



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

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Issue: January, 2021

PROACTIVE TECHNOLOGIES **REPORT**

The *Proactive Technologies Report* newsletter is a free service of Proactive Technologies, Inc.

Important stories and information you might have missed

Proactive Technologies, Inc. Worker Development News

HAPPY NEW YEAR!

Proactive Technologies' staff wishes you, your family and colleagues a safe and prosperous new year.



Economic Development Opportunities – An Important Incentive in Attracting Companies to Your Region

by Dean Prigelmeier, President of Proactive Technologies, Inc.

When organizations try to create new jobs in their area – working with companies that are considering moving to, expanding to or expanding within their areas – skilled labor availability for many regional economic development strategies may include an offering that consists of one part skills assessment, one part general skill classes and a sprinkling of worker tax credits or grants. That seems to be what most incentive packages include, but is that because: A) that is what the other offers look like; b) it has been like that for decades; C) it is assumed that is all that is available; or D) all of the above?



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Proactive Technologies, Inc.™ -

For over thirty years headlines sounded the alarm that those institutions that were training the workforce of tomorrow were not succeeding in their effort as discussed in, "[An Anniversary That You Won't Want to Celebrate: 30 Years Later and The Skill Gap Grows - Is it Finally Time to Rethink The Nation's Approach?](#)". Many skilled workers that are available to work do not have the skills that employers need today. Not completely satisfied with their answer to the inevitable question regarding the region's skilled labor availability and how workers with specific skill needs will be found or developed, some economic development organizations are exploring other options and opportunities.

"Whether attracting new companies and helping them thrive and expand, or helping existing business to do the same, this approach is an important component of any economic development strategy."

It is important to understand that the types of skills that employers are most concerned with - especially employer-specific task-based skills - most likely have not been in the local workforce, nor have any programs been available in local institutions to develop them, simply because these new jobs, with new skill requirements, have never been in the area. The types of skills needed for most modern manufacturing and advanced manufacturing have never been developed because the need was not present nor the data on these jobs available. Even if the need was present, by the time the skill is recognized, a program developed and a worker completed the learning, manufacturers either moved on or moved out.

[Read More](#)

More Employers Finding Ways To Strategically Ensure Fair Pay

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



In an article appearing in IndustryWeek entitled "[Trying to Ensure Fair Pay, Employers Are Changing Policies](#)," it noted that according to a recent employer survey "2018 Getting Compensation Right," "60% of U.S. employers are planning to take some action this year to prevent bias in hiring and pay decisions." Further, 53% "are planning on or considering adding a recognition program."

The report went on, "37% percent are planning on or considering changing criteria for salary increases. Among employers not redesigning their programs, most are making changes to the importance of factors used to set base pay increases."

In short, the report led one to believe that employers overall wanted to make pay fairer, but one got the impression that there was no clear path. It

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 - January 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.

is difficult in this environment to talk about raising workers wages without shareholders mounting a revolt. But with the reported shortage of skilled labor, the difficulty in training workers with a lean staff and no structure, strategy or record keeping, etc. an area of compromise has to be reached. If not, skilled workers will not apply, or stay, and the shareholder profits will definitely be affected. It is the "bullet that needs to be bit" to get the economy working like it did so well post World War II when everyone felt they had a chance at doing well for themselves and their family.

One easy-to-set-up, easy-to-implement, low investment/high return strategy for paying workers for the documented value the employee has accumulated has been discussed in previous Proactive Technologies Report articles, most recently "[A Pay-for-Value Worker Development Program - Fair to Management and Workers, and Effective Too!](#)" and previously in "[Pay-For-Value Employee Programs.](#)" [Read More](#)

Jack of All Trades, Master of None

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



"[Jack of all trades, master of none](#)" according to Wikipedia "is a figure of speech used in reference to a person who has dabbled in many skills, rather than gaining expertise by focusing on one."

The shortened version "a jack of all trades" is often a compliment for a person who is good at figuring out how to fix and do things, and who has a broad knowledge base. These types may be a master of integrating diverse knowledge topics, such as an individual who knows enough from many learned trades and skills to be able to bring them together in a practical manner to perform a task that is a subset of a craft or trade area. This person considered a generalist rather than a specialist.

There are many examples of this. The individual who can do his/her taxes each year, but would not be qualified to do others. Someone who can figure out what is wrong with the dishwasher, but reaches a point where the repair is out of reach. A lawyer who has passed the bar, but failed to specialize in an area of law to be the "go-to" guy for a particular case. The "master of none" element appears to have been added to the phrase later to augment the meaning of the compliment; making the statement less flattering to the person receiving it. Today, the phrase used in its entirety generally describes a person whose knowledge, while covering a number of areas, is superficial to all of them.

Some modern apprenticeships are so generally focused that it is unclear who they benefit. Including general industry skills and even skills that may become useful in the future is well-intended, but the primary focus should

On the date and time of the event, just click on link in email invitation and it will connect you to the presentation. **No special 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:

- [PTI Promo](#) - (Recorded - Available Any Time): 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

be the mastery of tasks the current or identified future employer needs performed. That is the historic meaning of an [apprenticeship](#). Even as a secondary priority, the hedging of bets that industry-general skills will be needed in the future depends greatly on whether jobs requiring them will materialize and the apprentice will get to apply these skills before they forget them from nonuse. An over-emphasis on predictions can yield students that graduate with irrelevant skills, and employers left with the responsibility to provide more than the task-based training one would expect. [Read More](#)

Maximizing Worker Capacity Maximizes Shareholder Value...If Done Right

by Dean Prigelmeier, President of Proactive Technologies, Inc.



To many, “**maximizing shareholder value**” has become synonymous with layoffs and short-term cuts that will typically have harmful affects on long-term operational capacity. An often overlooked, but more productive, goal is “maximizing worker capacity” and should be a priority for every organization – publicly traded or not. Leaders of an organization are quick to say, “our workers are our greatest asset.” Yet, efforts to maximize returns on this asset are often hard to recognize or understand.

Maximizing a worker’s capacity maximizes worker value. Collectively, maximizing each worker’s capacity maximizes an organization’s value, and that of the shareholders. It is as simple as that.

Publicly traded companies, and even some privately held companies getting ready to go public, seem preoccupied with increasing quarterly earnings per share above all else. A consistently high level of earnings per share over the long-run no longer seems adequate for some. If the market is slack, an organization might carve costs out of the company from even a lean operation rather than disappoint investors. When labor is viewed as a “cost” rather than an asset, the temptation might be to cut benefits and wages. This may prop-up numbers for the short-term, but a demoralized workforce might not produce the same levels of output and quality yield as before. Sadly, a decision might be made in following quarters to cut benefits and wages even more, followed by workers if needed to make the magic number. All the while, worker and operational capacity, along with enthusiasm and loyalty, are eroding.

How does this erosion happen? When workers are cut, the work they used to perform gets transferred to the remaining workers. If there isn't a mechanism to quickly "transfer expertise" to the worker expected to take on the new responsibilities, capacity drops until the trainee comes up to speed. For as long as the transfer takes, one well-paid subject matter

on the "[View Live Upcoming Presentations/Calendar](#)" button below 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.

[View Live Upcoming Presentations/Calendar](#)

Upcoming Events

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

January, 2021

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

expert trainer is being paid to train the paid trainee, yet productivity improvement may be negligible. And further complicating the process, perhaps no one thought about capturing the exiting workers expertise before they left the building, so some "reinventing the wheel has to occur." Multiply this across all affected workers and the labor and opportunity costs may wipe out any anticipated gains by cutting worker payroll.

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.

