



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

HAPPY HOLIDAYS!

Best Wishes for a Safe and Prosperous New Year



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

by Dean Prigelmeier, President of Proactive Technologies, Inc.



Many articles have appeared in the *Proactive Technologies Report* covering how Proactive Technologies' [PROTECH® System of managed human resource development](#) can address many of the workforce development scenarios; from individualized, customized structured on-the-job training for a specific employer for specific job classification(s), to regional partnerships servicing multiple employers while partnering with regional educational institutions, private training providers, workforce development and economic development agencies to provide the related technical instruction. There are many winners with this approach, but none so important as the employer and the employee.

Several articles have appeared in the newsletter explaining how Proactive Technologies sets up for each client a unique, structured on-the-job training program, provides implementation support to ensure it is running effectively and provides documentation and monthly reporting to drive each employee's progress toward full job mastery. The most recent article appearing in the February, 2017 issue entitled "[Tips for Establishing Your Company's Training Strategy - Practical, Measurable, Extremely Economical and Scalable](#)". While the article hints on some of the benefits to the employer-employee stakeholders, it might be more advantageous to focus on the benefits themselves rather than leave them nuanced. More can be found in other articles at the [News and Publications](#) page of the **Proactive Technologies, Inc.** website.

There are many significant reasons that structured on-the-job training will help any employer really maximize the value of each worker employed with the company, improve operational efficiency and lower the risk of non-compliance (ISO/TS/AS, Safety Mandates, EEOC Mandates). These are not just buzzwords. Here are thirteen reasons (not in any order of importance, since some may be more important to different stakeholders) to consider. [Read More](#)

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

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Proactive Technologies' Publications Archive

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

Helping employers to unlock worker value since 1986!



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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

The High Cost of Employee Turnover

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



Most companies are dealing with uncomfortably high levels of turnover. When one separates out those employers that facilitated high turnovers to lower labor costs, there are many reasons for this. However, there is no denying the many costs associated with this that exist and the effects that often compound. These costs are often unknown and unmeasured, but all employers should keep an eye on this challenge and explore its full impact on the organization.

It seems counter-intuitive, but there are some who even recently promoted a business strategy that encouraged employee turnover. In a July 21, 2015 Forbes article entitled "[Rethinking Employee Turnover](#)," author Edward E. Lawler III, "Indeed, the turnover of some employees may end up saving an organization more money than it would cost to replace that employee. The obvious point is that not all turnover should be avoided-some should be sought." The question is how to determine which ones to keep and which to encourage to leave. Without accurate measures of costs and values of a worker, good employees may be pushed out along with the "bad" and then the true costs of this action realized by the employer after it is too late.

Last year, Christina Merhar of ZaneBenefits wrote in her blog entitled "[Employee Retention - The Real Cost of Losing an Employee](#)," "Happy employees help businesses thrive. Frequent voluntary turnover has a negative impact on employee morale, productivity, and company revenue. Recruiting and training a new employee requires staff time and money. According to the Bureau of Labor Statistics, turnover is highest in industries such as trade and utilities, construction, retail, customer service, hospitality, and service."

"For the costs associated with the loss of 1 or 2 employees, the company can establish a holistic approach to worker selection, development and retention that will significantly lower both turnover rates and turnover costs, AND increase the value of all employees in that job classification."

"Studies on the cost of employee turnover are all over the board. Some studies (such as SHRM) predict that every time a business replaces a salaried employee, it costs 6 to 9 months' salary on average. For a manager making \$40,000 a year, that's \$20,000 to \$30,000 in recruiting and training expenses. [Read More](#)

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

Proactive Technologies, Inc. - Staff

Each of the quality programs typically modeled by manufacturers and service organizations is rooted in the [American National Standards Institute](#) ("ANSI") program for quality assurance and control that served us up to the 1980's. What each of the subsequent models tries to achieve is simplicity, standardization and verifiability. Audits are used to ensure these attributes are present.

When compliance with ANSI requirements became inconsistent among manufacturers, [International Standards Organization](#) ("ISO") rewrote the standards to make them more compliable and encouraged an international acceptance of the standards. ISO models allow the host to be certified to a part/process, or to its people performing a process or as an overall facility producing and product(s)/service(s) for export. In any model from a worker's contribution to the product or service, the fundamental standard is whether there are clear, compliable processes in place to control and measure a repetitive, consistent level of quality. The next standard is whether the host makes a documented effort to train/retrain workers to the processes (when changes occur). The third standard is whether the host has a records system that accurately tracks each worker's progress toward "mastery" of the processes they are responsible to perform.

ISO was the basis for first the QS model (automotive industry) that later became the [TS16949](#) model. The TS and [AS9100D](#) (aerospace industry) models are similarly structured when it comes to training. During audits, the auditor looks for evidence that all three requirements are met, seeking a pattern of consistency in past records that the system appears to have the attributes that will lead to the same consistency going forward. Customers may use similar techniques to audit vendors and suppliers. The new [National Aerospace and Defense Contractor Accreditation Program](#) NADCAP (for

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

prequalifying defense and commercial aerospace industry suppliers to a higher level of consistency) as well as other industry-specific standards developed or being developed have similar requirements for training. **The reason that all of these models follow a quality standard for worker training is that it is measurable**, unlike the old days when auditors encountered a drawer full of rosters or a partially current Excel spreadsheet - with no real evidence of the connection between training, the work to be performed and the worker to perform it.

Taking a class on even closely related theory does not prove a worker can perform a process, but it might show the worker has the core knowledge and possibly lower-order skills to learn the unique processes to be performed, which is a good basis upon which to start task-based training. From a quality assurance perspective, documentation showing that process-based on-the-job training was recently delivered (and any process revisions were since conveyed) correlates to the decreased odds of non-conformance for that process. That is the reason quality assurance and control models seek that evidence in an audit. [Read More](#)

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

How often does a product or service go straight from research and development to service implementation or product production? A skilled, experienced worker may be able to overcome the ambiguity of this hand-off, but it seems there is, today, a shortage of skilled, experienced workers; baby boomers finally decided they can, or have to, retire, or some companies experience high turnover rates of replacements, or most employers say they lack of skilled candidates...or even someone skilled enough to train them. There are many reasons that this loosely organized hand-off still exists:

- Perhaps from a sense of futility, with engineers seeming to have given up on the notion of training workers first to ensure immediate output quantity, quality and consistency;
- Perhaps it is from knowing that the organization lacks a "system" in place to facilitate the transfer;
- Perhaps it is from the belief that, especially in the early stages, the product or service may go through many changes before a coherent, repeatable process settles in and when it does the next product or service has been introduced;
- Perhaps from a sense of superiority, that "I know how to do this [because I designed it] so everyone else should know what to do."

For those who recognize the need for worker training and try to incorporate it manually while trying to keep up with engineering and technological innovations, it is common to find a training program released well into the last days of the life cycle - just in time to train workers for the things they made and serviced years before. Manual methods just do not keep up anymore, and they haven't for the last 30 years. This doesn't mean we should "leap-frog" to Artificial Intelligence or online training. The cost alone would dissuade anyone from utilizing it for this type of task-specific training, never mind the

Process Documentation and Support Materials From Innovation to Implementation					
Responsible Department	Engineering	Technical Writing (or Engineering if it doesn't exist)	Quality Assurance	Training Development (or automatically with PROTECH® software)	Environment, Health and Safety
1. Design Process	X				
2. Test Process for Accuracy, Reliability and Repeatability		X			
3. Add Quality Specifications for Compliance			X		
4. Structure Task for Training Mastery				X	
5. Add EHS Requirements for Safe Performance					X
6. Finalize Task and All Components	X	X	X	X	X
7. Develop/ Release Support Documents	X	X	X	X	X
8. Monitor Implementation; Revise To Keep Current	X	X	X	X	X

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inappropriateness.

The most efficient and effective path to expediting a process from development of the process (including all pertinent aspects) to implementation is displayed. The task should be the central focus, with each stakeholder department contributing its input and metrics of accurate performance. Simply stated, the engineer can draft a process, then the other departments can add their components in order. Once all inputs are in, everyone can review and make changes based on each other's observations and comments before a final document is released.

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

December, 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 :

COLORADO

ILLINOIS - Southern

INDIANA

KANSAS - I-70 Corridor

MISSOURI

OHIO

ONLINE VIDEO PRESENTATIONS

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

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

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



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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

Too often departments are the focus of process development and implementation. Each department may contribute, but each department may also have its protocol, maybe even separate software or manual system, and each creating its own support document. A process making its way through this maze - back and forth with revisions and corrections - may take months. Making changes to it, for things learned in implementation, may not make it through the maze before the next request for change is submitted. [Read More](#)

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

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

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

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

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

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

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

Higher return on each worker investment...faster!

