on? [Read Article](#)

Wells Fargo Fires 100 Employees for Misrepresenting Themselves to Access Covid-19 Relief Funds

CNN Business - Clare Duffy

New York (CNN Business)Wells Fargo has fired more than 100 employees for misrepresenting themselves to obtain money from a relief fund for small businesses, and whose actions may have amounted to defrauding the US Small Business Administration.



In a memo to some staff Wednesday, which was obtained by CNN Business, Wells Fargo (WFC) human resources head David Galloreese wrote that the bank identified employees whom it believes may have "defrauded the U.S. Small Business Administration (SBA) by making false representations in applying for coronavirus relief funds for themselves through the Economic Injury Disaster Loan program, which is administered directly through the SBA."

Between 100 and 125 Wells Fargo employees were fired as a result, and an internal investigation is ongoing, a person familiar with the situation told CNN Business. [Read Article](#)

Department of Justice Fines Pilgrim's Pride \$110 Million in Antitrust Settlement

IndustryWeek - Staff

Two former executives of the company have been indicted for attempting to fix broiler chicken prices.



September

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[Task-Specific Performance Reviews - An Accurate Metric for a Structured On-Job-Training Outcome](#)

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

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

by Proactive Technologies, Inc. Staff

[Supervisors and First Line Management Need Structured On-The-Job Training, Too](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

August

[Thirteen Good Reasons Why Structured On-The-Job Training Should be Part of Your Business Strategy](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[The High Cost of Employee Turnover](#)

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

[Ensuring Worker Training Complies With ISO, AS, TS and Other Quality Mandates](#)

Proactive Technologies, Inc. - Staff

[From Innovation to Implementation - Success Depends on Preparedness of Those Executing](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

Structured on-the-job training attracts and engages employers in

As part of a plea deal reached with the U.S. Department of Justice's Antitrust Division, Pilgrim's Pride announced October 14 that it was willing to pay \$110,524,140 in fines to settle the Department's ongoing investigation into alleged price-fixing of broiler chicken products.

The fine was issued for "restraint of competition" affecting three contracts for the sale of chicken products to one customer in the United States. [Read Article](#)

Software CEO billionaire Robert Brockman Indicted in Alleged Elaborate Tax-evasion Scheme

New York Daily News - Storm Gifford

CEO billionaire Robert Brockman indicted in alleged elaborate tax-evasion scheme



A Texas billionaire has been charged in the largest alleged tax scheme in U.S. history.

Robert Brockman, the 79-year-old CEO of software company Reynolds & Reynolds, is accused of attempting to conceal a staggering \$2 billion, officials claim.

In a blistering 44-page indictment that spells out numerous alleged attempts of financial impropriety, Brockman is accused of money laundering, wire fraud, tax evasion, evidence tampering, destruction of evidence and conspiracy. [Read Article](#)

John McAfee Indicted for Tax Evasion, Accused Of Hiding Cryptocurrency, Yacht From IRS

Forbes - Rachel Sandler

Antivirus software pioneer John McAfee was indicted by the U.S. Justice Department on Monday for tax evasion and failing to file tax returns, capping years of outrageous and erratic behavior from the tech entrepreneur.



The indictment alleges McAfee earned millions from promoting cryptocurrencies, consulting work, speaking engagements and selling the rights to his life story for a documentary, but did not file tax returns from 2014 to 2018.

Authorities also allege McAfee concealed assets from the IRS, including real estate, a yacht, a car and cryptocurrency.

He was indicted on June 15, but the document was unsealed Monday after he was arrested in Spain, where he awaits extradition to the U.S. [Read Article](#)

Behind Real Estate's Surprise 2020 Boom and What Comes Next

Fortune Magazine - Daria Solovieva

The house-hunting bonanza that gripped many Americans along with the resilience of the real estate market has been one of the biggest surprises of 2020.

The COVID-19 pandemic, the loss of millions of jobs, a weaker economy—none of it stopped millions of house hunters from flocking to Zillow, Redfin, and other online platforms to browse, plan their move, and, in many cases, purchase their first home.

Home prices have been climbing steadily over the past few months, and industry players are projecting they are likely to peak in some markets this fall, causing a tempering of the market driven by a decline in supply and a prolonged economic recovery.

Real estate companies are preparing for what comes next and what homebuying will look like in this new environment, as it will become more important to optimize their sales funnels, home in on high-value leads, and boost profitability as sales may peak in some markets. [Read Article](#)

Purdue Pharma Pleads Guilty to 3 Criminal Charges, Will Pay \$8 Billion

IndustryWeek - Staff

The Justice Department announced October 21 that Purdue Pharma LP would plead guilty to three criminal charges and a settlement for a civil charge. The total money in settlements amounts to more than \$8 billion but does not release any of the company's executives



workforce development partnerships...some projects sustainable for more than 18 years!

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

These partnerships:

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

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

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

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



owners from criminal liability.

As part of the settlement, Purdue plead guilty to three counts of conspiracy. The first count was for attempting to defraud the United States; the second and third counts, for attempting to violate federal kickback laws. Additionally, Purdue admits that it impeded the Drug Enforcement Administration by reporting misleading information about the company's drug diversion program.