Proactive Technologies Report has presented many articles about the [value of workers](#), [how structured on-the-job training increases the worker's capacity](#) to perform more tasks to a level of mastery, the [high cost of worker turnover](#), and more. It is a concept we feel strongly about. Yet we are continually surprised how this topic is avoided by company's accounting departments and upper management when they feel inclined to trim costs here and there, avoiding cultivating the enormous wealth before them - waiting to be harvested. **What would be the value of just a 10% increase in worker capacity, operational capacity, quality and quantity of work, and worker compliance (safety, ISO/TS/AS, etc.) to any operation?** [Read More](#)

Industry News

U.S. Department of Commerce - Bureau of Economic Analysis



Gross Domestic Product (Third Estimate), Corporate Profits (Revised), and GDP by Industry, Third Quarter 2020

Real gross domestic product (GDP) increased at an annual rate of 33.4 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 change was 0.3 percentage point higher than the "second" estimate released in November. In the second quarter of 2020, real GDP decreased 31.4 percent.

Profits increased 27.4 percent at a quarterly rate in the third quarter after decreasing 10.3 percent in the second quarter. Corporate profits increased 3.5 percent in the third quarter from one year ago. Profits were boosted by provisions from the Paycheck Protection Program.

Private goods-producing industries increased 47.2 percent, private services-producing industries increased 35.1 percent, and government increased 10.1 percent. Overall, 21 of 22 industry groups contributed to the third-quarter increase in real GDP. Mining decreased in the third quarter. [Read Report](#)

Personal Income and Outlays, November, 2020

Personal income decreased 1.1 percent while consumer spending decreased 0.4 percent in November as federal economic recovery payments and pandemic-related assistance programs continued to wind down. [Read Report](#)

U.S. Department of Commerce - Bureau of the Census

Advanced Report on Durable Goods Manufacturers' Shipments, Inventories, and Orders

Personal income decreased 1.1 percent while consumer spending decreased 0.4 percent in November as federal economic recovery payments and pandemic-related assistance programs continued to wind down. [Read Report](#)

Manufacturers' Shipments, Inventories, and Orders



New orders for manufactured goods in October increased \$4.9 billion or 1.0 percent to \$480.8 billion. October 2020: +1.0° % change; September 2020 (r): +1.3° % change. [Read Report](#)

Household Pulse Survey - Phase 2 (November 25, 2020 - December 7, 2020)

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:

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 Report](#)

Monthly State Retail Sales

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

U. S. Department of Labor Statistics

Consumer Price Index

In November, the Consumer Price Index for All Urban Consumers rose 0.2 percent 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 rose 0.2 percent in November (SA); up 1.6 percent over the year (NSA). [Read Report](#)

Producer Price Index

The Producer Price Index for final demand advanced 0.1 percent in November, as prices for final demand goods increased 0.4 percent, and the index for final demand services was unchanged. The final demand index increased 0.8 percent for the 12 months ended in November. [Read Report](#)

Job Openings and Labor Turnover

Job openings were little changed at 6.7 million on the last business day in October. Hires were little changed at 5.8 million while total separations increased to 5.1 million. [Read Report](#)

Unemployment Rate for States

Unemployment Rates for States, Seasonally Adjusted. [Read Report](#)

Job Creation - Employment Situation Summary

The number of job openings was little changed at 6.7 million on the last business day of October, the U.S. Bureau of Labor Statistics reported today. Hires were little changed at 5.8 million while total separations increased to 5.1 million. Within separations, the quits rate was unchanged at 2.2 percent while the layoffs and discharges rate increased to 1.2 percent. This release includes estimates of the number and rate of job openings, hires, and separations for the total nonfarm sector, by industry, and by four geographic regions. [Read Report](#)

Civilian Labor Participation Rate

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

Cornell Law School - U.S. Private Sector Job Quality Index

U.S. Private Sector Job Quality Index



For December 2020 by the U.S. Bureau of Labor Statistics (BLS), the U.S. Private Sector Job Quality Index (JQI)® has been revised to a level of 81.24, down by 0.91% from its revised level one month earlier and reflecting a higher proportion - relative to the prior month - of U.S. production and non-supervisory (P&NS) jobs paying less than the mean weekly income of all P&NS jobs ("Low Quality Jobs"), relative to those jobs paying above such mean. The JQI remains heavily impacted by the extraordinary disruption in the number and composition of private sector production and non-supervisory jobs since the beginning of the U.S. impact of the COVID19 global pandemic, with regard to which the following additional special factors should be noted: [Read Report](#)

Cleveland-Cliffs Completes ArcelorMittal USA Purchase

IndustryWeek - Staff

The finished transaction makes Cleveland-Cliffs the largest flat-rolled steel producer in North America.

Cleveland-Cliffs Inc. announced December 9 they had formally completed its purchase of ArcelorMittal USA. According to a statement from the company, the combined company made pro-forma revenue of \$17 billion on a full-year basis from 2019, and combined adjusted earnings of about \$1.7 billion.

ArcelorMittal received 78 million shares of Cleveland-Cliffs common stock, \$505 million in cash. Cleveland-Cliffs also agreed to take on ArcelorMittal USA's net liabilities of about \$0.5 billion in pensions and other post-employment benefits. In exchange, Cleveland-Cliffs took control of ArcelorMittal USA's six steel-making facilities, eight finishing facilities, two iron ore mining and pelletizing operations, and three coal and coke-making operations. [Read Article](#)



US Steel to Acquire Big River Steel Entirely for \$774 Million

IndustryWeek - Staff

CEO Burritt of U.S. Steel said the deal would marry U.S. Steel's scientists and application engineers with Big River Steel's modern operations.

U.S. Steel Corporation announced December 8 that it would purchase the remaining equity of Big River Steel Co. for \$774 million in cash after ending November 2020 with about \$2.9 billion in liquidity, \$1.7 billion in cash.

The deal, which is set to close in the first quarter of 2021, will combine U.S. Steel's blast furnaces and steel intellectual properties with Big River Steel's modern electric arc furnace (EAF) technologies and "mini mill" operations into the same company. U.S. Steel, in a statement, said this would expand U.S. Steel's talent pool and make the overall company more competitive. [Read Article](#)



South Carolina Tool Manufacturer to Add 525 New Jobs

Assembly Magazine

Anderson County will see a boom in manufacturing jobs in the next year as Techtronic Industries (TTI) announced plans to expand its operations there.

The company will invest \$100 million in a new 1 million-square-foot assembly plant, warehouse and reconditioning facility. The expansion will create 525 new jobs over the next several years.

Headquartered in Hong Kong, TTI was founded in 1985 and designs and manufactures consumer, professional and industrial products under the following brands: Milwaukee, AEG, Ryobi, Homelite, Hoover, Oreck, Vax and Dirt Devil. [Read Article](#)



UAW Settles with Justice Department on Reform

IndustryWeek - Ryan Secard

An independently-appointed monitor will oversee the UAW and investigate potential corruption.

The United Auto Workers is charting its future. Following a slew of corruption and fraud related charges of individuals at the highest level of its operations, the UAW said December 14 it had reached a formal agreement



with U.S. Attorney Matthew Schneider on how it would navigate ridding the union of corruption.

The consent order, announced jointly by the UAW and the Eastern District of Michigan, will ask a judge to appoint an independent monitor with the authority to discipline UAW members, investigate fraud or corruption in the union. The initial term for the monitor’s service is set for six years, although the agreement also provides for that term to be shortened or extended.