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

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

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

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

Industry News

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

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



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

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

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

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

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OHIO STATE UNIVERSITY EXTENSION

ALBER ENTERPRISE CENTER

DOMESTIC ECONOMIC DATA Gross Domestic Product, Third Quarter 2020 (Second Estimate); Corporate Profits, Third Quarter 2020 (Preliminary 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. The increase is the same as in the 'advance' estimate released in October. In the second quarter of 2020, real GDP decreased 31.4 percent. Profits increased 27.1 percent at a quarterly rate in the third quarter after decreasing 10.3 percent in the second quarter. Corporate profits increased 3.3 percent in the third quarter from one year ago. Profits were impacted by provisions from the Paycheck Protection Program. [Read Report](#)

Personal Income and Outlays, October, 2020

US Department of Commerce - Bureau of Economic Analysis



Personal income decreased 0.7 percent while consumer spending increased 0.5 percent in October as federal economic recovery payments and pandemic-related assistance programs continued to wind down. [Read Article](#)

Manufacturers' Shipments, Inventories, and Orders

US Census Bureau

New orders for manufactured durable goods in October increased \$3.0 billion or 1.3 percent to \$240.8 billion. October 2020: +1.3° % change; September 2020 (r): +2.1° % change. [Read Report](#)



Consumer Price Index

US Bureau of Labor Statistics

In October, the Consumer Price Index for All Urban Consumers was unchanged on a seasonally adjusted basis; rising 1.2 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy was unchanged in October (SA); up 1.6 percent over the year (NSA). [Read Report](#)



Producer Price Index

US Bureau of Labor Statistics

The Producer Price Index for final demand advanced 0.3 percent in October, as prices for final demand goods rose 0.5 percent, and the index for final demand services moved up 0.2 percent. The final demand index increased 0.5 percent for the 12 months ended in October. [Read Report](#)



Job Openings and Labor Turnover

US Bureau of Labor Statistics

The number of job openings was little changed at 6.4 million on the last business day of September, the U.S. Bureau of Labor Statistics reported today. Hires and total separations were little changed at 5.9 million and 4.7 million, respectively. Within separations, the quits rate was little changed at 2.1 percent while the layoffs and discharges rate decreased to a series low of 0.9 percent. [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 Retail Trade

US Census Bureau

Advance estimates of U.S. retail and food services sales for October 2020, adjusted for seasonal variation and holiday and trading-day differences, but not for price changes, were \$553.3 billion, an increase of 0.3 percent (±0.5 percent)* from the previous month, and 5.7 percent (±0.7 percent) above October 2019. Total sales for the August 2020 through October 2020 period were up 5.1 percent (±0.5 percent) from the same period a year ago. [Access Tables](#)





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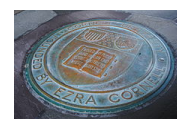
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U.S. Private Sector Job Quality Index

Cornell Law School

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

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



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

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

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

Household Pulse Survey - October 28, 2020 - November 9, 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](#)

GM Improves Earnings in Third Quarter, Plans \$700 Million Canada Investment

IndustryWeek Staff

The Detroit automaker plans to return pickup production to a plant in Ontario to support better-than-expected demand.



General Motors Co. released newly positive third-quarter earnings after a net loss in the second quarter of \$800 million. On November 5, the automaker said it had made \$4 billion income out of \$35.5 billion in net revenue compared to \$2.35 billion a year earlier.

In a separate November 5 announcement, CEO Mary Barra said the company would invest 1 billion Canadian dollars (\$760.6 million USD) in its Oshawa, Ontario plant. The announcement followed a tentative agreement between GM and Unifor, a Canadian union that represents hourly workers.

[Read Article](#)

BMW Warns on Virus Lockdowns But Maintains Outlook

IndustryWeek - Agence France-Presse- Ed Frankl

German luxury carmaker BMW on Wednesday warned that new pandemic restrictions would "severely" hit business in the months ahead, even as it reported better than expected third quarter profits.



The coronavirus "will remain the biggest of many risks", chief executive Oliver Zipse told a virtual press conference, as "new lockdowns could severely impact our business development in the fourth quarter and early 2021".

The Munich-based company posted a net profit of 1.8 billion euros (\$2.1 billion) in the three months to September, up from 1.5 billion euros in the

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same period last year as a result from the impact of lockdowns early in 2020, BMW said in a statement. [Read Article](#)

We Must Collectively Commit to Rebuilding the Small Business Sector

Ewing Marion Kauffman Foundation - Bruce Katz

Small businesses in America are in crisis. The COVID-19 pandemic has created the greatest economic shock since the Great Depression, and it is landing hardest on our nation's new and small businesses, the heart of local economies and community life.



The pandemic has reminded Americans of the outsized role small businesses play in our economy, employing 47% of the United States workforce, generating two-thirds of new jobs, and serving as a critical path to economic self-sufficiency. Yet, it has also revealed the fragility of many of these enterprises and the profound deficiencies in how they are supported by federal policies, private practice, and local action.

The pandemic has reminded Americans of the outsized role small businesses play in our economy, employing 47% of the United States workforce, generating two-thirds of new jobs, and serving as a critical path to economic self-sufficiency. [Read Article and Report](#)

BAE Systems Plans \$100 Million Navigation & Sensor Systems Plant in Cedar Rapids, Iowa

Area Development News Desk

BAE Systems is investing more than \$100 million to build a state-of-the-art Navigation & Sensor Systems research and assembly plant in Cedar Rapids, Iowa.



At the heart of the project is a 278,000-square-foot, build-to-suit factory and research and development center that will be located on a 32-acre site at 7825 6th Street SW in Cedar Rapids.

"Our world-class military GPS business is built on the rich talent pool in Greater Cedar Rapids," said John Watkins, vice president and general manager of Precision Strike & Sensing Solutions at BAE Systems. "This investment will provide our high-tech engineering and manufacturing experts with a world-class workspace and the tools to enhance operational excellence." [Read Article](#)

Custom Glass Solutions Partners with County and State Government for Apprenticeship Program



Seneca County Economic Development - Jimmy Flint

OhioMeansJobs Seneca County officials announced today a partnership with Custom Glass Solutions, in Upper Sandusky and Fostoria, that is to lead to an apprenticeship program that will benefit the employer and its employees.

An application from CGS was approved for a \$375,000 Incumbent Worker Training Program to occur from Oct. 1 through Sept. 30, 2021. The program was funded by OMJ Seneca County, OMJ Wyandot County and the Greater Ohio Workforce Board.

Carol Kern, the business services consultant for OMJ Seneca County, said the program is a way to "train the internal trainers" to fully train each worker as the company works toward its goal of having every occupation become a State Registered Apprenticeship in the next three years.

"Our 500-plus employees are our greatest asset and the engine that drives our business," says Deana Piekos, Director of Human Resources at CGS. "Our partnership with OhioMeansJobs provides resources and an infrastructure to help us continue developing a world-class workforce. By raising the level of capability of our people, we give ourselves a competitive advantage as we pursue aggressive growth initiatives."

CGS has worked with Proactive Technologies to analyze each targeted job using CGS's subject-matter experts. The "best practice" task processes data collected and processed to provide structured worker development materials and training tracking capabilities. Each trainee is provided with a customized on-the-job training checklist binder to put them on the path to full job mastery. Trainees will receive credentials for completed related technical instruction and for completing the structured on-the-job training to mastery, which will lead to other credentials, such as the apprenticeship certificate. [Read Release](#)



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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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Huawei Will Build a New Chip Plant to Circumvent US Restrictions

Assembly Magazine

SHANGHAI, China-Huawei is planning to build its own chipset factory here in order to circumvent the U.S. Department of Commerce's decision in August that prohibits U.S. suppliers from providing semiconductor products and components to Huawei and its subsidiaries. The factory will make parts for its telecom hardware business.



The new factory is to be run by Shanghai IC R&D Center, Huawei's partner. For now, the factory is said to be an experiment till it starts making products for user-end products.

The plan is to start by building 45nm chipsets, followed by 28nm in 2021, and 20nm chipsets in 2022. Huawei considers the plant an investment for long-term survival, with the hope that the plant will push it behind its rivals in the telecom hardware market. [Read Article](#)

Boeing Reports More 737 Max Cancellations as FAA Review Approaches 'Finish Line'

Apple News - CNBC Business, Leslie Josephs

Boeing on Tuesday reported more cancellations of its beleaguered 737 Max jets, just as regulators wrap up their review of the planes following two fatal crashes.

The aircraft manufacturer is facing dual crises of the 737 Max grounding, now in its 20th month, and the coronavirus pandemic, which has devastated air travel and the market for new aircraft.

Boeing customers canceled 12 orders for the 737 Max in October and the company posted no new ones. Including aircraft Boeing removed from its official backlog, its outstanding orders shrunk to 4,275 from 4,325 last month.

The Federal Aviation Administration is wrapping up its evaluation of changes Boeing made to the planes after two 737 Max crashes killed 346 people and prompted a worldwide grounding of the jetliners in March 2019. [Read Article](#)

Former UAW VP and GM Board Member Sentenced to 30 Months for Taking Bribes

IndustryWeek - Staff

The U.S. Attorney's Office of the Eastern District of Michigan announced that Joseph Ashton, former General Motors Co. board member and former VP of the United Auto Worker's GM Department was sentenced to 30 months in prison for conspiring with other top UAW officials to take hundreds of thousands of dollars in bribes and kickbacks.



The 30-month sentence comes as the result of Ashton's guilty plea, entered in December 2019, that he and two other top officials with the UAW's GM Center for Human Resources demanded bribes and kickbacks from a watch vendor in Philadelphia in exchange for custom watches.

According to the charges, Ashton and two co-conspirators wrote a contract for \$3.9 million to a Philadelphia vendor in exchange for \$58,000 custom made watches for UAW GM employees-and more than \$250,000 in mostly-cash kickbacks. The watches, which the UAW received in 2014, were never given out. [Read Article](#)

U.S. Manufacturing Technology Orders Up 26.4% in September

Quality Magazine

U.S. Manufacturing Technology Orders totaled \$373.7 million in September 2020, an increase of 26.4% from August 2020, and the highest monthly total of the year, according to the latest U.S. Manufacturing Technology Orders report published by AMT - The Association For Manufacturing Technology. The September total decreased 3.2% from September 2019, and orders to date reached \$2.32 billion, nearly a quarter lower than the 2019 YTD total.

"In addition to the positive numbers this month, we are now seeing the economic recovery reach a broader spectrum of the overall capital equipment market," said Douglas K. Woods, president of AMT.

"Manufacturing is ramping back up as production, shipments, and order levels continue to improve throughout most sectors. The high demand for mold-and-die products during the height of the pandemic led to reshoring portions of the industry's output.

Additionally, a strong housing market continues to expand demand for household appliances, creating backlogs that will keep production lines busy into the winter." [Read Article](#)

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MEMORABLE QUOTES

"The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people. Put in a negative way, the aim of leadership is not merely to find and record failures of men, but to remove the causes of failure: to help people to do a better job with less effort."