According to the Justice Department, the resolution includes record penalties for a lawsuit against a pharmaceutical manufacturer. Purdue will pay \$3.544 billion in a criminal fine, \$2 billion in criminal forfeiture, and \$2.8 billion to settle a civil complaint. Because the \$3.544 billion is part of Purdue's bankruptcy proceedings, though, it's unlikely that all of that money will be collected by the government. [Read Article](#)

The Dark Side of the Recovery Revealed in Big Data

NPR Planet Money - Greg Rosalsky

Big data is revealing a dark side to the recovery.

On the afternoon of April 3, John Friedman went down to his basement and hopped on a call with his colleagues Raj Chetty and Nathaniel Hendren. The three are the directors of Opportunity Insights, a research and policy institute based at Harvard University. The organization has been doing some amazing work, harnessing the power of big data to find solutions to rising inequality and declining upward mobility in America. With the economy in free fall, they debated what they should do next. They decided to swing for the fences - pursuing a new data project that they hope will revolutionize the way the U.S. tracks and defeats recessions.

Since they were adopted over 70 years ago, the set of official economic statistics used to track recessions and recoveries - such as the unemployment rate and GDP - has largely stayed the same. Those statistics remain super-relevant, but they also leave much to be desired. They're infrequently released. They're broad and lack detailed information about people and places. And they're largely gathered using ... the telephone. Back in the 1930s, when the figures were set up, these methods were cutting edge - but now, not so much. [Read Article](#)



Goldman Sachs to Claw Back Exec Bonuses and Cut Compensation

CFO.com - William Sprouse

Goldman Sachs also agreed to pay more than \$2.9 billion as part of a deferred prosecution agreement with the U.S. Department of Justice.



Goldman Sachs has agreed to pay more than \$2.9 billion as part of a deferred prosecution agreement with the U.S. Department of Justice as well as authorities in the United Kingdom and Singapore over the bank's involvement in a bribery scheme. The scheme involved paying bribes to obtain business for the bank in Malaysia and Abu Dhabi, including its role in underwriting bond deals worth \$6.5 billion for 1Malaysia Development Bhd, or 1MDB.

The banks' Malaysian subsidiary has pleaded guilty in the U.S. District Court for the Eastern District of New York to one count of conspiring to violate anti-bribery provisions of the Foreign Corrupt Practices Act. Former Southeast Asia Chairman Tim Leissner previously pleaded guilty to conspiring to launder money. Former managing director and head of investment banking for GS Malaysia Roger Ng was charged with conspiring to launder money. [Read Article](#)

International News

Mexico, Latin America, South America and the Caribbean

Trinidad Carnival 2021 "Not On" Says Prime Minister Keith Rowley

Caribbean News Weekly

Trinidad and Tobago was one of the few countries in the Caribbean region to hold their annual carnival this year, but next year, they may not be so lucky.



Prime Minister Keith Rowley said that unless COVID-19 is no longer a threat to the island by Christmas, carnival in Trinidad and Tobago, scheduled for February 2021, is not on.

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"If at this time in October, we are still in a pandemic, it would be madness to be talking about carnival in February," Dr. Rowley said at a press conference today. [Read Article](#)

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



InjterAmerican Development Bank

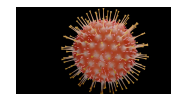
After a strong rebound in June and July, the global economy's recovery and trade stabilized in August. Learn about this and other news in the 9th edition of this Newsletter, related to the impact of coronavirus on regional trade. It is prepared by the IDB's Integration and Trade Sector and its Institute for the Integration of Latin America and the Caribbean (INTAL):

- Diverse international integration schemes have moved forward despite the pandemic
- The recovery of the global economy and trade stabilized in August
- The activity in LAC's main trading partners showed a slight recovery in early September
- Latin American exports began to lose momentum in July and August, despite the recovery in some prices
- Foreign direct investment inflows in Mexico, Brazil, Colombia, and Chile dropped by 23% year-on-year in the first half of 2020
- The pandemic has prompted the implementation of new measures to support the agri-food sector worldwide. [Read Report](#)

COVID-19 Cases in the Caribbean Soar to Over 211,000

Belize Breaking News - Staff

The COVID-19 pandemic continues to affect millions around the globe. In the Caribbean, cases continue to increase.



Belize has now registered 2310 confirmed cases and 34 deaths to the virus.

Here is a breakdown of confirmed cases in the Caribbean:

Dominican Republic- 116,148 cases, 2159 deaths, 92,157 recovered
Puerto Rico- 26,010 cases, 715 deaths

French Guiana- 10,103 cases, 69 deaths, 9773 recovered [Read More](#)

Canada, Europe and Great Britain

Angela Merkel's Final Year

BROOKINGS

Brookings Institute - Constanze Stelzenmüller, Senior Fellow - Foreign Policy, Center on the United States and Europe

Editor's Note: As Angela Merkel enters her last year as Chancellor, her legacy remains oddly inconclusive, but the coming U.S. election may present her with a fateful choice between rebuilding trans-Atlantic relations or seeking refuge in the East, argues Constanze Stelzenmüller. This post originally appeared in the Internationale Politik Quarterly.

It is mortifying to have to begin a column with a confession about one's worst-ever prognosis. But in October 2005, I wrote for the Financial Times about the recent German election: "Ms. Merkel's grand coalition ... is merely an interregnum arrangement. With luck, it will last two years."

I may or may not have added, "Ms. Merkel might turn out to be a dead woman walking: a leader beginning the end of her career rather than ending the beginning."