Additionally, the UAW will conduct a secret-ballot binding referendum of its own membership, in which members will decide whether to retain its currently-existing delegate system of elections, or to change to a model in which UAW members directly elect UAW presidents and executives or not. If membership elects to switch to the “direct vote” option, the change will become effective in the 2022 election cycle. [Read Article](#)

Achieving an Equitable National Health System for America

Brookings Institution - Stuart M. Butler, Senior Fellow - Economic Studies

The American health system is rife with gaps and inequities. The result is inadequate or no insurance and services for millions of families and unacceptable differences in resources and health conditions related to income, race, and location. Resources are misallocated, the health care infrastructure in many communities is inadequate, and our financial support for health coverage is disjointed and inefficient.

It is time to move towards a health system in America that provides adequate, affordable, and accessible care to all U.S. residents, and that reaches this goal by refining existing programs, correcting the subsidy system, and using the power of federalism. Achieving this goal requires us to: [Read Article and Download Report](#)

Five Key Factors at Play When Satisfying Workforce Requirements

Area Development - Stephen Akard, Partner, Bose McKinney & Evans

The global pandemic has magnified the significance of workforce training options and incentives in the site selection process.

To train employees for a lithium-ion battery manufacturer whose facility is under construction, Georgia Quick Start refurbished a space off-site with hands-on simulations mirroring the exact processes employees will use. Here, an employee learns to use computer-enabled microscopy to perform a quality check of the consistency of a coating applied to a battery component.

An IT company approached the state of Indiana a few years ago with a mammoth proposal — one that would absorb every software engineering student the state’s universities and colleges would graduate. Not some of them, all of them. As a state official at the time, I found the proposal transformative but the ability to deliver on that type of commitment daunting. Our analysis brought home five important considerations that apply to state and local governments, site selectors, and businesses even more today. [Read Article](#)

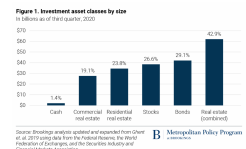
The Great Real Estate Reset

Brookings Education - Christopher Coes, Jennifer S. Vey, and Tracy Hadden Loh

Real estate plays a defining role in the American economy. It is by far the largest asset class in the United States, comprising over 40% of private assets nationally, followed by bonds, stocks, and cash (Figure 1). But we invest—and reap—far more than wealth from what we build. Our built environment is an expression of health, innovation, community, and culture. It is a physical reflection and embodiment of the human experience, its values, and its aspirations—and the ways they have evolved over time, for better and for worse.

Real estate is cyclical. Industry players are accustomed to periodic market resets, where credit tightens, demand is weak, and the construction sector sheds jobs. During these “resets,” some combination of time, bailouts, and corporate pivots ushers in the next cycle of growth. The current cycle began with a reset triggered by the subprime mortgage lending crisis and subsequent Great Recession of 2007 to 2009. Today, the industry is overdue for its next reset—but this one is different. [Read Article](#)

Lockheed Martin to Acquire Aerojet Rocketdyne





IndustryWeek - Staff

Defense contractor Lockheed Martin Corp. announced Dec. 20 that it would acquire Aerojet Rocketdyne Holdings Inc. for \$4.4 billion.

Aerojet Rocketdyne's propulsion systems are a key component of Lockheed's supply chain, and the acquisition will substantially boost propulsion expertise within the company, according to Lockheed Martin.

Aerojet Rocketdyne employs nearly 5,000 workers and has 15 primary operations sites in the U.S., according to the press release announcing the deal. Its 2019 revenue was approximately \$2 billion. [Read Article](#)

Manufacturers Express Increased Optimism in Q4 NAM Survey

IndustryWeek - Staff

"A return to pre-pandemic optimism is still months away," says National Association of Manufacturers President Jay Timmons.

The National Association of Manufacturers fourth-quarter Manufacturers' Outlook Survey showed a respondent pool growing increasingly positive about the business outlook for their firms.

Nearly three-quarters (74.2%) of manufacturers who responded characterized the business outlook as "positive," up from 66% in the previous outlook survey. The 74.2% figure is nearly equivalent to the survey's historical average of 74.4% and a soaring improvement over the 33.9% reported in the second quarter, NAM data show. [Read Article](#)

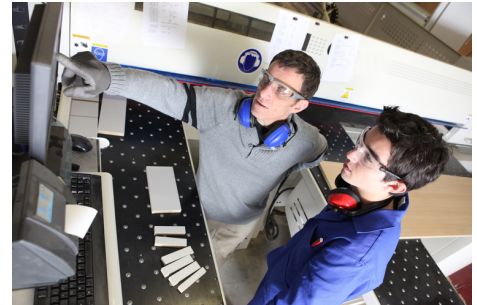


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Classes alone will not close the "skills gap," but structured on-the-job training can...every time!

Under-capacity of workers is an enormous source of untapped value and unrealized return on worker investment. In addition, standardizing expert task performance -between workers and shifts - can add to worker ROI through lower scrap and rework.



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Financial News

Bitcoin Faces Regulatory Scrutiny After Record-Breaking Rally

Bloomberg - Vildana Hajric

It's been a tough year by all accounts. But for Bitcoin, 2020 has been a marvelous time. The cryptocurrency almost quadrupled, surpassing \$20,000 for the first time as it notched record after record. The diehards cheered it as an inflation hedge in an era of unprecedented central bank largesse. Wall Street veterans from Paul Tudor Jones to Stanley Druckenmiller blessed it as an alternative asset, adding to the rally. And companies like MicroStrategy Inc. and Square Inc. moved cash reserves into crypto in search of better returns than near-zero interest rates deliver.

While none of those reasons for buying Bitcoin comport with its origins as an alternative to fiat currencies, they do point to a growing acceptance of crypto as an asset class of its own. And that has the zealot-like community taking yet another victory lap in their quest for legitimacy. [Read Article](#)



Scores of Private Charitable Foundations Got Paycheck Protection Program Money

NPR Heard on Morning Edition – Sacha Pfeiffer

Scores of private charitable foundations, set up by some of the nation's wealthiest people, received money from the federal government's Paycheck Protection Program, which was created last spring to save jobs at small businesses as the coronavirus tanked the economy.

NPR has identified at least 120 foundations that collectively received more than \$7.5 million in PPP funding. That's a small slice of the overall program, which disbursed about a half-trillion dollars, but some of the foundations are linked to individuals of considerable means: an oil magnate, a cable television tycoon, a dermatologist called the father of modern hair transplantation, and an aviation entrepreneur who founded companies with annual sales of more than a billion dollars.

Recipients also include the Walt Disney Family Foundation, the foundation of late celebrity photographer Robert Mapplethorpe, and a foundation affiliated with multi-billionaire investor Warren Buffett. Hear Podcast and [Read Article](#)



Special Report: SPACs — They're Back

CFO.com - Vincent Ryan

Fueled by piles of capital, special-purpose acquisition companies want to take your company public. But are they the best route to a listing?

Scott Henry, CFO of Skillz, is a veteran of capital raising and exits. He steered Beats Music through its \$3 billion sale to Apple in 2014. A decade before, he saw casino gaming company Las Vegas Sands through a \$690 million public listing. But in August, when Henry joined Skillz, a monetization platform for game developers, he jumped headfirst into a different kind of transaction: a special-purpose acquisition company IPO.

SPACs, a kind of "blank check" company, are flooding U.S. equity markets. They raise capital in an initial public offering and use the proceeds to acquire a public-ready operating business not yet identified. Once a SPAC selects a target operating company, that business merges into the SPAC shell company and becomes publicly traded. [Read Article](#)



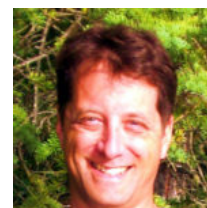
Disbarred Attorney Charged with Microcap Fraud

CFO.com - Matthew Heller

A disbarred former U.S. Securities and Exchange Commission attorney and a licensed attorney have been charged with issuing phony attorney opinion letters to facilitate the offer and sale of microcap securities.