[W. Edwards Deming](#)

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

"Resilience is not what happens to you. It's how you react to, respond to, and recover from what happens to you."

Ford Unveils Plans for 30-Acre Detroit Redevelopment

Commercial Property Executive - Scott Baltic

The 1.2 million-square-foot "mobility innovation district" is centered on the former Michigan Central train station near downtown and will eventually accommodate 5,000 employees.



Ford Motor Co. has unveiled the site plan for Michigan Central, its 30-acre "mobility innovation district" in the Corktown neighborhood, just west of downtown Detroit, as well as specific designs for some of the project's first new buildings.

The new Detroit development centers on four key buildings: [Read Article](#)

Time for a Federal-State National Economic Development Partnership

Information Technology and Innovation Institute - Robert D. Atkinson

A key component to any national advanced industry strategy-and one that should receive welcome bipartisan agreement-should be to help all 50 states expand their state development strategies and better align them to the overall mission of outcompeting China.

Four Bipartisan Steps to Forge a Federal-State Partnership for Economic Development - Why Such a Federal-State Partnership Would be Greater Than the Sum of Its Parts

KEY TAKEAWAYS

Neither of the prevailing ideological approaches of Republicans and Democrats in Washington will do much to spur the national economic development and competitiveness that the country needs.

Economic development tends to be nonpartisan at the state level, because state officials face the reality of having to compete economically every day. They can't afford to let ideology get in the way of what works.

Most states have effective and often innovative development programs, but they are limited in their ability to fund them adequately-especially at the level necessary to serve as part of a national development strategy.

While it is critical to continue pressing for a robust federal development strategy, it's also time for Congress to use the bipartisan support of state development efforts to establish and expand federal-state development partnerships.

Designed thoughtfully, a federal-state economic development initiative can produce results that are greater than the sum of its parts. [Read Article](#)

General Motors Drops Objections to California Fuel Standards

IndustryWeek - Ryan Secard

Mary Barra wrote a letter to environmental groups pledging support for electrification.



In a letter to the leaders of various environmental groups sent November 24, CEO Mary Barra announced that General Motors Co. was switching sides in the struggle to define U.S. auto efficiency standards.

The letter, addressed to CEOs, Presidents, and Executive Directors of the Center for Biological Diversity, the Chesapeake Bay Foundation, the Environmental Defense Fund, the National Resources Defense Council, and the Sierra Club, among others, said GM would remove its support for the EPA's rollback on efficiency limits and commit to "an all-electric, zero emission future."

"We believe the ambitious electrification goals of the President-elect, California, and General Motors are aligned to address climate change by drastically reducing automobile emissions," wrote Barra. [Read Article](#)

Apple Supplier TSMC Wins Phoenix's Support for \$12B Plant

CFO.com - Benzinga

The Taiwanese chipmaker's advanced semiconductor fabrication campus could generate 1,900 new jobs over the next five years.



Authorities in Phoenix, Arizona, have agreed to support Apple's chip-supplier, Taiwan Semiconductor Manufacturing Co (TSMC), set up a \$12 billion chip manufacturing plant. In Wednesday's notice, the City Council authorized financing from its public infrastructure pool to support the project.

What Happened: Phoenix authorities expect that the Taiwanese chipmaker's

[Jeffrey Gitomer](#)
American author, professional speaker,
and business trainer
1946 -

**"When you come to the end of your
rope, tie a knot and hang on."**

[Franklin D. Roosevelt](#)
32nd President of the United States,
served 3 terms
1882 - 1945

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SEPTEMBER

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by Dean Prigelmeier, President of

Proactive Technologies, Inc. over the next five years. Production is scheduled to begin in 2024.

With the new plant in operation, the council estimates a direct economic contribution, in terms of output, of approximately \$38.2 billion over the next 20-year period and a boost in annual personal income by \$314 million.

The council will fund roughly \$205 million for infrastructure projects that support TSMC's plant. It will spend an estimated amount of \$61 million on road connectivity, \$37 million on public water infrastructure, and \$107 million on sewers and public wastewater infrastructure. [Read Article](#)

Dyson Launches \$3.7 Billion Plan to Double Product Range

IndustryWeek - Agence France-Presse

Its new investment plans will target batteries, robotics, next-generation motor technology, intelligent products, machine learning and connectivity.



British electric appliance pioneer Dyson, famed for its bagless vacuum cleaners, announced Friday that it will invest £2.75 billion (US\$3.7 billion) to double its product range by 2025.

Dyson said in a statement that it will plow the cash into operations in Britain, the Philippines and Singapore under ambitious plans to also start producing goods designed for outside the home.

The news comes after Dyson abandoned plans last year to produce electric cars after concluding that the project was commercially unviable.

[Read Article](#)

Core Capital Goods Orders Rise 0.7% in October

CFO.com - Mathew Heller

The continued improvement in the key measure of U.S. business investment suggests manufacturers are optimistic about a return to normalcy next year.



A key measure of U.S. business investment rose for a sixth straight month in October, fueling optimism over the health of the manufacturing sector despite the current surge in coronavirus infections.

The Department of Commerce reported Wednesday that orders for non-defense capital goods excluding aircraft rose 0.7% last month.

Core capital goods orders increased by 1.9% in September and the October gain was the smallest since the economy reopened last May. But investment has risen 6.2% over the past year, marking the fastest 12-month gain in a year and a half. [Read Article](#)

Financial News

Subchapter V Bankruptcies

CFO.com - Vincent Ryan

Many small businesses are using a niche part of the Bankruptcy Act to discharge their debts amid the COVID-19 crisis, and bankruptcy experts are encouraging other ailing small businesses to consider the option instead of shutting down entirely.



About 1,000 small businesses have filed under the so-called Subchapter V, Small Business Debtor Reorganization, in 2020 according to statistics cited today in a session of the American Bankruptcy Institute's Insolvency 2020 conference.

Part of the reason might be the enhancement to Subchapter V in the Coronavirus Aid, Relief, and Economic Security (CARES) Act. CARES temporarily raised the ceiling on a filer's aggregate secured and unsecured non-contingent and liquidated debt to \$7.5 million from \$2.7 million. The higher debt limit is scheduled to end on March 27, 2021. [Read Article](#)

SAP Shares Fall 23% on Q3 Results, Guidance

CFO.com - Matthew Heller

"COVID-19 has created an inflection point for our customers," the company said as it announced a "strategic pivot" to cloud computing.



SAP shares plunged on Monday after the German enterprise software giant reduced its mid-term guidance to reflect the impact of COVID-19 on its business.

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

In announcing its third-quarter results, SAP said it had "again demonstrated its resilience ... with stable total revenue and an improvement in operating profit and margins" but its customers, particularly in hard-hit industries, "continue to be impacted by the economic consequences" of the pandemic.

"Lockdowns have been re-introduced in some regions, recovery is uneven, and companies are facing more business uncertainty," the company noted. [Read Article](#)

PBGC to Pay Pension Benefits for J.C. Penney Corporation Workers, Retirees



Pension Benefit Guaranty Corporation

WASHINGTON, D.C. - The Pension Benefit Guaranty Corporation (PBGC) is taking responsibility for the J.C. Penney Corporation, Inc. Pension Plan, which covers about 36,000 current and future retirees. The retailer, headquartered in Plano, Texas, operates about 690 stores throughout the United States and Puerto Rico.

"This action allows the agency to continue delivering hard-earned benefits as allowed under the law and to provide retirees with information that will help them plan for the future," PBGC Director Gordon Hartogenesis said. "As with all plans we insure, PBGC is acting to protect the retirement security of the J.C. Penney plan participants, and we will continue to do the same for the millions of other workers, retirees, and families who rely on us."

On May 15, 2020, J.C. Penney Corporation, Inc., along with 17 of its subsidiaries and related entities, filed for Chapter 11 protection in the U.S. Bankruptcy Court in Corpus Christi, Texas. [Read Article](#)

GAO: Opportunity Zone Program Lacks Oversight, Accountability



Area Development - SSTI, Mark Skinner

Criticism of the federal Opportunity Zone program has been directed at individual examples of questionable tracts for inclusion, the process for selecting tracts in each state, and the merits of some of the development projects underway. For example, some question inclusion of lowlands subject to flooding as sea levels rise with climate change and subsidence, while others raise eyebrows at inclusion of greenfield freeway interchanges or tracts already undergoing gentrification in fast growing cities. Complaints have been raised about projects where the end use (e.g. a hotel) will offer low-wage, part-time jobs without benefits for worker or a chance of raising them out of poverty.

Still others question if a decade of forgone public revenues from real estate projects that would have happened anyway is good policy. A new report from the U.S. Government Accountability Office recommends Congress pass legislation granting the Treasury Department the authority to actually evaluate the program to determine if all of the concern is justified. [Read Article and Access Report](#)

Court Orders Release of PPP Borrower Details

CFO.com - Matthew Heller

A judge has ordered the Trump administration to provide more detailed information about businesses that received COVID-19 relief loans, ruling that the "powerful" public interest in disclosure "dramatically outweighs" privacy concerns.



The decision was a victory for media organizations that sued the Small Business Administration for access to data about roughly \$600 billion in loans made under the Paycheck Protection Program and the Economic Injury Disaster Loan (EIDL) program.

The SBA had agreed in July to identify PPP borrowers but provide only loan amount ranges for loans of more than \$150,000 and provide the precise dollar amounts, but not identify the borrower, for loans of under \$150,000. Of the PPP's 5.2 million loans, roughly 4.5 million were for amounts of \$150,000 or less, according to SBA data. [Read Article](#)

Wells Fargo Former Execs Charged With Misleading Investors

CFO.com - William Sprouse

Former Wells Fargo chief executive officer John Stumpf agreed to pay \$2.5 million to settle charges from the Securities and Exchange Commission related to his certification of misleading statements made to investors over the banks' fraudulent "cross-selling" strategy.