Chancellor Angela Merkel is now entering the last year of her fourth and she vows-final term in office. She has already been in power for more years than West Germany's first leader Konrad Adenauer (1949-63). Depending on how long it takes to form a government after the next election, due in fall 2021, she might even overtake Helmut Kohl (1982-98) to become Germany's longest-serving postwar leader. [Read Article](#)

Why Ireland Raised \$3 Million For Native Americans Hit By Coronavirus

Forbes - Ollie Williams, Senior Contributor

A GoFundMe campaign to raise money for Native Americans hit by coronavirus has gone viral in Ireland, raising over \$3 million.



In 1847, various Native Americans, including the Choctaw people, donated \$170 (equivalent to around \$5,000 today) to Ireland as the country was suffering from the Great Famine or Hunger, during which around one million died.



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

The PROTECH™ system of managed human resource development:

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

ALL OF THIS FROM ONE APPROACH!

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

Now thousands of Irish are repaying the favor as coronavirus hits the Navajo Nation and Hopi Reservation in Arizona, Utah and New Mexico. [Read Article](#)

Earthquake Hits Greece and Turkey, Bringing Deaths and Floods

BBC

A powerful earthquake has struck off Turkey's Aegean coast and north of the Greek island of Samos, destroying homes and killing at least 22 people.



The 7.0 magnitude tremor was centred off Turkey's Izmir province, the US Geological Survey (USGS) said.

Turkey put the magnitude lower, at 6.6, saying 20 people had died and 786 were injured in the province of Izmir. On Samos, two teenagers were killed.

The shallow tremor triggered a mini-tsunami that flooded Izmir and Samos. The authorities in Izmir, the provincial capital, are now setting up a tent area to house about 2,000 people overnight, amid fears that more buildings could collapse. [Read Article and See Video](#)

China and Southeast Asia

The Underappreciated Power Japan After Abe

Brookings Institute-Foreign Affairs - Mireya Solís

In an era of renewed great-power competition that Washington has framed as an all-out, zero-sum battle between "the free world" and a menacing China, East Asia's other great power, Japan, has gotten short shrift. Japan does not aspire to superpower status, and its limitations are well known: demographic decline, a deflationary economy, and self-imposed restrictions on the use of force abroad. But it would be a mistake to write off Japan as a has-been. It boasts a resilient democracy and a successful track record of adjusting to economic globalization. For decades, Japan has been a leader in infrastructure finance in developing countries. And it has acquired sterling credentials as a leader on free trade. When it comes to the use of economic engagement as a diplomatic tool, Japan-not the United States-is China's peer competitor.



Today, Japan's leaders are facing a number of tests. [Read Article](#)

Samsung Electronics Chairman Lee Kun-hee Dies at 78

IndustryWeek - Agence France-Presse, Sunghee Hwang

Under Lee's leadership, Samsung rose from a manufacturer of cheap cellphones to the world's largest producer of smartphones and memory chips.



Samsung Electronics chairman Lee Kun-hee, who transformed the South Korean firm into a global tech titan, died at the age of 78 on Sunday, the company said.

Under Lee's leadership, Samsung rose to become the world's largest producer of smartphones and memory chips, and the firm's overall turnover today is equivalent to a fifth of South Korea's GDP.

Samsung's meteoric rise helped make Lee South Korea's richest and most powerful industrialist. [Read Article](#)

China's Economy Grows Nearly 5%

CFO.com - William Sprouse

"China's economy continued its rapid rebound last quarter, with the recovery broadening out and becoming less reliant on investment-led stimulus."



The Chinese economy grew 4.9% for the quarter from July-to-September compared with the same period last year, according to official government statistics.

The sharp uptick was short of the 5.2% growth for the quarter expected by analysts, according to a poll by Refinitiv.

"China's economy continued its rapid rebound last quarter, with the recovery broadening out and becoming less reliant on investment-led stimulus," Julian Evans-Pritchard, senior China economist for Capital Economics, said in a research note. [Read Article](#)

place!

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

If your firm is partnered with local career and technical educational institutions, use of shared employer's equipment, facilities and paid wages of trainer(s) and trainee(s) are attractive match for potential grant assistance.

Contact a Proactive Technologies representative for more information.

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

Let's start with what we already know:

- 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!**

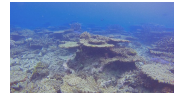
AND, unstructured, uncontrolled, undocumented task training is going on all day, every day. **But if you cannot explain the process, you surely cannot measure and improve it.**

Asia, India and Australia

Great Barrier Reef Has Lost half of its Corals Since 1995

BBC

Australia's Great Barrier Reef has lost more than half of its corals since 1995 due to warmer seas driven by climate change, a study has found.



Scientists found all types of corals had suffered a decline across the world's largest reef system.

The steepest falls came after mass bleaching events in 2016 and 2017. More mass bleaching occurred this year. [Read Article](#)

Indian Brands Reckon with a New Challenge: Hate

Yahoo News - BBC

The increasing power of social media, where outrage easily gathers pace, is forcing Indian brands to reckon with a new challenge: the politics of hate. BBC's Nikhil Inamdar and Aparna Alluri report.



Indian CEO Rajiv Bajaj made headlines earlier this month when he said his company would no longer advertise on media outlets that were a source of "hate-mongering" or "toxicity".

Mr Bajaj - who runs Bajaj Auto, India's biggest motorcycle manufacturer - was speaking to CNBC-TV18 in the wake of a police investigation into three TV news channels who were accused of manipulating ratings and spreading fake news. [Read Article](#)

Powerful Typhoon Goni Slams The Philippines, Leaving At Least 10 Dead And 3 Missing

NPR - Rachel Treisman

Typhoon Goni downed electric posts in Tabaco, Albay province, in addition to causing deadly flooding and storm surge when it struck the Philippines on Sunday.