According to the SEC, Richard Rubin — who worked for the commission from 1969 to 1976, including as a trial attorney in the division of enforcement — collaborated with Thomas Craft, a Tequesta, Fla., attorney, in a scheme to provide the SEC and market participants with more than 120 false opinion letters that lasted from December 2015 to July 2018.

Rubin was disbarred in 1995 but allegedly continued to hold himself out as a practicing attorney with an office on Wall Street in New York. He drafted the opinion letters and either signed them himself or had Craft sign them, the SEC said in a civil complaint. [Read Article](#)



Multiemployer Program Projected to be Insolvent in FY 2026; Single-Employer Program Improves

Pension Benefit Guaranty Corporation

WASHINGTON, D.C. – The Pension Benefit Guaranty Corporation (PBGC) today released its Fiscal Year (FY) 2020 Annual Report. The report notes, among other things, that the agency's Multiemployer Insurance Program expected insolvency date has been delayed from FY 2025 to sometime in FY 2026. Meanwhile, the Single-Employer Insurance Program is improving, driven primarily by investment income and premium income. The agency continues to meet its financial obligations and provided excellent customer service to a record number of retirees this year. [Read Release](#)



'The Wrath of Mark': 4 Takeaways From The Government's Case Against Facebook

NPR - Shannon Bond

This week, the Federal Trade Commission and 48 attorneys general unveiled blockbuster lawsuits accusing Facebook of crushing competition and calling for the tech giant to be broken up.

The twin complaints together run to nearly 200 pages documenting how Facebook became so powerful — and how, according to the government, it broke the law along the way.

They accuse Facebook of, as the FTC puts it, "suppressing, neutralizing, and deterring serious competitive threats" to its own dominance in social media. [Read Article](#)



GE Fined \$200 Million for Accounting Irregularities

CFO.com - Matthew Heller

General Electric has agreed to pay \$200 million to settle a probe of its accounting practices that showed it failed to disclose problems in its power and insurance businesses.

According to the U.S. Securities and Exchange Commission, GE misled investors about how the power unit was making money and did not disclose rising insurance claim costs that would eventually force it to boost reserves by more than \$15 billion.

The SEC has been investigating GE's accounting for about two years since the company disclosed large write-downs related to the insurance and power businesses. [Read Article](#)



Health Care Questions CFOs Should Ask and Expect an Answer To

CFO.com - Michael Waterbury

Digging into the hidden mechanisms of your organization's health care coverage can present opportunities for savings.

Heading into 2021, many companies are looking for ways to trim their budgets. Employee benefits are not usually one of the first places on the P&L that CFOs look to for savings. It's somewhat of a black box: There is typically a great deal that companies don't know about how their own health care benefits are priced or the incentives of the companies involved in delivering them. If you are part of a self-insured employer — or even a fully insured small business — digging into the hidden mechanisms of your organization's health care coverage can present opportunities for savings. It starts with asking your broker the right questions.

How are the benefit consultants who represent my health care purchasing decision getting paid? [Read Article](#)



U.S. Department of Labor Issues Final Rule to Amend Tipped Employee Regulations

U.S. Department of Labor

WASHINGTON, DC – The U.S. Department of Labor today announced a final rule protecting the tips of employees. This rule addresses amendments made to Section 3(m) of the Fair Labor Standards Act (FLSA) by the Consolidated Appropriations Act (CAA) of 2018. The CAA prohibits employers from keeping tips received by their employees, regardless of whether the employer takes a credit for tips earned by workers toward its minimum wage obligation to those employees under the FLSA (a "tip credit"). The rule also prohibits employers from allowing managers or supervisors to keep any portion of employees' tips.

"This final rule provides clarity and flexibility for employers and could increase pay for back-of-the-house workers, like cooks and dishwashers, who have been excluded from participating in tip pools in the past," said Wage and Hour Administrator Cheryl Stanton. "Newly allowed tip sharing may incentivize the inclusion of these previously excluded workers and reduce wage disparities among all workers who contribute to customers' experience." [Read Release](#)



Deal or No Deal: Is Manufacturing M&A on Track for Resurgence?

IndustryWeek - Paul Elie

A look at the drivers of change in 2021

Businesses and industries around the globe have been upended by COVID-19—and manufacturing is no different. In early March, companies in the U.S. tried to get a handle on the financial impact of the pandemic, with 62% implementing cost-containment measures. By mid-June, this figure jumped to 81%. Deal activity was also impacted. While global mergers and acquisitions have seen a recovery during the second half of 2020, the recovery in manufacturing has been relatively muted.

In the first half of 2020, manufacturing globally secured a total deal value of \$26.2 billion, a 46% decline and 21% decline in deal volume when compared to the first half of 2019. [Read Article](#)



COVID-19 Relief Bill Addresses Key PPP Issues

Journal of Accountancy - Jeff Drew

The U.S. Senate and House of Representatives overwhelmingly passed a \$900 billion COVID-19 relief bill Monday night that provides \$600 stimulus payments to individuals, adds \$300 to extended weekly unemployment benefits, and provides more than \$300 billion in aid for small businesses.

The legislation, the Consolidated Appropriations Act, 2021, also ensures tax deductibility for business expenses paid with forgiven Paycheck Protection Program (PPP) loans, provides fresh PPP funding, makes Sec. 501(c)(6) not-for-profit organizations eligible for loans for the first time, and offers businesses facing severe revenue reductions the opportunity to apply for a second loan. [Read Article](#)

Surprise Medical Bills Cost Americans Millions. Congress Finally Banned Most of Them

The New York Times - Sarah Kliff, Margot Sanger-Katz

Efforts to solve the common consumer problem had been stalled by lobbying pressure and legislative squabbles.

After years of being stymied by well-funded interests, Congress has agreed to ban one of the most costly and exasperating practices in medicine: surprise medical bills.

Surprise bills happen when an out-of-network provider is unexpectedly involved in a patient's care. Patients go to a hospital that accepts their insurance, for example, but get treated there by an emergency room physician who doesn't. Such doctors often bill those patients for large fees, far higher than what health plans typically pay.

Language included in the \$900 billion spending deal that passed both chambers Monday will make those bills illegal. Instead of charging patients, health providers will now have to work with insurers to settle on a fair price. The new changes will take effect in 2022, and will apply to doctors, hospitals and air ambulances, though not ground ambulances. [Read Article](#)

Restoring Trust: 5 Steps to Reduce Congressional Conflicts of Interest

Brookings Institute - Ty Gellasch, Fellow - Duke Global Financial Markets Center

It's past time for Congress to limit trading and outside business activities for its members and staff. Our Democracy is undermined when the public questions whether government officials are personally profiting off of their government positions. Unfortunately, we have seen members of Congress trading extensively in stocks while also holding hearings, writing laws, and funding regulators that directly impact those stocks' prices. And we have seen outside business interests of Democrats and Republicans benefit from federal programs and activities. Both financial trading and outside business activities present clear conflicts of interest that undermine trust in those officials and in government overall. Both should be limited far more than they are today.

Nearly a decade ago, "60 Minutes" exposed how several members of Congress had traded stocks after learning secret information about the severity of the 2008-2009 financial crisis. [Read Article](#)

The New Stimulus Act: 15 Big Changes That Will Impact Your Small Business

The Hartford - Gene Marks

A new coronavirus relief bill was passed by Congress and has been signed into law. If you run a small business, here are 15 things you need to know about it.