Specification?

Dean Prigelmeier, President of Proactive Technologies, Inc.

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Carrie Tolsted, the former head of Wells Fargo's Community Bank, was charged with endorsing the bank's cross-selling metric as a means of measuring its financial success.

Stumpf has agreed to settle the civil charges without admitting or denying guilt. He agreed to a lifetime ban from the banking industry and a \$17.5 million fine for his role in the fake-accounts scandal and other misconduct in January.

In addition to civil penalties, the SEC is seeking to ban Tolsted from becoming an executive officer or taking a seat on a corporate board. She is fighting the fraud charges. [Read Article](#)

Feds Subpoena Nikola as Part of Fraud Probe

CFO.com - Matthew Heller

Electric vehicle maker Nikola has disclosed it received subpoenas from federal and state authorities amid allegations that it misled investors about its technology and manufacturing capabilities.



Nikola has been under scrutiny since short-seller Hindenburg Research released a report on Sept. 10 that described it as an "intricate fraud built on dozens of lies" by its founder, Trevor Milton.

In a regulatory filing, the company said it received a series of subpoenas between Sept. 19 and Sept. 30, including some from the U.S. Securities and Exchange Commission "as part of a fact-finding inquiry related to aspects of the company's business as well as certain matters" described in the Hindenburg report.

Additionally, Nikola and Milton have received grand jury subpoenas from the U.S. Department of Justice and the company received a subpoena from the Manhattan District Attorney. [Read Article](#)

Former Kodak Execs Sold \$5.1M in Stock Options They Didn't Own

CFO.com - William Sprouse

Eastman Kodak said a series of internal errors allowed five former executives to sell about \$5.1 million in stock options they didn't own.



In an earnings call on Tuesday, chief financial officer David Bullwinkle said inadequate controls had failed to prevent the "unauthorized issuance" of the company's stock.

The previously forfeited stock options were exercised by the former executives in July when the company's stock jumped on news of a government loan.

In remarks from the White House, U.S. President Donald Trump announced his administration was using the Defense Production Act to provide a \$765 million loan to Kodak to produce pharmaceutical ingredients, calling the deal, "one of the most important deals in the history of U.S. pharmaceutical industries." [Read Article](#)

Justice Department Forces Intuit To Divest Credit Karma's Tax Biz to Square



CFO.com - Benzinga

The U.S. will reportedly require Intuit to sell the Credit Karma tax unit to Square as part of Intuit's \$7.1-billion buyout of Credit Karma.

The U.S. Justice Department will reportedly require Intuit to sell its Credit Karma tax unit to Square as part of Intuit's \$7.1-billion buyout of Credit Karma.

On Wednesday, CNBC reported that Intuit must divest Credit Karma's tax unit in order for the Justice Department to approve the merger between Intuit and Credit Karma.

The Wall Street Journal reported in October that Credit Karma was in talks to sell its tax business to digital payment company Square. [Read Article](#)

SEC Proposes Equity Pay for Tech Firm Gig Workers

CFO.com - Mathew Heller

A proposed rule change would allow internet platform workers to "participate at a measured level in the growth of the companies that their efforts support."



The U.S. Securities and Exchange Commission has proposed rule changes that would allow tech firms to pay gig workers up to 15% of their annual

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

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compensation in equity rather than cash.

The changes would apply for a five-year trial period to Rule 701, which permits companies to issue securities as a form of compensation without being subject to the usual registration requirements.

Under the proposal, companies that employ workers who "provide bona fide services by means of an internet-based platform or other widespread, technology-based marketplace platform" would be able to use Rule 701 to compensate them with stock. [Read Article](#)

No Interest Rate Increases for Three Years: Fed

CFO.com - Vincent Ryan

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



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

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

Healthcare Costs Are Killing US Manufacturing

IndustryWeek - Roy Meidinger

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



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

The cause is simple: the U.S. is the only industrial country where the employer directly pays a substantial share of employees' health care benefits. In other nations, for the most part, citizens themselves and businesses foot the bill, through income taxes. [Read Article](#)

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

IndustryWeek - Agence France-Presse

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



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

Feds Net 57 People in Probe of PPP Loan Scams

CFO.com - Matthew Heller

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



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

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

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

Business Interruption: Insurers Balk at Paying Claims

CFO.com - Karen Epper Hoffman

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



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

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

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

Reuters - Tom Sims

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

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

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

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



International News

Mexico, Latin America, South America and the Caribbean

The Future of Work in Latin America and the Caribbean: How Can Technology Facilitate Job Recovery after COVID-19? (Interactive version)

InterAmerican Development Bank - Azuara Herrera, Oliver; Fazio, Maria Victoria; Hand, Anne; Keller, Lukas; Rodríguez Tapia, Catalina; Silva Porto, Maria Teresa

COVID-19 has been a catalyst for three technologies that had had slow adoption rates until just a few months ago: teleworking, on-demand digital platforms, and online training. This is evidenced by the increase in downloads of mobile applications related to these activities. In this interactive note, the sixth in the series The Future of Work in Latin America and the Caribbean, we analyze the implications of these applications and highlight the main opportunities and challenges that countries in the region face to expand these forms of work and training, facilitating labor markets' reconstruction.

[Read Report](#)



Peru's Congress Selects Centrist Lawmaker to be New Leader

The Washington Post

Peru's political crisis appeared on the verge of resolution Monday as Congress cleared the way for an elder statesman and consensus candidate to become the country's third president in a week.



People waved the nation's red-and-white flag and blared horns on the streets of Peru's capital as Francisco Sagasti of the centrist Purple Party was selected as the new president of Congress.

The 76-year-old engineer has not yet been sworn into office but as head of

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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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.

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Congress becomes the nation's chief of state by default. Peru currently has no president or vice president, making him next in line. [Read Article](#)

[What Happened to Cross-Border E-Commerce Under the Pandemic?](#)

InterAmerican Development Bank - Jerónimo Carballo - Catalina Salas Santa - Christian Volpe Martincus



There is a strong consensus that cross-border e-commerce has been growing at a fast pace. Available data suggests that the pandemic could have even accelerated this trend. For instance, according to its most recent financial report, Amazon's international net sales increased by 28.3% between the first semester of 2020 and the same period of 2019.

However, this evidence is, at most, anecdotal and partial. There are virtually no comprehensive, detailed, and consistent official statistics on international e-commerce for individual economies. This is particularly the case for Latin American and Caribbean (LAC) countries, which, therefore, lack a crucial input to design, guide, and implement effective policies in this increasingly important economic activity. [Read Article](#)

[Mexico's Military Gains Power as President Turns from Critic to Partner](#)

Apple News - The Los Angeles Times, Kate Linthicum, Patrick J. McDonnell



MEXICO CITY - As a candidate for president, Andrés Manuel López Obrador slammed Mexico's armed forces and the "mafia of power" that he said controlled them. He accused soldiers of human rights abuses in the country's bloody drug war and publicly clashed with Gen. Salvador Cienfuegos, then secretary of defense.

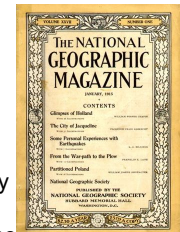
But after taking office, López Obrador changed his tune, embracing the same military leaders he had once bashed.

After Cienfuegos was arrested at Los Angeles International Airport last month and charged with drug trafficking, the president rushed to his defense, threatening to withhold security cooperation with the United States unless charges were dropped. U.S. authorities caved this week and returned the 72-year-old retired general to Mexico. [Read Article](#)

[Microplastics Found Near Everest's Peak, Highest Ever Detected in the World](#)

Apple News - National Geographic, Freddie Wilkinson

From thinning glaciers to plastic pollution, a slew of new studies discover alarming signs of our environmental toll.



Climbers wait in the queue to summit Mount Everest in May 2019. The stream of people who summit the peak every year have unknowingly left their mark on the mountain in the form of tiny curls of plastic that shed from synthetic materials commonly used in outdoor clothes.

For adventurers the world over, Mount Everest is an unforgettable sight—a regal plume of snow blows off its summit ridge as ice trails down its flank. But take a closer look at this stunning vista, as one team of climate scientists is doing, and you'll start to notice the telltale signs of human impact from people both near and far.

Today, the surface of the ice at base camp in Nepal sits more than 150 feet lower than it did 35 years ago, the result of glacial melt from our steadily warming climate. Zones of high-altitude ice once thought safe from warming are now starting to dwindle. Even the snow itself isn't quite so pristine. At 27,700 feet elevation, it is contaminated with microplastics—the highest yet found on the planet.

This is all according to a slew of new papers published this week in a special edition of the journal One Earth. [Read Article](#)

[Brazil's Amazon: Deforestation 'Surges to 12-year High'](#)

BBC

Deforestation of the Amazon rainforest in Brazil has surged to its highest level since 2008, the country's space agency (Inpe) reports.



A total of 11,088 sq km (4,281 sq miles) of rainforest were destroyed from August 2019 to July 2020. This is a 9.5% increase from the previous year. The Amazon is a vital carbon store that slows down the pace of global warming.

Development Groups, Government Agencies.

Structured on-the-job training attracts and engages employers in workforce development partnerships...some projects sustainable for more than 18 years!

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- document a trainee-to worker's increasing value to the employer - the key to retention - rather than leaving it to chance;
- properly aligns workforce development resources and maximizes the impact and results;
- 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!](#)

Scientists say it has suffered losses at an accelerated rate since Jair Bolsonaro took office in January 2019. [Read Article](#)

Canada, Europe and Great Britain

France's Macron Under Fire for Political Lurch to the Right

DeutscheWelle

President Macron is aiming to pass laws that would restrict protests, protect police and fight radical Islam. But facing increased public pressure, politicians have said they plan to revise a controversial security bill.