Recovery efforts are underway in the Philippines after Super Typhoon Goni brought flooding, mudslides and strong winds to its largest island early Sunday morning.

The storm, whose maximum wind speeds earned it the distinction of the year's most powerful cyclone, left at least 10 people dead and three missing. Regional authorities said 345,000 people are being housed in evacuation centers, with another 50,000 staying with relatives. [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

US-Africa trade relations: Why is AGOA Better Than a Bilateral Free Trade Agreement?

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Brookings Institution

In recent months, the U.S. began negotiations for a bilateral free trade agreement with Kenya. These negotiations are aligned with the current administration's vision for trade reciprocity rather than unilateral trade preference programs. Although these negotiations could produce the first bilateral trade agreement between the U.S. and a sub-Saharan African country, a shift from regional preferential trade agreements to bilateral free trade agreements could undermine the growth of smaller countries, who may not be of enough economic interest to the United States. Bilateral agreements could also undermine efforts to create a regional economic bloc through the African Continental Free Trade Area (AfCFTA). [Read Article](#)



How the Iran-Iraq War will Shape the Region for Decades to Come

Brookings Institute - Ranj Alaaldin, Visiting Fellow - Brookings Doha Center Nonresident Fellow - Foreign Policy, Center for Middle East Policy

Forty years ago, a major war between Iran and Iraq set the stage for far-reaching and lasting regional dynamics. The conflict - which began in September 1980 when Saddam Hussein invaded Iran, and ended in a stalemate in 1988 - was the nascent Islamic Republic's first





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

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

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

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

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major military test. It was an existential battle for the Iranian leadership, coming just one year after the 1979 revolution in Iran. The war claimed at least one million lives.

The legacies of the war are numerous. In the decades since, Iran has developed a marked capacity to mobilize Shiite communities across the region, penetrating previously impervious political and ideological spaces, particularly in Iraq but also in Syria, Lebanon, and Yemen. Moreover, it was in Iraq, during the formative stages of the war, that the Islamic Republic first started to implement a proxy network, one that has expanded region-wide (particularly in Syria and Yemen) in recent years. Finally, in shaping the political and foreign policy outlook of today's leadership in Iran and in Gulf Arab states, the war additionally sowed the seeds for current geopolitical rivalries that have hampered efforts to secure durable regional peace. [Read Article](#)

At Front Lines of a Brutal War: Death and Despair in Nagorno-Karabakh

The New York Times - Anton Troianovski

STEPANAKERT, Nagorno-Karabakh - On the front line, the stench is overwhelming. The remains of fighters have been lying there for weeks.

In the trenches, there is fear. The Armenians are defenseless against the Azerbaijani drones that hover overhead and kill at will.



At the military graveyard, bulldozers have scraped away a hillside. It is already lined with two rows of new graves, along with soon-to-be-filled, freshly dug, rectangular holes. [Read Article](#)

Belarus: Thousands Turn Out for Protests Despite Police Threat to Open Fire

DeutscheWelle

For the 10th straight weekend, anti-Lukashenko protesters marched through Minsk despite threats from police to fire live ammunition. Police reportedly fired rubber bullets into the air to disperse demonstrators. For the 10th weekend rally in a row, tens of thousands of protesters opposing long-time President Alexander Lukashenko marched through the capital despite threats of force from authorities to open fire. Protesters were heard chanting "Strike!" and "You and your riot police get out!"



Crowds of demonstrators waved red-and-white opposition flags, marching through Minsk amid a heavy security presence. [Read Article](#)

'Hope Is Lost' As Police Open Fire On Pro-Reform Protesters In Lagos, Nigeria

NPR - Eyder Peralta

This morning, human rights activist Rinu Oduala could still hear gunfire outside her house in Lagos, Nigeria.



"I can't even describe it," she said, growing emotional. "It seems like our whole hope is lost."

Oduala has been on the streets of Nigeria with thousands of other young people for about two weeks now. They had been peacefully protesting for an end to police brutality. But on Monday night and into Tuesday, mobs set multiple police stations on fire. The government declared a curfew for 24 hours in Lagos, saying all protesters had to go home by 4 p.m. local time. (The Lagos government announced later that enforcement of the curfew should not begin until 9 p.m. local time.) [Read Article](#)

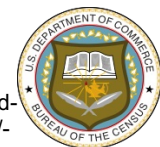
International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

August 2020 sales of merchant wholesalers were \$486.6 billion, up 1.4 percent (+/- 0.5 percent) from last month. End-of-month inventories were \$635.5 billion, up 0.4 percent (+/- 0.2 percent) from last month. August 2020: +0.4 % change in Inventories; July 2020 (r): -0.2* % change in Inventories. [Read Report](#)



Manufacturing and Trade Inventories and Sales - August, 2020

US Census Bureau

Sales

The combined value of distributive trade sales and



manufacturers' shipments for August, adjusted for seasonal and trading day differences but not for price changes, was estimated at \$1,452.4 billion, up 0.6 percent (± 0.2 percent) from July 2020, but was down 0.4 percent (± 0.4 percent)* from August 2019.