1. There is another round of PPP. Who is eligible?



The bill authorizes approximately \$285 billion for another round of the Paycheck Protection Program that's administered through the Small Business Administration's (SBA) network of lenders. [Read Article](#)

International News

Mexico, Latin America, South America and the Caribbean

Back to the 1960s? Education May be Latin America's Most Lasting Scar from COVID-19

Brookings Institute - Nora Lustig, Nonresident Senior Fellow - Global Economy and Development; Guido Neidhöfer, Advanced Researcher - ZEW – Leibniz Centre for European Economic Research; Mariano Tommasi, Professor of Economics and Director of the Centro de Estudios para el Desarrollo Humano - Universidad de San Andrés, Argentina Fellow - Econometric Society and Former Brookings Expert

The COVID-19 pandemic is placing Latin America at serious risk of unraveling the progress the region has made in the last decades when it comes to education. According to UNICEF, 95 percent of children are out of school in a region where social mobility coming from education is already low, and where equality of opportunity is rare. But the current generation of school children may—especially in low-income, less-educated households—be facing a future with the meager levels of education achievement last seen in the 1960s. Going backwards in education is not just bad for the children directly affected. Latin America's future could witness losses in economic growth and increased political polarization as a result.

While schools shut their doors for children of all socioeconomic backgrounds, their ability to continue learning depends on their parents' income and educational level. As in other regions of the world, high-educated parents have better access to internet and laptops, tablets, and so on, as well as the knowledge and non-cognitive skills to support their children's homeschooling. [Read Article](#)



Trade Trends Estimates: Latin America and the Caribbean 2021 Edition

InterAmerican Development Bank

The value of exports of goods from Latin America and the Caribbean will culminate in 2020 with a contraction estimated at a rate between -11.3% and -13.0%.

This publication highlights that:

- The downturn was mainly driven by lower export volumes, although prices also fell during the crisis.
- The drop in exports affected all subregions.
- The effects of the global recession caused by the pandemic had the most significant impact on trade in April and May.
- Signs of a recovery started to appear in June but were marked by a pattern of instability

This publication from the IDB Integration and Trade Sector and its Institute for the Integration of Latin America and the Caribbean (INTAL) concludes that the pandemic's impact on the region's trade performance has been attenuating but the recovery is still unstable. [Download Report](#)



Canada, Europe and Great Britain

Brexit: EU Diplomats Briefed on Brexit Trade Deal

BBC

EU ambassadors have received a Christmas Day briefing on the post-Brexit trade deal reached with the UK.

EU chief negotiator Michel Barnier updated them on the agreement, reached after months of fraught talks on fishing rights and business rules.

MPs will vote on the deal in Parliament on 30 December, with the UK set to exit existing trading rules on 31 December.

The 1,246-page document, which includes about 800 pages of annexes and footnotes, has been seen by the BBC. [Read Article](#)



EU Begins Its Vaccine Rollout With Goal Of Inoculating 450 Million Against COVID-19

NPR – JoAnna Kakissis

The European Union began a mass vaccination campaign on Sunday to eventually inoculate some 450 million people in 27 member-states against COVID-19.

EU leaders have negotiated contracts for more than 2 billion vaccine doses from various suppliers. The first 200 million doses are of the vaccine from Pfizer and BioNTech, which was co-developed by a husband-and-wife team in Mainz, Germany.



In Greece, the first recipient was Efstathia Kampisiouli, an ICU nurse in Athens. Greek television stations broadcast the vaccination. Kampisiouli, clad in blue scrubs and a mask, gave a thumbs-up as a masked colleague sank a needle into her arm. Everyone clapped. [Read Article](#)

China and Southeast Asia

Alibaba Being Investigated by China over Monopoly Tactics

BBC

Chinese tech giant Alibaba is being investigated by regulators over monopolistic practices.

China's State Administration for Market Regulation (SAMR) made the announcement on Thursday.

Regulators have previously warned Alibaba about forcing merchants to sign exclusive deals which prevent them from offering products on rival platforms.

Financial regulators will also meet with Alibaba's financial technology offshoot Ant Group in the coming days.

[Read Article](#)



Asia, India and Australia

Future of Regional Cooperation in Asia and the Pacific

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Asian Development Bank (ADB)

This book assesses the progress on regional cooperation and integration in Asia and the Pacific. It explores how policies can be adjusted to achieve a more resilient, sustainable, and inclusive future. The book consists of peer-reviewed papers by scholars and ADB staff and covers four major areas: public goods, trade and investment, financial cooperation, and regional health cooperation. Overall, the it emphasises regional cooperation as the key to unlock the potential of Asia's regional dynamism to achieve more balanced, inclusive, and sustainable growth. [Read Report](#)

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für Internationale
Zusammenarbeit (GIZ) GmbH

Australian Expeditioner Evacuated from Antarctica in Five-day Mission

BBC

An Australian expeditioner has been medically evacuated from Antarctica following a five-day mission involving ships, helicopters and planes.

Australia, China and the US collaborated in efforts to bring the patient back home.

The Australian Antarctic Division (AAD) hailed the "outstanding success" of an operation it described as "complex and challenging".

Details of the patient's condition were not made public.

Officials said it was not related to coronavirus. [Read Article](#)



India Farmer Protests: How Rural Incomes Have Struggled to Keep Up

BBC - Shruti Menon

With protests continuing against new farming laws in India, the Indian government has repeatedly said that the changes would actually benefit farmers.

Back in 2016, Prime Minister Narendra Modi and his ruling Bharatiya Janata Party (BJP) promised they would double farmers' incomes by 2022.

So what's the evidence that rural livelihoods have been improving?

What's happened to rural incomes? [Read Article](#)



Africa, Middle East, Eastern Europe and Russia

The Kenya-UK Post-Brexit Trade Agreement

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - tralac

Since the beginning of this year the United Kingdom (UK) ceased to be a member of the European Union (EU). The Withdrawal Agreement entered into force on 31 January 2020. However, the UK continues to trade under EU rules till the end of 2020. This applies to direct EU-UK trade as well as trade between the UK and third countries with preferential access to the EU markets. African states fall in this latter category. [Read Release](#)



Proactive Technologies' Project Partners



Frank J. Gibson Consulting

"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. Frank J. Gibson Management and Workforce Excellence Advisor

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- Training and Cross-Training
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- Experienced in assuring multinational employers expanding to the U.S. have the skilled workforce they need.
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MEMORABLE QUOTES

"The greatest waste ... is failure to use the abilities of people...to learn about their frustrations and about the contributions that they are eager to make"

[W. Edwards Deming](#)

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

"We have always held to the hope, the belief, the conviction that there is a better life, a better world, beyond the horizon."

[Franklin D. Roosevelt](#)

American politician, 32nd president of the United States 1933 - 1945
1882 - 1945

"Formula for success: Rise early, work hard, strike oil."