Public demonstrations have been a rare sight in protest-prone France since the beginning of the coronavirus pandemic.

But over the weekend, many felt it was time to make their voices heard again. Between 133,000 and 500,000 people - according to the police and organizers, respectively - demonstrated in more than 70 cities across France against a proposed security law, even though the country is still under partial lockdown. [Read Article](#)

Coronavirus: No Christmas Markets - But Some Mulled Wine 'To Go'

DeutscheWelle

Germany's Christmas markets, collections of festive shopping stalls and mulled wine stands in city centers, are shuttered because of the pandemic. But a company in Cologne is trying to do what little it still can.



It's been a pretty grim year for event organizers and hospitality businesses, with the crucial Christmas period looking little better amid continued lockdowns and high coronavirus caseloads in Germany heading toward December.

Nevertheless, entrepreneurs are trying to find ways to do what they can in these difficult times.

In the Lindenthal district of Cologne in western Germany, the Schulte & Schulte events business has set up a mulled wine and Christmas snacks stand outside the four-star Leonardo Royal Hotel am Stadtwald. The Schulte brothers only decided to set up shop here on Wednesday, but they say the hotel was quick to support the plan. [Read Article](#)

China and Southeast Asia

'We Are Shipping To The U.S.': Inside China's Online Synthetic Drug Networks

NPR Heard on Morning Edition - Emily Feng

In May 2019, China's government banned the production and sale of fentanyl and its many variants. But more than a year later, Chinese vendors continue to market the precursors used to make fentanyl online and ship them directly to customers in the United States, Europe and Mexico.



He is a slight, bespectacled man. Colleagues at the industrial materials company where he works describe him as a humorous but diligent employee, known for driving his white Jeep around town in northwestern China's Ningxia region to meet potential clients.

Unbeknownst to them, he goes by Benjamin Chen online, where he has a whole other business: He is a popular seller of the chemicals used to make the potent synthetic opioid fentanyl. NPR has identified him but is not using his real name because of the illegal activity in which he's involved.

Chen is one of more than 100 vendors who market fentanyl or related chemicals out of facilities across China, and his story illustrates how networks are getting around international efforts to crack down on the supply chain of lethal synthetic opioids. In an interview with NPR, however, Chen categorically denied that he manufactures or sells any illegal substances.

[Read Article](#)

Storm Vamco Hits Vietnam as Philippines Rescues Survivors

BBC

A powerful storm pummelled Vietnam on Sunday, injuring at least five people as winds of 90km/h (56mph) uprooted trees and damaged buildings.



Storm Vamco hit the Philippines earlier this week, with rescuers urgently



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searching for thousands of people trapped after catastrophic floods.

Thousands in Vietnam were told to evacuate on Saturday and airports and beaches closed.

Flooding last month killed at least 100 people in the country. [Read Article](#)

Hong Kong's Democracy Movement in Dire Straits as Beijing Tightens Grip

DeutscheWelle

Since the mass resignation of pro-democracy legislators and the detention of prominent activists, the territory's pro-democracy movement has been facing an uncertain future. William Yang reports.



Five months after Beijing began implementing the controversial national security law in Hong Kong, the city that was once known for its high level of autonomy and freedom is now rapidly becoming less different from other cities in China.

On November 11, four pro-democracy legislators were disqualified after the highest legislative body in China passed a measure barring anyone from Hong Kong's legislative council who supports independence, refuses to recognize Beijing's sovereignty over Hong Kong, seeks help from "foreign countries or foreign forces to interfere in the affairs of the region," or commits "other acts that endanger national security." [Read Article](#)

Asia, India and Australia

Indonesia: Thousands flee after volcano erupts

BBC

Thousands of people have fled after Indonesia's Ile Lewotolok volcano erupted, spewing ash high into the air.



Authorities have warned people of "lava streams and poisonous gas".

Indonesia has the world's most active volcanoes. [View Video](#)

Stubble Burning: Why it Continues to Smother North India

BBC

Stubble burning in northern India has long been a major cause of air pollution, but efforts to stop it fail every year. The BBC's Krutika Pathi and Arvind Chhabra find out why.



Plumes of smoke from Avtar Singh's paddy fields envelop his village in Punjab state's Patiala district. Mr Singh has just finished burning left-over straw - known as stubble - to clear the soil for the next crop.

The smoke is likely to travel as far as Delhi, some 250km (155 miles) away, adding to the national capital's toxic haze. It's not just Delhi that suffers. Stubble burning has created a massive public health crisis - its fumes pollute swathes of northern India and endanger the health of hundreds of millions of people. [Read Article](#)

India GDP: What Car Sales Reveal About India's Stalling Economy

BBC

India's economy has contracted for a second successive quarter, plunging the country into recession. Will improving car sales, a marker of growth, help drive a modest rebound in the near future? Nidhi Rai reports.



Ashwin Arya recently bought a brand new Toyota Glanza for his family. The 30-year-old, who lives in Betuk, a town in Madhya Pradesh state, bought the car in June, when most of India was still shut after the world's longest coronavirus lockdown.

"My father had met with an accident and we desperately needed a car," Mr Arya said. [Read Article](#)

Africa, Middle East, Eastern Europe and Russia

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- * Lowers the costs associated with turnover;
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- * 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

Threats to Democracy in Africa: The Rise of the Constitutional Coup

Brookings Institute - John Mukum Mbaku, Nonresident Senior Fellow - Global Economy and Development, Africa Growth Initiative



Since the early 1990s, there have been significant transformations in political systems in many African countries. These institutional changes have resulted in, for example, the demise of the racially based apartheid system in the Republic of South Africa and the introduction of a nonracial democracy. Many civilian and military dictatorships have fallen, paving the way for the establishment of rule-of-law-based governance systems characterized by constitutionalism and constitutional government, including reforms such as term limits. Nevertheless, many of these countries still struggle to deepen and institutionalize democracy and deal effectively and fully with government impunity, particularly that which is associated with the abuse of executive power and the violation of human rights.

Notably, while presidents in some countries, such as Kenya, Liberia, and Ghana, have abided by their countries' two-term limit, others have used legislatures subservient to the president to change their constitutions to allow them to stay in power beyond those two terms, and, in some cases, indefinitely. [Read Article](#)

Nagorno-Karabakh Peace Deal Brokered by Moscow Prompts Anger in Armenia

The Guardian - Jack Losh in Yerevan and Andrew Roth in Moscow

Russian peacekeepers have deployed to Nagorno-Karabakh after Moscow brokered a peace deal that sparked celebrations in Azerbaijan and protests in Armenia, where demonstrators briefly occupied government buildings.

The truce, announced late on Monday night, calls for the deployment of nearly 2,000 Russian peacekeepers to the disputed enclave, where Azerbaijan will receive significant territorial concessions from an Armenian-backed local government. [Read Article](#)

Both Sides in Ethiopian Conflict are Killing Civilians, Refugees Say

The Guardian - Jason Burke and Zeinab Mohammed Salih

Members of Amhara region militias head to face the Tigray People's Liberation Front, named by some as being responsible for the killings. Photograph: Tiksa Negeri/Reuters

Refugees fleeing the conflict in northern Ethiopia have claimed both sides are committing atrocities against civilians, and described hospitals struggling to cope with casualties.

Three days ago Hadgemes Gegressie, 37, fled his home in the frontier town of Humera, in the restive Tigray region where forces loyal to the local administration and the national military are engaged in fierce clashes. [Read Article](#)

Coronavirus, Economic Crisis Compound Pakistan's Malnutrition Scourge

DeutscheWelle

Health experts have expressed disappointment over the government's failure to address the issue of malnutrition and children's stunted growth.

Coronavirus, inflation and unemployment have exacerbated the situation.

Prime Minister Imran Khan vowed to deal with the issue of malnutrition after he came to power in August 2018. As opposition leader, Khan was very critical of the previous administrations' inability to tackle the problem. But many in Pakistan believe his government hasn't done much to improve the situation in the past two years.

Even members of the ruling Pakistan Tehreek-e-Insaf (PTI) party admit that the government could have done better when it came to addressing rising levels of malnutrition and stunted growth in children. [Read Article](#)



International Trade News

INTERNATIONAL TRADE DATA

Monthly Wholesale Trade

US Census Bureau

September 2020 sales of merchant wholesalers were \$486.0 billion, up 0.1 percent (+/- 0.4 percent)* from last month. End-of-month inventories were \$638.5 billion, up 0.4 percent (+/-



maintained "Return on Worker investment" through any type of change...

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

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

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

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

0.2 percent) from last month. September 2020: +0.4 % change in Inventories; August 2020 (r): +0.5 % change in Inventories.

[Read Report](#)

Manufacturing and Trade Inventories and Sales - September, 2020

US Census Bureau

U.S. total business end-of-month inventories for September 2020 were \$1,932.8 billion, up 0.7 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,465.1 billion, up 0.6 percent (+/-0.1 percent) from last month. September 2020: +0.7 % change in Inventories; August 2020 (r): +0.3 % change in Inventories. [Read Report](#)



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

US Department of Commerce - Bureau of Economic Analysis

The U.S. monthly international trade deficit decreased in September 2020 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit decreased from \$67.0 billion in August (revised) to \$63.9 billion in September, as exports increased more than imports. The previously published August deficit was \$67.1 billion. The goods deficit decreased \$3.1 billion in September to \$80.7 billion. The services surplus increased less than \$0.1 billion in September to \$16.8 billion. [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, Second Quarter 2020

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 -\$13.05 trillion at the end of the second quarter of 2020, according to statistics released by the U.S. Bureau of Economic Analysis (BEA). Assets totaled \$28.87 trillion and liabilities were \$41.92 trillion.



At the end of the first quarter, the net investment position was -\$12.16 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



improve it.



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

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

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

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

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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](#)

Preparing for US-China Decoupling

IndustryWeek - Anne Hoecker, Jue Wang, Shu Li

Geopolitical tensions are pushing companies to revisit their global strategies.