Inventories

Manufacturers' and trade inventories for August, adjusted for seasonal variations but not for price changes, were estimated at an end-of-month level of \$1,919.2 billion, up 0.3 percent (± 0.1 percent) from July 2020, but were down 5.5 percent (± 0.3 percent) from August 2019.

Inventories/Sales Ratio

The total business inventories/sales ratio based on seasonally adjusted data at the end of August was 1.32. The August 2019 ratio was 1.39. [Read Report](#)

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

US Department of Commerce - Bureau of Economic Analysis



U.S. 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 \$67.1 billion in August, up \$3.7 billion from \$63.4 billion in July, revised. August exports were \$171.9 billion, \$3.6 billion more than July exports. August imports were \$239.0 billion, \$7.4 billion more than July 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](#)

U.S. Department of Commerce Issues Affirmative Preliminary Antidumping Duty Determinations on Common Alloy Aluminum Sheet From 18 Countries



International Trade Administration

WASHINGTON - Today, the U.S. Department of Commerce announced affirmative preliminary determinations in the antidumping duty (AD) investigations of imports of common alloy aluminum sheet (CAAS) from Bahrain, Brazil, Croatia, Egypt, Germany, Greece, India, Indonesia, Italy, Oman, Romania, Serbia, Slovenia, South Africa, South Korea, Spain, Taiwan, and Turkey. This follows recent preliminary affirmative countervailing duty (CVD) determinations for imports of CAAS from Bahrain, Brazil, India, and Turkey. [Read Release](#)

Shipping Exports with Incoterms 2020

Export-Import Bank

Your business is growing, and you have seen great opportunities outside the United States. Perhaps you have even received interest and inquiries from abroad. Now you want to leverage this opportunity and become a successful exporter. You heard about Incoterms but what are they?



Incoterms are a collection of rules developed by the International Chamber of Commerce that are used to make shipping contracts and trade agreements between parties across the world. These standards clearly identify the responsibilities of each party, during every stage of the shipping process. Check out our blog on Incoterms to learn more. [Read Article](#)

Monthly US Trade Deficit Reaches Highest Point Since 2006

IndustryWeek - Staff

The U.S. Census Bureau and the Bureau of Economic Analysis reported October 6 that the U.S. goods and services deficit reached \$67.1 billion after increasing \$3.7 billion, an increase of 5.9%, in August. It's the highest monthly deficit recorded since 2006.



The latest data show that the United States imported and exported more goods in August than it did the month before: Imports grew by 3.2% while exports grew 2.2%. In all, the U.S. imported \$7.4 billion more in August than in July as it exported \$3.6 billion more goods than the previous month. [Read Article](#)

Why are Foreign Trade Zones Making a Comeback?

Area Development

While the buzz around the trade war between the United States and China has died down, tariffs and other taxes are still impacting many companies with a global supply chain. Foreign trade zones are making a comeback as an additional incentive to help reduce taxes for manufacturing, e-commerce and other retail companies throughout the U.S. We interviewed Curtis Spencer, President, IMS Worldwide Inc., at the 2019 Area Development Consultants Forum in Houston about some of these insights. [Read Interview and Watch Video](#)



Defense Contractors Basically Have Two Years To "Yank China Out" Of Its System

Coalition for a Prosperous America - Kenneth Rapoza, CPA Industry Analyst

If you want to do business with the Department of Defense and NASA, for example, you will now have to make sure there's not a hint of Chinese telecommunications equipment and video surveillance equipment anywhere in your building, or used by your vendors.



Made in China components and key Chinese companies like Huawei and ZTE are getting forced out of the offices of US companies that contract directly with, or indirectly with, the US government. Have a Lenovo laptop you use to do business with Lockheed Martin? Better hope its internal camera isn't made by Hikvision.

Two months ago, the Departments of Defense, NASA and the General Services Administration, some of the biggest government procurement agencies around, amended the Federal Acquisition Regulation (FAR) of Section 889 of the John S. McCain National Defense Authorization Act (NDAA). It went into effect on August 13, though companies have until around August 13, 2022 to get in compliance. [Read Article](#)

Rethinking Investment Policy to Support Sustainable Development



Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - International Institute for Sustainable Development

Just a few words in an investment treaty can cost governments millions-or even billions-of dollars, which can delay or prevent the rollout of important new policies, from COVID-19 relief measures to anti-smoking legislation. For years, IISD has been working to reform this system-offering advice and guidance, creating new investment models, and hosting an annual forum for negotiators to learn from one another. [Read Article](#)

Trade and Development Report 2020



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

Covid-19 has served as a reminder that we live in a closely interdependent world that brings opportunities but also carries dangers. It has, just as importantly, shed light on a whole series of pre-existing conditions - from heightened inequality, to unsustainable debt and rampant environmental destruction - that were left unaddressed after the Global Financial Crisis. The world at the end of 2019 was, in truth, a good deal more fragile than many were willing to acknowledge.

As a result, Covid-19 obliges us to think carefully about what makes for healthy and resilient communities, at the global level as much as the local level and take to heart the lessons we have learned in the last decade.

[Read and Download Report](#)

US President Signs into Law Extension of Caribbean Basin Economic Recovery



Barbados Today

WASHINGTON, - A Republican Congressman from Cincinnati, Ohio said on Sunday that United States President Donald J. Trump has signed into law H.R. 991, the bipartisan extension of the Caribbean Basin Economic Recovery Act (CBERA).