[J. Paul Getty](#)

American-born British petrol-industrialist
1892 - 1976

Development

- Facilitated Problem Solving
- Process Improvement Cross-Functional Leadership Coaching and Mentoring
- Internship and Apprenticeship Projects
- Strategic Doing/Strategic Planning

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International Trade News

U.S. Department of Commerce - Bureau of Economic Analysis



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

The U.S. Census Bureau and the U.S. Bureau of Economic Analysis announced today that the goods and services deficit was \$63.1 billion in October, up \$1.0 billion from \$62.1 billion in September, revised. October exports were \$182.0 billion, \$4.0 billion more than September exports. October imports were \$245.1 billion, \$5.0 billion more than September imports. [Read Report](#)

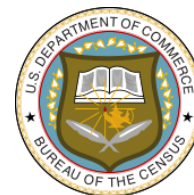
U.S. International Transactions, Third Quarter 2020

The U.S. current account deficit widened by \$17.2 billion, or 10.6 percent, to \$178.5 billion in the third quarter of 2020, according to statistics released by the U.S. Bureau of Economic Analysis. The revised second quarter deficit was \$161.4 billion. The third quarter deficit was 3.4 percent of current dollar gross domestic product, up from 3.3 percent in the second quarter. [Read Report](#)

New Foreign Direct Investment in the United States

The statistics on new foreign direct investment in the United States provide information on the acquisition, establishment, and expansion of U.S. business enterprises by foreign direct investors. [Read Reports](#)

U.S. Department of Commerce - Bureau of the Census



Monthly Wholesale Trade

October 2020 sales of merchant wholesalers were \$496.6 billion, up 1.8 percent (+/- 0.4 percent) from last month. End-of-month inventories were \$649.0 billion, up 1.1 percent (+/- 0.4 percent) from last month. October 2020: +1.1 % change in Inventories; September 2020 (r): +0.9 % change in Inventories. [Read Report](#)

Manufacturing and Trade Inventory and Sales – October, 2020

U.S. total business end-of-month inventories for October 2020 were \$1,948.7 billion, up 0.7 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,482.3 billion, up 0.9 percent (+/-0.1 percent) from last month. October 2020: +0.7 % change in Inventories; September 2020 (r): +0.8 % change in Inventories. [Read Report](#)

Organisation for Economic Co-operation and Development



U.S. Data versus the World

Find, compare and share the latest **OECD data**: charts, maps, tables and related publications. [Access Data](#)

International Trade in Services 2020 – Quarter 1

IndustryWeek - United Nations Conference on Trade and Development, Beiyi SEOW
China Exports Surge by Forecast-Beating 21.1% in November.



China's trade surplus with the US -- a major point of conflict in their bruising trade war -- expanded 52% to \$37.4 billion last month.

China's exports rose in November at their fastest pace in almost three years, official figures showed Monday, as a surge in demand in key markets ahead of the festive period also helped the country post a record trade surplus.

The reading is the latest spot of good news out of the world's number two economy, which has been enjoying a bounceback from virus-induced lockdowns that sent it into a rare contraction earlier in the year.

Overseas shipments grew 21.1% on-year last month to \$268 billion thanks to strong demand for medical goods and electronics. [Read Article](#)

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

InterAmerican Development Bank

Get the latest on how the COVID-19 pandemic is impacting trade, investment, and regional integration in Latin America and the Caribbean in the 11th issue of the newsletter published by the IDB's Integration and Trade Sector and the Institute for the Integration of Latin America and the Caribbean (INTAL):

- World trade did not fall in 2020 as much as expected. The drop in the first nine months of 2020 was 10.5% year-on-year. [Read Report](#)

Is This the End of Made In China?

Forbes - Enrique Dans, Senior Contributor

In early July, an important announcement by Apple went relatively unnoticed: it was shifting assembly of its iPhone 11, then the most advanced model in its product line, from China to Chennai in India.

A couple of weeks later, Samsung, along with several other Apple suppliers (Foxconn, Pegatron and Wistron), Indian manufacturers Micromax and Lava, and up to 18 other companies applied for an Indian government incentive program for the large-scale manufacture of electronic products, that would see a significant part of these companies' manufacturing transferred to the subcontinent.

In the one hand this will allow them to avoid the 20% levy that India, one of the world's most important markets in quantitative terms, imposes on imported electronics, within its increasingly protective trade policy. Perhaps more importantly, it reflects deeper macroeconomic issues to do with China's higher costs, as well as the mechanization of production, which means less dependence on labor. [Read Article](#)

Commission Launches New Complaints System to Fight Trade Barriers and Violations of Sustainable Trade Commitments

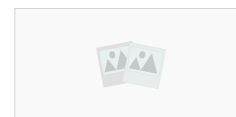
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - European Commission

The European Commission has today launched a new complaints system for reporting market access barriers and breaches of Trade and Sustainable Development commitments in the EU's trade agreements and under the Generalised Scheme of Preferences. [Read Release](#)

Putting Fairness at the Core of EU Trade Policy

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - Euractiv

Following the end of the public consultation on the new EU Trade Policy yesterday, this is the perfect moment for reflection. How can the EU turn these words into policy and put forward a trade agenda that supports fair and ethical trade initiatives and practices both at overarching policy level as well as on the ground? [Read Article](#)



U.S. Department of Commerce Unveils new Aluminum Import Monitoring and Analysis System

U.S. Department of Commerce

The U.S. Department of Commerce announced the creation of the Aluminum Import Monitoring and Analysis (AIM) system, which will enable Commerce to collect and publish data on aluminum imports. AIM is modeled on Commerce's successful Steel Import Monitoring and Analysis (SIMA) system.

"AIM represents yet another step forward for the Administration's America First trade agenda," said Secretary of Commerce Wilbur Ross. "The new program will enable Commerce and the public to better detect potential transshipment and circumvention involving aluminum products – helping to ensure that domestic producers can compete on a level playing field." [Read Article](#)



OECD Economic Outlook, Volume 2020 Issue 2



Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH - OECD

The COVID-19 pandemic will cast a long shadow over the world's economies and the economic outlook is very uncertain. This issue of the OECD Economic Outlook analyses the impacts of COVID-19 on the economy and puts forward projections for output, employment, prices, fiscal and current account balances.

This issue includes a general assessment of the macroeconomic situation, a series of notes on the current policy challenges related to the COVID-19 pandemic and a chapter summarising developments and providing projections for each individual country. Coverage is provided for all OECD members as well as for selected partner economies. [Read Report](#)

U.S. Blacklists More Than 60 Chinese Firms, Including SMIC

Bloomberg News

SMIC's shares slide 5.2% in Hong Kong trading on the news. The effort is part of a wider campaign to contain China's rise.

The U.S. Commerce Department announced it's blacklisting Semiconductor Manufacturing International Corp., drone maker SZ DJI Technology Co. and more than 60 other Chinese companies "to protect U.S. national security."

"This action stems from China's military-civil fusion doctrine and evidence of activities between SMIC and entities of concern in the Chinese military industrial complex," the Commerce Department said in a statement. Commerce Secretary Wilbur Ross confirmed the move in a Friday morning interview with Fox Business. It was reported first by Reuters overnight. Shares in SMIC, China's top chipmaker, slid 5.2% Friday in Hong Kong on the news. [Read Article](#)



Commerce Department Will Publish the First Military End User List Naming More Than 100 Chinese and Russian Companies

U.S. Department of Commerce

WASHINGTON – The Bureau of Industry and Security (BIS) will amend the Export Administration Regulations (EAR) by adding a new 'Military End User' (MEU) List, as well as the first tranche of 103 entities, which includes 58 Chinese and 45 Russian companies. The U.S. Government has determined that these companies are 'military end users' for purposes of the 'military end user' control in the EAR that applies to specified items for exports, reexports, or transfers (in-country) to the China, Russia, and Venezuela when such items are destined for a prohibited 'military end user.'

"This action establishes a new process to designate military end users on the MEU List to assist exporters in screening their customers for military end users," said Commerce Secretary Wilbur Ross. "The Department recognizes the importance of leveraging its partnerships with U.S. and global companies to combat efforts by China and Russia to divert U.S. technology for their destabilizing military programs, including by highlighting red



flag indicators such as those related to Communist Chinese military companies identified by the Department of Defense." [Read Release](#)

What We Know About the UK, EU Post-Brexit Trade Pact

IndustryWeek - Agence France-Presse

Despite the agreement, both sides warn that "big changes" are coming from Jan. 1 for people and businesses around Europe.