Apple and Huawei Technologies announced their latest high-end smartphones last month with the usual fanfare. But something that had nothing to do with screen sizes or camera megapixels loomed over the launches: the decoupling of the U.S. and Chinese economies.

Escalating tensions between the U.S. and China have accelerated the unraveling of globalization more quickly than many predicted even a year ago. The Covid-19 pandemic, the anti-China sentiment that followed, and the increasingly tense political climate have raised the stakes. Now, it's clear the world isn't going back to globalization-it's headed toward decoupling.

China-based Huawei is caught in the middle of the intensifying geopolitical conflict between its home country and the U.S. A global leader in telecommunications network equipment and smartphones, Huawei has been hampered by President Donald Trump's executive order forbidding U.S. companies from working with the company or buying its products. [Read Article](#)

How to Navigate the Reshoring of Pharmaceutical Manufacturing

Area Development - Darren Jones, John Finan, and Cory Wendt, Baker Tilly US, LLP



In recent years, geopolitical and economic trends have been encouraging pharmaceutical drug manufacturers to shift their active pharmaceutical ingredient (API) sourcing and physical manufacturing plants onto domestic soil or near-shore locations. This has been a gradually turning tide that accelerated this year due to the COVID-19 pandemic and, in its wake, a presidential Executive Order requiring all essential medicines to be manufactured within the United States. While the U.S. Food and Drug Administration (FDA) has not yet disclosed the list of essential medications, it has become apparent that having a strategy for the reshoring of pharmaceutical manufacturing is crucial.

There are also intellectual property (IP) protection advantages when reshoring manufacturing, as limitations in international IP laws expose protected proprietary knowledge to infringement. The strength and protections afforded by U.S. IP laws are far more developed, and there is substantial jurisprudence by the U.S. courts in determining whether there is a violation of IP rights. Even remedies of IP infringement tend to be higher in the United States than most other jurisdictions. Lastly, with the increased demand on production, coupled with the fluctuations in the supply chain, manufacturers are likely to experience potential delays. [Read Article](#)

China Solar Moving To Vietnam To Avoid Tariffs

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

China is ramping up to become the indispensable supplier of solar equipment -- from cells to panels. Two of its biggest companies are building factories in Vietnam and Malaysia in an effort to circumvent tariffs based on product origin.



If anyone had any doubts that China is planning on becoming the Western world's Green OPEC, just look at its corporate investments in solar. Following tariffs on solar two years ago, mainland manufacturers are moving supply to Vietnam in case global tariffs elapse but the China specific ones remain.

Just as the OPEC nations were the key sources of crude oil, China is setting itself up to be the go-to manufacturer of the post-fossil fuel supply chain.

[Read Post](#)

World's Largest Free Trade Agreement Signed in Coup for China

IndustryWeek - Agence France-Presse, Alice Philipson, with Martin Abbugao in Singapore

Fifteen Asia-Pacific countries on Sunday signed the world's biggest free trade deal, seen as a huge coup for China in extending its influence.



The Regional Comprehensive Economic Partnership (RCEP) includes 10

Southeast Asian economies along with China, Japan, South Korea, New Zealand and Australia, with members accounting for around 30 percent of global GDP.

First proposed in 2012, the deal was finally sealed at the end of a Southeast Asian summit as leaders push to get their pandemic-hit economies back on track. [Read Article](#)

The Countdown to Implementing the African Continental Free Trade Area in East Africa



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

The implementation stage of the African Continental Free Trade Area (AfCFTA) is due to begin in under three months. While the COVID-19 crisis has undoubtedly complicated the picture, the East Africa region is actually well-placed to implement the AfCFTA. Despite the skepticism expressed in some quarters about the ability of countries to get the landmark trade agreement up and running, there are strong reasons for optimism. [Read Article](#)

Why We're Reshoring Our Manufacturing: A CEO's View



IndustryWeek - Daniel Burrows

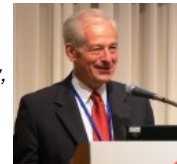
In the space of five years, we've offshored and now are bringing that production back to the US.

In 2015, I started my high-tech trucking panel company in a garage. I was still in graduate school, getting my MBA from Stanford University, and money was tight.

We began making prototypes of our concept: panels that would automatically deploy at highway speeds to seal the gap between the tractor and trailer to help improve truck aerodynamics and save fuel. As demand for TruckWings increased, we struggled, and our suppliers struggled to hire good manufacturing technicians because the U.S. unemployment rate was so low.

Eventually, we started sourcing parts from all over the world-Taiwan, Mexico, China. Labor was cheaper in those places compared to the United States, and you must control costs in this industry. We kept some business-critical operations, such as advanced research, software, firmware and cybersecurity in Silicon Valley. But having a global supply chain made a lot of sense. [Read Article](#)

RCEP: A New Trade Agreement That Will Shape Global Economics and Politics



Brookings Institute - Peter Petri, Nonresident Senior Fellow, Foreign Policy; John L. Thornton China Center, The Brookings Institution; Michael Plummer, Director of SAIS Europe, Eni Professor of International Economics - The School of Advanced International Studies, Johns Hopkins University

On November 15, 2020, 15 countries - members of the Association of Southeast Asian Nations (ASEAN) and five regional partners - signed the Regional Comprehensive Economic Partnership (RCEP), arguably the largest free trade agreement in history. RCEP and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), which concluded in 2018 and is also dominated by East Asian members, are the only major multilateral free trade agreements signed in the Trump era.

India and the United States were to be members of RCEP and the CPTPP, respectively, but withdrew under the Modi and Trump governments. As the agreements are now configured (see Figure 1), they forcefully stimulate intra-East Asian integration around China and Japan. This is partly the result of U.S. policies. The United States needs to rebalance its economic and security strategies to advance not only its economic interests, but also its security goals. [Read Article](#)

The European Union is Issuing Tariffs on \$4 billion Worth of US goods After a Long-running Dispute Over Aid to the World's 2 Biggest Planemakers



Apple News - Business Insider, Sarah Al-Arshani

The European Union will impose tariffs on \$4 billion worth of US goods, CNN reported.

Last month, the World Trade Organization ruled that the EU could impose the tariffs on the US for subsidies the US granted to the Chicago-based aircraft manufacturer Boeing.

The move is largely reciprocal. The WTO in October 2019 allowed the US to

import tariffs on \$7.5 billion worth of EU goods and supplies as a consequence of the bloc's financial assistance to the Netherlands-based Airbus, Boeing's chief rival. [Read Article](#)

The Regional Comprehensive Economic Partnership - What Does it Mean for the EU?

European Union

19/11/2020 - HRVP blog - The ten countries of ASEAN and five Asia-Pacific countries (China, Japan, Korea, Australia and New Zealand) have just agreed a major trade deal that covers 30% of the world's population and GDP. As the European Union, we welcome rules-based, multilateral economic integration and we should be pro-active by enhancing our engagement in and with ASEAN and the Indo-Pacific region.



The signing of the Regional Comprehensive Economic Partnership (RCEP) has created the world's largest free trade zone stretching from the border of Kazakhstan to the South Pacific. It has triggered many headlines notably about the sheer size of the deal, the prominent role of China and the fact that the US and India are not a party. Trade deals are rarely just about trade: they also have wider political ramifications. [Read Article](#)

Global Trade Shows Frail Recovery in Third Quarter, But Outlook Remains Uncertain

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

Global trade recorded a 5% drop in the third quarter of 2020 compared with the same period last year, according to UNCTAD's new Global Trade Update published on 21 October.



This marks an improvement on the 19% year-on-year plunge recorded in the second quarter, and UNCTAD expects the frail recovery to continue in the fourth quarter, with a preliminary forecast of -3% compared with the last quarter of 2019.

Depending on how the COVID-19 pandemic evolves in the winter months, the UN trade and development body expects the value of global trade to contract by 7% to 9% with respect to 2019. [Read Article](#)

AU-EU partnership: Goals and Expectations

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - ECDPM

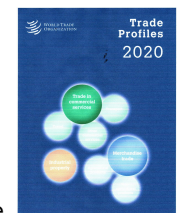
This year marks 20 years since the formalisation of the partnership between the African Union (AU) and the European Union (EU). During that two decades, the partnership has matured and withstood numerous challenges. As it forges ahead, it will continue to be tested by issues such as the COVID-19 pandemic and global trends in governance, peace and security, trade, and multilateralism. These, and the impacts of poverty and inequality within and between countries, also provide opportunities to consolidate and deepen mutual understanding and promote a paradigm shift. [Read Article](#)



WTO Issues New Edition of Trade Profiles Publication: Trade Profiles 2020

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

The WTO issued 8th of October the latest edition of its annual statistical publication Trade Profiles.

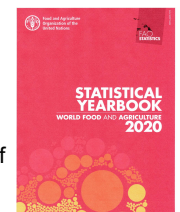


Trade Profiles contain detailed information on merchandise trade flows, including top products traded by each economy, an expanded section on trade in commercial services, as well as statistics on intellectual property. The information, available for WTO members, observers, and other selected economies, is derived from multiple domains, such as customs statistics, national accounts, Balance of Payments statistics, Foreign Affiliates Statistics (FATS), and industrial property statistics. Data are sourced from WTO Secretariat and external sources and presented in standardized and visualized format for quick reference. [Download Report](#)

FAO Statistical Yearbook 2020

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - FAO

Now more than ever, timely, accurate and high-quality statistics are essential to monitor trends and inform policy decisions, whether concerning the longer-term challenge of delivering on the Sustainable Development Goals (SDGs), or the immediate threat represented by the COVID-19 pandemic.