Congressman Brad Wenstrup, of Ohio, and Democratic Congresswoman Terri Sewell, of Alabama, sponsored the legislation, which extends the expiring Caribbean Basin Trade Partnership Act (CBTPA) through 2030.

"This extension of the CBTPA is a big deal for workers and employers in southern and southwestern Ohio, as well as for America's economic and diplomatic relations with our neighbouring countries," said Sewell in a statement. [Read Article](#)

Education and Workforce Development News

Washington Watch: Updated Guidance on CARES Act Funds



Community College Daily News - David Baime

The U.S. Education Department (ED) has issued a third set of guidance (again in the form of Q&As) on implementing the CARES Act's Higher Education Emergency Relief Fund.

Although the new information is not quite as substantial as previous regulatory actions, it outlines important items for institutions. For example, on student emergency grants, it clarifies that institutions that awarded funds to non-Title IV-eligible students before the June 17 interim final rule on this topic will not be held liable. Original ED guidance did not include this limitation.

The guidance also indicates that, while colleges have one year to obligate funds from the date of their certification agreement with ED (and 90 days to liquidate them), institutions may seek an extension. [Read Article](#)

Credit and Noncredit Programs Need to be Aligned



Community College Daily News - Ellie Ashford

Community colleges should better align their noncredit workforce training with their credit programs aimed at transfer students, the Education Strategy Group (ESG) recommends.

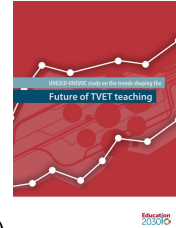
Having two separate tracks "has resulted in a bifurcated institutional structure that does not equitably serve and prepare all students for workforce opportunities and career advancement," states a new report by ESG.

"This division is felt particularly acutely now, as many workers displaced by the pandemic seek non-degree training opportunities to reskill and get back to work," ESG says.

The report offers strategies and resources to help colleges facilitate alignment. [Read Article](#)

Trends Mapping - Future of TVET Teaching *UNESCO-UNEVOC - International Centre for Technical and Vocational Education and Training*

The following report presents the results of the trends mapping study on the future of technical and vocational education and training (TVET) teaching, conducted by UNESCO-UNEVOC. The study aimed to engage the international TVET community to: (i) improve the understanding of the implications of global disruptions; (ii) gather knowledge, insights, experiences; and (iii) highlight promising practices in preparing TVET teaching staff to deliver the skills needed in the 21st century and beyond.



Coordinated by UNESCO-UNEVOC, trends mapping studies aim to further the international community's understandings on contemporary key issues concerning TVET. The studies review existing literature and policies, and engage TVET stakeholders from around the world through surveys and virtual conferences. [Download Report](#)

Training and Organizational Development News

Bringing Lifelong Learners into the Fold on Manufacturing Day

IndustryWeek

The event skews young, but it's a time to open the doors to older workers, too--veterans, the underemployed and unemployed, and people looking to change careers.



Launched in 2012 and acknowledged via presidential proclamation nearly every year since, Manufacturing Day has become a mainstay show-and-tell event for American manufacturers to open their shop floors to students, parents, and policymakers in an effort to inspire youth and encourage them to aspire to work in the field. Traditionally seen as an opportunity for middle and high school students to visit and meet with manufacturers to peek behind the curtain and see what 21st-century industry careers are all about, this event has taken on added significance in light of the COVID-19 pandemic, with many adults seeking new hope and opportunities alongside their younger counterparts.

Manufacturing, normally layered in trade secrets and safety codes, is often closed off from the public, allowing old black-and-white images to dominate the American psyche of what strange magic actually goes on behind those closed factory doors. [Read Article](#)

Teen Disengagement is on the Rise

BROOKINGS

Brookings Institute - Lauren Bauer Fellow - Economic Studies, The Hamilton Project; Stephanie Lu, Research Assistant - The Hamilton Project; Emily Moss, Senior Research Assistant - The Hamilton Project

The COVID-19 pandemic and associated economic shutdown have led to a severe recession. From March to April 2020, the share of the civilian population in the labor force fell to the lowest level in almost 50 years. However, for some demographics--notably 16- to 19-year-olds--declining labor force participation had been a long-term trend prior to the onset of the COVID-19 recession.

Teen labor force participation peaked in 1979 and has declined ever since, and at an accelerated pace during the past two decades. Prior Hamilton Project work found that from 2000 to 2018, teen labor force participation declined almost 16 percentage points and accounted for more than one third of the 3.6 percentage point decline in overall working-age labor force participation over this time period. The largest contributor to the decline in teen labor force participation was a decrease in the share of teenagers juggling work and school, both during the academic year and over the

summer. In the long-term, because those changes have coincided with higher educational attainment, the shift away from work and toward school has plausible, self-evident, and evidence-based benefits. [Read Article](#)

Are You Setting the Right Trajectory?

IndustryWeek - Dan Markovitz

Here are two major considerations that will dramatically affect your problem-solving.



Books devoted to problem-solving emphasize the importance of deeply understanding the problem before implementing countermeasures. Many of them (including mine!) cite Charles Kettering's maxim that "A problem well-framed is a problem half-solved." But what, precisely, is a "well-framed" problem? I've written before about some of the obvious errors to avoid-couching a solution in the form of a problem, and relying in generalities instead of specifics. Now let's talk about the importance of word choice. [Read Article](#)

The Five Characteristics of Truly Accountable Leaders

IndustryWeek - Vince Molinaro

As organizations continue to pivot in the face of the global pandemic, a few new realities are becoming increasingly apparent.