The European Union and Britain on Thursday agreed a post-Brexit trade deal after almost 10 months of tortuous negotiations to govern ties when the UK exits the single market.

Here is what we know so far about the 2,000-page accord -- still yet to be published -- that covers areas from fishing to future competition after Dec. 31.

Tariffs

The deal means there will be no tariffs or quotas on goods produced in the UK and EU moving between the two sides. [Read Article](#)

US Imposes New Tariffs on French, German Aircraft Parts

IndustryWeek - Agence France-Presse

The decision is the latest twist in the 16-year trade battle over Boeing and Airbus aircraft subsidies.

The United States announced Wednesday that it will impose additional tariffs on French and German products as part of a long-running dispute over subsidies for aircraft manufacturers Airbus and Boeing.

The tariffs are on "aircraft manufacturing parts from France and Germany, certain non-sparkling wine from France and Germany, and certain cognac and other grape brandies from France and Germany," which will be added to the list of products taxed since 2019, according to a statement from the US Trade Representative. It said the move was in retaliation to tariffs imposed by the European Union which it considers unfair. [Read Article](#)



Education And Workforce Development News

Reinventing Workers for the Post-Covid Economy

Area Development – The New York Times, Eduardo Porter

Especially in service industries, old jobs may not be coming back. Training programs are aiming to provide skills for more resilient occupations.

Rob Siminoski has been in the theater, in one way or another, since he graduated from college. But after 10 years at the Universal Studios theme park in California, he is only No. 13 on the stage-managing roster. Even if the park, closed since March, reopens some attractions — the WaterWorld stunt show, say, or the Nighttime Lights at Hogwarts Castle — he is unlikely to be among the first to get the call.

His luck is that his union, the International Brotherhood of Electrical Workers, offers an apprenticeship program for on-set movie electricians. It takes five years, and Mr. Siminoski, 33, is going to have to brush up his high school algebra to get in. Still, it offers a good balance of risk and reward.

"Everyone needs electricity," he said. "You pull down six figures." [Read Article](#)

More Than Half of Americans Are Thinking of Changing Careers Due To COVID-19

International Association of Workforce Professionals



Are you one of the people considering a “pandemic shift” while stuck at home? A new survey finds 42 percent of Americans have had a “career lightbulb” moment during COVID-19.

The OnePoll survey of 2,000 Americans between 18 and 35 years-old reveals more than half (54%) have strongly considered changing their careers in the past six months due to the lockdown. These workers live in heavily-populated states like California, Arizona, Texas, Illinois, Florida, North Carolina, New Jersey, and Pennsylvania.

The current climate has reinvigorated people toward pursuing a career that is more fulfilling than their current one. During the pandemic, 67 percent have actively considered pursuing a different career — one that actually makes them happy. [Read Article](#)

What the Funding Package Means for Colleges, Students

Community College Daily News - Staff

Congress on Sunday reached a deal on the long-awaited pandemic relief funding as the omnibus spending bill to keep the government running. The \$900 billion pandemic funding bill will be combined with the \$1.4 trillion government funding deal for fiscal year 2021.

At our press time, the funding package was expected to be passed Monday.

The big takeaways from the relief package include \$300 in weekly federal unemployment insurance payments through March 14, direct payments of \$600 for individuals and \$82 billion for education. Included in that education funding is nearly \$23 billion for a higher education fund, more than \$54 billion for public K-12 schools and more than \$4 billion for a governors' relief fund. [Read Article](#)



Training And Organizational Development News

'Tell Me How I'm Doing': The 3 Elements of Effective Feedback

IndustryWeek - Ken Vaughan

Shaping employees actions and behaviors in the workplace to align with culture, policy and expectations.

Management often thinks that wage levels or benefits are the most important elements of creating satisfaction in employees. But instead, workers are saying, “Tell me how I’m doing” or “Help me grow and do a better job.”

Of course they want feedback: It’s necessary to shape their actions and behaviors in the workplace to align with desired culture, established policy, and the leader’s expectations.

For the feedback process to be effective, these three elements must be clearly communicated. [Read Article](#)



Front Line: Vocational Training Alliances in Tough Times

Area Development - Karen Thuermer, Staff Editor

Companies and communities must continue to invest in and destigmatize vocational training in order to bridge the manufacturing skills gap.

As if manufacturers are not challenged enough by COVID-19, many face shortages of appropriately skilled workers to keep their tech-savvy factories competitive.

A 2018 report by Deloitte and the Manufacturing Institute estimated the manufacturing industry would have as many as 2.4 million jobs to fill by 2028. Last year, the National Association of Manufacturers (NAM) reported in 3rd Quarter 2019 that the top concern among manufacturers was the inability to attract and retain a quality workforce.

Stephen Gold, president/CEO of the Manufacturers Alliance for Productivity and Innovation (MAPI), recently wrote in IndustryWeek that the skills gap today isn’t so much about a lack of STEM majors, but companies foregoing investment in training and four decades of stigmatizing vocational education. [Read Article](#)



Access Proactive Technologies' Recent "Proactive Technologies Workforce News" Article Quicklinks

Located on the left panel below, this includes articles on structured worker development, achieving worker "full job mastery," engineering/quality/safety compliance, ISO/TS/AS quality program support and compliance, and many other contemporary worker development and management topics.



Recent Proactive Technologies News Article Quicklinks

DECEMBER

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

[The High Cost of Employee Turnover](#)

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

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

Proactive Technologies, Inc. – Staff

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

NOVEMBER

[Do U.S. Productivity Measures Measure Productivity?](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

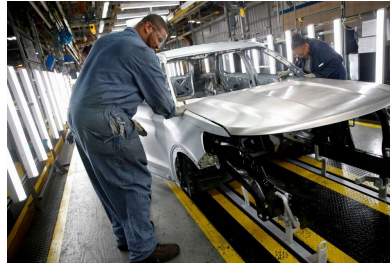
[The "Imposter Syndrome;" How Employers Unwittingly Nurture It](#)

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

[The Skills Gap Solution; Employers Still Reluctant to Commit to Role Only They Can Fill](#)

by Proactive Technologies, Inc. - Staff

[Apprenticeships - An Alternative to the "400 Hours For Drill Press" Training Model](#)



Proactive Technologies, Inc. Partners With Educational Institutions, Workforce/Economic 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!

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

These partnerships:

- enhance your institution's opportunity to market your products and services to incumbent workers;
- allow your organization to include structured on-the-job training as a capstone to preemployment preparation;
- document a trainee-to worker's increasing value to the employer - the key to retention - rather than leaving it to chance;
- properly aligns workforce development resources and maximizes the impact and results; allows you to engage an employer's facility,



CLIENT SERVICES

To supplement onsite PROTECH™ system of managed human resource development classes, these regularly scheduled webinars are available to the registered staff of clients:

- Structured On-The-Job Training Instructor Certification
- Structured On-The Job Training Checklist Administrator Certification
- Management Structured On-The-Job Training Project Support Briefing
- Integrating Support for Plant-Wide ISO/AS/TS Quality and Safety Systems with PROTECH Workforce Development System
- Supporting "Pay-For-Value" Systems
- Promoting Continuous Process Improvement While Implementing the PROTECH

by Dean Prigelmeier, President of Proactive Technologies, Inc.

OCTOBER

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Thinking Past the Assessment - Unfinished Goals and Unrealized Expectations

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

Is the "Gainful Employment" Requirement For Education Realistic?

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

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

by Dean Prigelmeier, President of Proactive Technologies, Inc.