Statistical work has been at the core of FAO's activities and mandate since its foundation in 1945. FAO is a leading provider of internationally comparable data on food, nutrition and agriculture, which is gathered from national statistical offices and its network of partner agencies, and harmonized to paint a global picture. Data provide, at the same time, the indispensable evidence base that countries require to formulate policy decisions and monitor progress towards agreed objectives. All these data are summarized in this Statistical Yearbook.

After seven years of absence, the revamp of the FAO Statistical Yearbook coincides with the 75th anniversary of the Organization. This is per se a strong statement on the importance and value that FAO assigns to data and statistics as a strategic global public good that contributes to shaping the future world, and is at the foundation of our efforts to advance sustainable development. [Download Report](#)

Peas and Lentils Are the Latest to Be Hit by Container Squeeze

MSN News - Bloomberg, Marcy Nicholson

A shortage of containers at Vancouver's port is slowing Canada's exports of lentils and peas, the latest ripple in a phenomenon that has roiled trade.



Companies are rushing to get the steel boxes to Asia so that consumer goods made in factories there can be shipped to North America in time for the busy Christmas shopping season. It's a more profitable move for the shippers than waiting for agricultural products to be loaded and sent.

As a result, tons of pea and lentil crops -- known as pulses -- from the world's biggest producer remain in storage on farms and in elevators, far from the port on Canada's Pacific Coast.

The shortage has hit American cotton, hay and grain as well, prompting the U.S. Federal Maritime Commission to investigate "potentially unreasonable practices" around container return and other issues. [Read Article](#)

Trade and Integration Monitor 2020: The COVID-19 Shock: Building Trade Resilience for After the Pandemic

InterAmerican Development Bank - Giordano, Paolo; Campos, Rosario; Michalczewsky, Kathia

The Trade and Integration Monitor 2020 analyzes how trade has contracted during the COVID-19 pandemic and focuses on the reforms needed to enable the region to take part in the trade and investment flows that will emerge after the crisis.



Countries in the region should make decisive moves toward an ambitious agenda of international integration policies if they are to capture new investments and take advantage of nearshoring opportunities. The pandemic has exposed challenges that point clearly to a need to make headway on the institutional strengthening of export promotion and investment attraction agencies, trade facilitation and the modernization of customs, the diversification of the services sector, and trade digitalization. [Download Report](#)

Free Trade Is Killing American Manufacturing

IndustryWeek - Michael Collins

Republican and Democratic leaders have systematically traded away manufacturing industries and the jobs of American workers.



The economist Donald Boudreaux has said that "free trade improves efficiency and innovation." He reasons that free trade, along with other market forces, shifts the workforce to "more productive uses, allowing more efficient industries to thrive" and bringing higher wages, infrastructure investment, job creation and a more vibrant economy overall.

Boudreaux theorized that a growing trade deficit is actually a positive, signaling investor confidence. If a U.S. trading partner artificially suppresses its currency, the U.S. might see a larger deficit, "but this practice harms the trading partner, not the United States."

Also, the assertion that trade deficits are not debt and are good for the economy is flawed. According to the Economic Policy Institute (EPI), trade deficits have eliminated nearly 5 million good-paying manufacturing jobs over the past two decades and 90,000 factories. [Read Article](#)

The Alarming Rise in For-profit College Enrollment

Brookings Institute - Stephanie Riegg Cellini, Nonresident Senior Fellow - Governance Studies, Brown Center on Education Policy



The coronavirus pandemic has altered higher education in previously unimaginable ways. Much of the news coverage has focused on debates over campus closures and the decline in enrollment in public and nonprofit institutions. What has not received enough attention is the simultaneous increase in enrollment in for-profit institutions.

A recent report by the National Student Clearinghouse provides some of the first figures documenting college enrollment changes during the pandemic. The patterns are alarming. Undergraduate enrollment in for-profits is up 3% over last year, in stark contrast to a 9% decline in public community college enrollment. [Read Article](#)

National Skills Coalition Offers Workforce Policy Agenda for President-elect Joe Biden

IndustryWeek - Staff



"Let's build back better by including everyone," said Andy Van Kleunen, CEO of National Skills Coalition. "That means ensuring people's essential needs are met while they train for newly created jobs, new industries and technologies."

Wasting no time, on Nov. 9 the National Skills Coalition released a new federal workforce policy agenda for President-elect Joe Biden and Congress, outlining specific policy proposals that could be enacted within the first 100 days of the Biden administration and new Congress to build an economic recovery that is inclusive and equitable.

"Let's build back better by including everyone," said Andy Van Kleunen, CEO of National Skills Coalition. "That means ensuring people's essential needs are met while they train for newly created jobs, new industries and technologies. It means investing in the workers and businesses most impacted by the pandemic and making sure that they are better off as our economy improves." [Read Article](#)

Industry Needs Young Workers

Community College Daily News - Ellie Ashford



Industry and education leaders should work together to support apprenticeships and other work-based learning for young people, according to Scott Stump, assistant secretary for career, technical and adult education at the U.S. Education Department.

Stump, who hosted a panel discussion Tuesday on workforce training programs for youths, said youth participation in the labor market is at the lowest point ever. Only 35% of youths age 16 to 19 are employed, and only 29% worked during the summer.

Rethink hiring practices [Read Article](#)

The IRAPs Roadblock

Community College Daily News - Mathew Dembicki



A bill to reauthorize the nation's main apprenticeship law, which hasn't been revamped in 80 years, passed the House Rules Committee on Tuesday. A House floor debate is expected later this week.

The committee passed H.R. 8294, the National Apprenticeship Act, along party lines. Although Democrats and Republicans both touted apprenticeships as a critical workforce development tool, they couldn't agree on how much flexibility to give to newer apprenticeship models, such as industry-recognized apprenticeship programs (IRAPs).

The likelihood of Congress passing the bill this year is almost nil, as the Senate doesn't have a companion version. Many congressional Republicans and the Trump administration oppose the legislation because it focuses only on registered apprenticeships. Democrats aim to reintroduce the bill again in the new Congress, hoping there may be room for a compromise when the current administration departs. [Read Article](#)

Ready to Certify Your Cobot Skills?

IndustryWeek - Staff



Universal Robots develops an educational offering that provides an industry-recognized certificate.

As collaborative robots emerge as the fastest growing segment of industrial automation, cobot curriculum developed by an industrial leader is increasingly sought after in schools and manufacturing industries. "With the Education

Program we're addressing a tremendous need to provide cobot training as part of an integrated course," says Joe Campbell, senior manager of applications development at Universal Robots (UR) in a release. "This hands-on learning initiative will be instrumental in addressing the skills gap and get state-of-the-art cobots into classrooms, offering students instant employability and manufacturers access to an upskilled workforce."

The Education Program provides a clearly defined pathway for students to master cobot programming and deployment as part of an Industry 4.0 career in robotics and advanced manufacturing. Schools can now purchase the ready-to-go package that includes the complete curriculum, a UR cobot arm, and the hardware and software required to build actual industrial applications. [Read Article](#)

Training and Organizational Development News

What Makes a High-Performance Organization?

IndustryWeek - Steve Thornton

A look at the metrics behind standout middle-market manufacturers

A high-performance organization gets better results than its peers over time. These results show up in higher revenues and profits, highly satisfied customers, owners wanting to invest, employees who want to remain on the team, higher employee engagement and morale, and a culture that hinges upon mutual respect, accountability, and an expectation of winning.

Employees in high-performance organizations tend to solve problems, innovate, and execute better, which results in satisfying stakeholder needs.

In a high-performance organization, you will experience the following: [Read Article](#)

Better Teamwork Through Talent Blocks

IndustryWeek - Daniel Wolf, Joshua Lord

Organizing people in six areas of human capacity can improve culture and performance.



Turbulent times often bring out the best in our people and our efforts. The history of manufacturing is rich with examples of great leaps forward that have come in times of great challenge. Change, inspired by critical needs and constraints, unfolds in different ways, sometimes by design, and sometimes on demand. Strategic teams power a lot of change.

How we organize people for growth, performance and change is important. Structures and approaches to manufacturing talent must evolve to reflect the need for technical, analytic, creative, resource, solution and relational competence across the span of operations. We have coined the term "talent blocks" in a framework describing these six areas of human capacity. Talent blocks are critical human assets in manufacturing. They help shape key elements of business readiness, performance, resolve and sustenance. [Read Article](#)

Keeping a Project Stable in Uncharted Waters

IndustryWeek - Bruce Warthen

A simple, visual tool provided a view of our project's stability and helped the leadership team observe the impact of their decisions and activities.



Successfully running a project in 2020 has all of the typical challenges, along with many new difficulties related to COVID-19. In these uncertain times, how do we keep things moving ahead even when we are navigating through choppy waters?

This was a challenge I faced early this year as I led a reliability transformation at a large U.S. manufacturing plant. The project kicked off in early spring, just as we were learning more about COVID-19 on a daily, even hourly, basis. The leadership team deliberated whether they should delay this project. They decided to move forward with the initiative because it was a key component of the company's strategic improvement plan.

Smooth sailing, despite a storm on the horizon? [Read Article](#)

Quality News

Future-Proof Your Quality Systems

Quality Magazine - Ken Myers

The first half of 2020 found manufacturers having to pivot in the face of unprecedented challenges. Many had to halt production or, at the very least, slow production due to decreased demand and onsite worker limits. Even as operations ramped back up, manufacturing processes and procedures remain changed.



The new protocols in place may have exposed process shortcomings that manufacturers hadn't realized existed. They also shined a light on areas that could become more problematic, like worker attendance and onsite availability, which automation tools could help offset. [Read Article](#)

Exploring the Benefits of Noncontact Thickness Metrology

Quality Magazine - Hitendra S Mistry

Noncontact thickness metrology solutions have become a necessity for the manufacturing sector.