The first is that how we work will continue to be virtual and most likely give way to further workplace transformations.

The second is that employees everywhere have been rethinking what they want from their work, their leaders and their organizations. This will create both opportunities and risks for companies in the future. [Read Article](#)

A Well-Trained Workforce Is Manufacturing's Future

IndustryWeek - Mark Maybury

We need to rethink how we prepare people for the workforce.



For many people, the future of work seems scary.

The coronavirus has exposed the vulnerabilities of our modern economy, forcing thousands of businesses to shutter and putting millions of Americans and people around the world at financial risk. As businesses adapt, they are finding new ways of working, including accelerating automation.

It leads you to ask - where will the jobs come from?

The truth is that there are plenty of jobs. Industry has been adapting and embracing automation for generations - the power loom is an early example - and studies have shown that these efforts can actually create more jobs. [Read Article](#)

The Importance of Hands-on Learning

IndustryWeek - Michael Collins

There are more kinesthetic learners in manufacturing than we may think, and they are often overlooked in choosing training courses.



The 2018 Deloitte/MAPI survey shows that the United States will be short 2.3 million skilled workers by 2028. But what do they mean by skilled workers? We know that in the last 40 years, automation and outsourcing have eliminated most of the low and semi-skilled jobs, so what is needed are jobs requiring a significant investment in training. A good example is the need for maintenance technicians.

There has been a tremendous investment in automation in most American manufacturing plants, which has caused a simultaneous need for maintenance workers who can maintain, troubleshoot, repair, and operate the equipment. Maintenance technicians are expected to have: [Read Article](#)

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Cost of Quality

Quality Magazine - Daniel Zrymiak

Existing models and quality characteristics used for software, systems, and data quality can be leveraged to identify cost categories and support the creation of a Cost of Quality System for Quality 4.0.



1. Cost of Quality Applied to Software.

While the origins of quality costs and their categories originated in manufacturing and industrial engineering, the categories of external failure costs, internal failure costs, appraisal costs, and prevention costs have been successfully applied to software and information technology. However, unlike the tangible manufactured products, characteristic of the post-war era of the 20th century, software and information technology are less tangible.

Consequently, the success of such products or deliverables are determined during the design and validation processes. [Read Article](#)

The 10 Commandments for Selecting and Using Air Gaging

Quality Magazine - George Schuetz

When followed properly, these will provide a highly successful inspection system.



Air gaging has many advantages as an inspection method. It is quick and easy to use, and requires little skill on the part of the operator. It is highly adaptable to measuring special features for both dimensional and geometric tolerances, ranging from simple IDs and ODs to taper, flatness, and runout. With different tooling readily installed on the gage display unit, it can be highly economical. And as a noncontact form of measurement (in the sense that there are no hard contacts), air gaging is useful for measuring delicate or flexible surfaces, and surfaces easily marred with normal contacts.

Air gaging is a great choice for part inspection, but since it is virtually custom made per application, it is critical to know the commandments for selecting and using air gaging before making that purchase decision. Followed properly these "Thou shalt and Thou shalt nots" will provide a highly successful inspection system. [Read Article](#)

XB-1 Aircraft Features 21 Titanium 3D-Printed Parts

Assembly Magazine

DENVER, CO-The XB-1 aircraft from Boom Supersonic includes 21 flight hardware components that are manufactured by the Sapphire 3D metal printer from VELO3D. The XB-1 demonstrates the power of 3D printing to enable innovation while accelerating product development.



"Aviation hardware is especially difficult to manufacture with 3D metal printing, due to challenging aerodynamic designs that must be balanced with superior durability and high temperature requirements," says Benny Buller,

CEO and founder of VELO3D. "[Our] technology allows the production of lightweight, complex designs for mission-critical applications in the toughest operating conditions." [Read Article](#)

COVID-19 Puts Lean in the Crosshairs of Controversy

IndustryWeek - Jill Jusko

It seems like every time there is an inventory problem, lean manufacturing or lean principles get the blame.



Store shelves were bereft of paper towels for weeks or months at a time during the early stages of the pandemic across the United States. Toilet paper couldn't be found within hundreds of miles of your favorite drugstore. Even laptop computers were in short supply as swathes of employees suddenly had to transfer their work lives to home offices, and online learning became the go-to educational method for students.

The culprit behind these shortages, according to a recent Wall Street Journal article, is lean manufacturing, or just-in-time inventory, with its emphasis on keeping inventories zealously low.

That's ridiculous.

It's not the first time, and I'm sure it won't be the last, that lean finds itself in the crosshairs of controversy. We at IndustryWeek wrote about the controversy in 2010, when lean manufacturing was being blamed for component shortages faced by Apple and Nissan, among others, as well as quality issues at Toyota. [Read Article](#)

Cyber Security and IT News

TikTok Tightens Crackdown On QAnon, Will Ban Accounts That Promote Disinformation

NPR Morning Edition - Bobby Allyn

TikTok says it is banning all accounts that share content related to the QAnon conspiracy theory, hardening its previous policy on the far-right movement.



TikTok is toughening its stance against the QAnon conspiracy theory, expanding its ban to all content or accounts that promote videos advancing baseless ideas from the far-right online movement.