If you were to ask an assembler at a Tesla factory how they measure the diameter of a piston, the response could very well be "what's a piston?" If the same question were asked, a traditional combustion engine assembler would likely exclaim "with calipers, of course!" If we are to probe and delve into the quality control limitations associated with contact thickness measurements, we are likely to witness that the use of such instruments results in operator-based measurement variability, limited sampling of the part being manufactured, and potential damage to the part. It is largely for these reasons that noncontact thickness metrology solutions have become a necessity for the manufacturing sector. In this article, we will demonstrate two distinct methods that effectively measure part thickness without making any contact. We will first describe the benefits of using chromatic confocal technology for one-sided measurements, then the benefits of using triangulation sensor technology for dual-sided profiles. [Read Article](#)

Cyber Security and IT News

Tech Execs Face Questions on Immunity Law

CFO.com William Sprouse

The heads of Facebook, Twitter, and Google said changes to Section 230 could change how they moderate content.



Chief executives of Twitter, Google, and Facebook appeared before the Senate Commerce Committee on Wednesday to parry calls to reform Section 230 of the Communications Decency Act. Section 230 protects online platforms from liability for content posted by their users and allows them to moderate that content.

Twitter chief executive officer Jack Dorsey and Google CEO Sundar Pichai said the law protected free speech, while Facebook CEO Mark Zuckerberg, who was briefly unable to establish an internet connection with the panel, said he supported changing the law but warned doing so could expose tech platforms to greater liability. [Read Article](#)

How Can Manufacturers Stop Damaging Cyber Attacks?

IndustryWeek - Peter Fretty

Privileged access security might be the route to addressing manufacturing's current cyber attack trend.



Numerous events over the past few months have shown that manufacturers are increasingly susceptible to malicious threat actors.

"Driven by competitive pressures, manufacturers of all sizes have accelerated adoption of cloud, DevOps and other digital transformation initiatives to improve operations and gain competitive advantage, says Bryan Murphy, director of consulting services, at CyberArk. "A big part of these initiatives is the effort to update the operational technology (OT) environments that are used to run industrial enterprises. Historically, these

systems were isolated from other systems, but as OT environments have increasingly become connected to IT systems and the Internet, the risk of intrusion by malicious actors has multiplied." [Read Article](#)

Steelcase Cyber Attack Should Be a Wakeup Call

IndustryWeek - Peter Fretty

Ransomware attack leads to world's largest office furniture manufacturer shuttering its operations.



In late October, another manufacturer fell victim to a serious ransomware attack.

Specifically, Grand Rapids, MI-based Steelcase suffered a Ryuk ransomware attack, forcing it to halt global operations for roughly two weeks. As the world's largest office furniture manufacturer, Steelcase has nearly 13,000 employees, a network of 800 dealers, and \$3.7 billion in revenue in 2020. According to its October 26 SEC filing, Steelcase "promptly implemented a series of containment measures to address this situation including temporarily shutting down the affected systems and related operations."

The question is: Why do these events continue to occur across manufacturing environments?

"The single biggest threat to enterprises today is underestimating and failing to address cybersecurity across all of their cyber and physical systems. Ransomware attackers are going after higher value targets and that includes operational networks. [Read Article](#)

How Regulators Can Get Facial Recognition Technology Right

Brookings Institute - Daniel E. Ho, Emily Black, Maneesh Agrawala, and Fei-Fei Li



On June 24th the New York Times reported the frightful story of Detroit resident Robert Julian-Borchak Williams. Williams, who is African American, lives in the wealthy Detroit suburb of Farmington Hills and was contacted in January by the Detroit Police Department to turn himself in. After ignoring what he assumed was a prank, Williams was arrested by two police officers in front of his wife and two young daughters as he arrived home from work. Thirty hours after being detained, Williams was released on bail after it became clear the police had arrested the wrong man.

As the Times put it, Williams' case is noteworthy because it may be the first known example of an American wrongfully arrested on the basis of a flawed match from a facial recognition algorithm. Williams's story brings facial recognition technologies (FRT) squarely into the ongoing conversation in the United States around racial injustice. In May of this year, Stanford's Institute for Human-Centered Artificial Intelligence convened a workshop to discuss emerging questions about the performance of facial recognition technologies.

Although the workshop was held before the nationwide upheaval sparked by the killing of George Floyd, the issues covered are central to the ongoing reckoning with systemic inequities, discrimination, and technology. [Read Article](#)

Microsoft Files Patent to Record and Score Meetings on Body Language

BBC

image captionMeeting-room sensors are labelled in this patent-application drawing



Technology giant Microsoft has filed a patent for a system to monitor employees' body language and facial expressions during work meetings and give the events a "quality score".

A filing suggests it could be deployed in real-world meetings or online virtual get-togethers.

It envisions rooms being packed with sensors to monitor the participants, which could raise privacy concerns.

Microsoft is already under fire over a separate "productivity-score" tool. [Read Article](#)

U.S. Department of Labor Issues Two Wage and Hour Opinion Letters

U.S. Department of Labor

WASHINGTON, DC - The U.S. Department of Labor today announced two opinion letters that address compliance issues related to the Fair Labor Standards Act (FLSA). An opinion letter is an official, written opinion by the Department's Wage and Hour Division (WHD) on how a particular law applies in specific circumstances presented by the person or entity that requested the letter.



The opinion letters issued today are:

FLSA2020-15: Addressing the compensability of time that employees spend attending voluntary training programs in certain situations.

FLSA2020-16: Addressing compensability of employee travel time in certain situations involving construction sites located away from the employer's principal place of business. [Read Release](#)

U.S. Department of Labor Issues Two More Wage and Hour Opinion Letters

U.S. Department of Labor

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The opinion letters issued are:

FLSA2020-17: Addressing whether the regular rate of pay of an employee who is paid on a piece-rate basis may be calculated by dividing total earnings by the number of productive and nonproductive hours worked during the workweek in the absence of a specific agreement with the employee to use such calculation.

FLSA2020-18: Addressing whether insect farming qualifies as "agriculture" under Section 3(f) of the FLSA and whether certain workers employed by an insect farming operation may be exempt from overtime pay requirements under Section 13(b)(12). [Read Article](#)

U.S. Department of Labor Issues Guidance Alerting Employers to Frequently Cited Standards Related to Covid-19 Inspections

U.S. Department of Labor

WASHINGTON, DC - The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) has issued guidance and an accompanying one-pager to help employers understand which standards are most frequently cited during coronavirus-related inspections. OSHA based these documents on data from citations issued, many of which were the result of complaints, referrals and fatalities in industries such as hospitals and healthcare, nursing homes and long-term care facilities, and meat/poultry processing plants.



The one-pager and guidance document provide available resources that address the most frequently cited standards, including Respiratory Protection, Recording and Reporting Occupational Injuries and Illnesses, Personal Protective Equipment and the General Duty Clause. The one-pager provides examples of requirements employers must follow, such as: [Read Release](#)

U.S. Department of Labor and Rolls-Royce North America Holdings Enter Agreement to Resolve Hiring Discrimination

U.S. Department of Labor

PRINCE GEORGE, VA - The U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) and Rolls-Royce North America Holdings Inc. have entered into an Early Resolution Conciliation Agreement to resolve allegations of hiring discrimination.



While denying OFCCP's allegations, Rolls-Royce has agreed to pay \$135,000 in back wages and interest to 26 female applicants not selected for machine operator positions at its manufacturing facility in Prince George, Virginia, and provide job opportunities to four of the affected female applicants.

The findings of OFCCP's compliance evaluation show that from Jan. 1, 2017 to Dec. 31, 2017, Rolls-Royce discriminated against 26 female applicants

who applied for a position as a CNC Machine Operator II-Turbine. OFCCP found the company's action violated Executive Order 11246, which prohibits gender-based discrimination in hiring by federal contractors. Rolls-Royce also agreed to evaluate its process, policies, and procedures to hire individuals for similar skilled operator roles to ensure equal access and opportunity. [Read Article](#)

US Chamber of Commerce Study Says Childcare Situation Due to COVID Is Affecting Employers

IndustryWeek - Staff



While most employers feel they are supportive of the childcare needs of their employees, they underestimated the number of workers who would leave the workforce due to COVID-19.

As the pandemic's effects are felt in a myriad of ways, one that is drawing attention is the issue of how employers are having to deal with childcare issues.

"Since the start of the pandemic, COVID-19 has forced employers to change how they operate," said Cheryl Oldham, senior vice president of the U.S. Chamber of Commerce Foundation, in a press statement. "As 2020 draws to a close, employers are still unsure about how to navigate this new business and talent landscape, and how to best support the childcare needs of their employees." [Read Article](#)

Environmental, Health & Safety News

The Ergonomics of Wire Harness Assembly

Assembly Magazine - Austin Weber



Manual tasks pose numerous risks to assemblers.

When it comes to assembling wire harnesses, humans still do it better than automation. That's why wire processing remains a largely manual process. However, it also poses a number of ergonomic issues and concerns, including the risk of back, finger, neck, shoulder and wrist injuries.

Assemblers bend and reach to run wire from pin to pin. They use hand tools to cut, crimp, strip, tie and tape wires. Assemblers also insert wires into connectors and terminals. To prevent repetitive stress injuries, engineers must pay close attention to ergonomics.

Carpel tunnel and tendonitis are two of the more common repetitive motion injuries associated with wire processing. [Read Article](#)

Reduce Risks and Improve Organizational Effectiveness and Safety

EHS Today - Doug Pontsler, Rob Fisher



Learn how to identify traps and triggers, and how to control them proactively before incidents occur.

Visual Literacy is the capacity to recognize, analyze and describe hazards as it is applied to occupational safety. Human and Organizational Performance (HOP) deploys a myriad of tools to identify and reduce risks. Used together they give EHS professionals a potent package to improve workplace safety and health. Visual Literacy and HOP share one principal: Both accept our propensity for error, often called "human fallibility." To minimize error, both pay attention to error traps and triggers-incident precursors.

This article discusses how to identify traps and triggers, and how to control them proactively before incidents occur.

The WITH Model [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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