The action hardens the video-sharing app's previous enforcement against QAnon that targeted specific hashtags on the app that QAnon supporters have used to spread unfounded theories. Now, users that share QAnon-related content on TikTok will have their accounts deleted from the app. "Content and accounts that promote QAnon violate our disinformation policy and we remove them from our platform," a TikTok spokesperson said in a statement to NPR. "We've also taken significant steps to make this content harder to find across search and hashtags by redirecting associated terms to our Community Guidelines." [Read Article](#)

How the EU Plans to Rewrite the Rules for the Internet

Brookings Institute - Aline Blankertz and Julian Jaursch

When it came into force in 2018, the General Data Protection Regulation (GDPR) revised and harmonized outdated data protection rules that had been in place since 1995, established a regime based on data protection as a fundamental human right, and set a global standard for modern privacy protection. Since its establishment, the regulation has inspired other regions to follow suit.



The European Union is now on the verge of writing another potentially standard-setting law for the digital sphere-the Digital Services Act (DSA). The DSA may have an even greater impact than the GDPR on the way major internet firms do business. Whereas the GDPR harmonized and, in many countries, raised data protection standards, the DSA is not limited to one specific policy field, but aims to establish a comprehensive framework for how "digital services" operate in Europe. It will cover services ranging from Uber and Amazon to the App Store and Facebook, and its rules will span liability, competition, employment, and advertising. [Read Article](#)

Nobody Gets Hacked? That's Only True in a Fantasy World

IndustryWeek - Peter Fretty

Attack on automotive component producer KYB Corp. shows that the threat landscape is constantly evolving. Unfortunately, manufacturers are ideal targets.



Do you feel like the number of threats against your operating environments is constantly rising? If so, you are not alone. In fact, as the most recent Verizon DBIR results demonstrate, manufacturers have become meaningful targets of attacks. Add to these results, new research from Kaspersky shows that 55% of industrial organizations believe that the Internet of Things will change the state of security in industrial control systems (ICS).

Simply put, today's heavily connected environments represent significant opportunities for today's bad actors. The opportunity goes well beyond access to personally identifiable data - information that only has a very short shelf life for criminals. Instead, access to manufacturing environments means hackers can steal intellectual property, understand production paths and gain insights into what makes your business environments tick. [Read Article](#)

Human Resource Management News

Stop Hiring for 'Cultural Fit'

IndustryWeek - Kellogg Insight

Too often, it just means 'someone who shares the hiring manager's background or interests.'



If the answer is yes, you're in good company. The vast majority of managers surveyed worldwide consider cultural fit to be one of the top priorities in hiring, explains Lauren Rivera, an associate professor of management and organizations at Kellogg. But, she explains, this is generally a bad instinct.

Hiring for cultural fit, when done well, can boost retention and productivity. But most organizations do it badly, Rivera says. Instead of looking for people who share the company's values, hiring managers look for people who share their own background and interests. And if the people doing the hiring are predominantly male, or white, or wealthy, then they perpetuate that lack of diversity in their organization.

"What you're going to get is a copy of your existing employees," she says. "In many instances, it is a form of discrimination." [Read Article](#)

At a Crossroads: Manufacturing Needs A New Employment Attitude

IndustryWeek - Adrienne Selko

Dealing with the pandemic has unfurled a profound discussion on the fundamental tenets of workforce culture.



I remember a time when what was expected of me was to arrive at work on time, dressed in business attire, and stay glued to my desk from 8 a.m. until 5:30 p.m., with an occasional lunch break.

A face-to-face conversation with those higher on the corporate ladder was a reason to celebrate as that interaction could lead to an eventual promotion. If I could gather the nerve to offer my ideas for process improvement during a strategy meeting, I was set for the year.

How things have changed. [Read Article](#)

NAM, US Chamber Sue to Stop H-1B Visa Changes

IndustryWeek - Ryan Secard

The new rules were rushed through inappropriately and would be onerous to employers, according to the plaintiffs.



The pushback on the Trump Administration's revision to H-1B Visa rules has solidified into a lawsuit. The National Association of Manufacturers and 12 other parties have filed suit to stop the Department of Labor and the Department of Homeland Security from enacting newly restrictive rules designed to cut down on the amount of H-1B skilled worker visas issued each year.

The rules, announced earlier this month, made visas more difficult to qualify for and more expensive for employers by requiring more specific credentials from visa applicants and raising the wage floor companies would be required to pay them.

NAM, alongside the U.S. Chamber of Commerce and 10 other plaintiffs, filed the lawsuit in the Northern District of California for an injunction against the rules changes. The suit alleges that the two rules—one issued by each of the defendant Departments—were imposed not to protect American workers but to wreck the H-1B program itself by making it too onerous for employers to use. [Read Article](#)

Environmental, Health & Safety News

Tips on Protecting Your Workers from 3D Printing

EHS Today

Many desktop 3D printers, while in operation, generate ultrafine particles (UFPs) and numerous volatile organic compounds (VOCs) that may affect human health



3D printing, or additive manufacturing, is becoming more of a staple in the manufacturing process every day. Its presence isn't limited to simply printing plastics and sheets of metal; manufacturers are relying on 3D printing to completely transform the process of prototyping and production.

However, with every great innovation comes consequences.

Chemical Insights, an institute of Underwriters Laboratories, and Georgia Institute of Technology (Georgia Tech) found that many desktop 3D printers, while in operation, generate ultrafine particles (UFPs) and

OSHA Updates FAQs on N95 Respirators

US Department of Labor

OSHA has updated its frequently asked questions to address how N95 respirators protect against coronavirus exposure. [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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