SEPTEMBER

The Connection Between Worker Capacity, Organizational Capacity and Output

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Are Advances in Technology Distracting Keeping HR From the Fundamentals of Worker Selection and Development?

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

The Key To Effective Maintenance Training: The Right Blend of Structured On-The-Job Training and Related Technical Instruction

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

Expansion/Contraction and Worker Development Standardization

by Dean Prigelmeier, President of Proactive Technologies, Inc.

AUGUST

Learning, Unfortunately, The Hard Way

by Dean Prigelmeier, President of Proactive Technologies, Inc.

Things Learned About Human Development at Home During the Pandemic

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

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

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

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



Constant Contact

equipment and staff in the training process;

- provides the best, sustainable 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 school's or agency's 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!

There's nothing to lose by contacting us to learn more

www.proactivetechnologiesinc.com

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Quality News

Managing the Unanticipated Risk: Lessons from the Pandemic

Quality Magazine - Lorri Hunt

ISO 9001:2015 can ensure that actions are in place to address the risk if it occurs.

Before January 2020, if you had asked an organization whether they had considered a pandemic as a risk to the organization, most would have answered no. Recent world events have resulted in issues that have impacted almost every business industry and type of workforce. Many of these organizations were not fully prepared for these world events. Organizations had not considered a pandemic that would have far reaching effects and require employees to work from home.

ISO 9001:2015 introduced the concept of taking actions to address risks and opportunities. Included in this new concept was the requirement to evaluate the effectiveness of actions taken to address your identified risks and opportunities. As organizations have developed these risks and opportunities, there has been varying degrees of the maturity of approaches that have been used. [Read Article](#)



Big or Little Quality: Quality Control vs. Business Culture

Quality Magazine - Michael Mallen

Does your company imbue quality into its culture and performance, or does it simply look for quality control?

In March 1987, ISO (International Organization for Standardization) released ISO 9001 to the world. This standard has become ISO's most successful standard (1) with over one million companies in over 170 countries (2) registered as ISO 9001 certified, and many others use it as a baseline for their quality management systems (QMS). But if adherence to ISO 9001 is so widespread, why do so many companies struggle to improve their quality of products, processes and services? Why do we still hear of catastrophic failures like the Boeing 737 MAX, Deep Water Horizon and Space Shuttle Challenger? Or demoralized quality professionals? I believe the answer lies with leadership and the culture of the companies that leaders help to create. This article will look into three key aspects related to corporate leadership and quality's involvement in operational improvement.

[Read Article](#)



Remote Quality Management System Audits: An ISO 9001 Auditor's Perspective and Lessons Learned

Quality Magazine - Daniella Picciotti

Planning in this remote audit environment is paramount.

It can be said that 2020 has been a year of paradigm shifts in both our personal and professional lives. Friends, families, and co-workers have had to make big changes to stay connected; so too has the world of Quality Management System (QMS) audits. Within a few weeks of the COVID-19 pandemic initial impacts, the international audit community acted to provide a path forward for certification bodies, auditors, and certified companies: the expanded use of remote or virtual auditing. The process of remote auditing has been an option for QMS certification audits within the ISO 19011 standard, Guidelines for Auditing Management Systems. However, prior to 2020, remote auditing was infrequently used as a means of conducting the typical ISO9001 audit (surveillance, certification renewal, etc.).

Audit companies, auditors, and companies being audited had to transition from the traditional on-site audit experience to a remote one. In this transition, audit companies had to review and revise processes and procedures for remote audits to accommodate the wider use. The review and application of a remote audit requires a risk evaluation to ensure the audit objectives can be achieved. Some audit companies start the risk evaluation with the assigned auditor. That is, the auditor reviews the organization and the QMS elements to be



audited and provides an initial input to the audit company as to the risk level. Some audit companies perform the initial risk review and then seek the auditor's inputs to confirm the likelihood of achieving the audit objectives. [Read Article](#)

Cyber Security And IT News

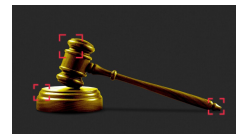
SCOTUS Weighs the Future of a Major Cybersecurity Law

Apple News – Axios, Kyle Daly

Several Supreme Court justices Monday seemed to signal that they're interested in narrowing a landmark cybersecurity law that critics have long charged is overbroad.

Why it matters: The Computer Fraud and Abuse Act of 1986 has been the basis for a number of controversial criminal cases, most infamously the prosecution of activist and hacker Aaron Swartz, who committed suicide while awaiting trial after downloading a large number of academic articles. Narrowing the law could prevent overzealous prosecutors from going after internet users engaging in relatively innocuous activity.

Driving the news: The high court Monday heard oral arguments in *Van Buren v. United States*, a case involving Nathan Van Buren, a former Georgia police officer who was convicted of computer fraud under CFAA for searching a license plate in a law enforcement database in exchange for cash from an FBI informant. [Read Article](#)



Electronics Giant Foxconn Latest Ransomware Victim

IndustryWeek - Peter Fretty

Security experts weigh in on latest in string of cyber attacks aimed directly at manufacturers.

In the world of cybercrime, manufacturers remain in the crosshairs. It is a disturbing trend that should be front of mind for any manufacturers as they continue to buildout digital systems and extensively connected IoT environments. Simply put, the risk to OT environments is real and can ultimately cripple an organizations failing to take proper measures.

The latest manufacturer to fall succumb to a costly attack is electronics manufacturer Foxconn. The attack targeted Foxconn's Mexican facility, presumably over the Thanksgiving weekend. The manufacturer of well-known brand names including Sharp, Innolux, FIH Mobile and Belkin is the largest electronics manufacturing company in the world recording revenues of \$172 billion in 2019 with over 800,000 employees globally. The company is also an Apple manufacturer. [Read Article](#)



Get The Scoop on the SolarWinds Breach

IndustryWeek - Peter Fretty

Security expert Karim Hijazi shares his insights into the latest cyber breach.

Another week, another major attack. In a year where the pandemic has taken rightfully center stage, the many security breaches are also providing truly defining moments.

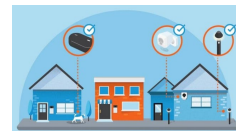
Karim Hijazi, founder and CEO of Prevailion, offers his insights to help make sense of the most recent breach. Prevailion specializes in infiltrating hacker networks in order to monitor their activities in real-time. In the simplest form, they see these attacks from the hacker's point-of-view, which allows them to identify attacks in the early stages. [Read Article](#)



Amazon Just Started Sharing Your Internet Connection with Your Neighbors

USA Today - Kim Komando

Amazon Sidewalk is a neighborhood WiFi-sharing feature that helps your Echo speakers and Ring cameras stay connected when they're out of range or the internet is down.



Amazon has a way of creeping into our lives and making things incredibly easy. With convenience, there are often trade-offs. Many people are unaware that they have a public profile on Amazon.

Your public profile is created automatically, whether you want it or not, and it contains your comments and any ratings that you have left on products purchased on Amazon. Your biographical information and other site interactions are also posted to your profile.

Now that you know you have a public profile take back your privacy. Tap or click here to get the steps to edit your Amazon public profile and remove other personal details left on the site. [Read Article](#)

Human Resource Management News

DOJ: Facebook Improperly Gave Hiring Preference to Foreign Workers



CFO.com - William Sprouse

The Trump administration has filed a complaint against social-media giant Facebook alleging the company discriminated against US. workers by reserving job openings for temporary workers, including H-1B visa holders.

In the lawsuit, the Department of Justice said Facebook refused to recruit, consider, or hire qualified and available U.S. workers for over 2,600 positions. Instead, it reserved the jobs for visa holders it sponsored. Under the H1-B program, U.S. employers are required to advertise jobs and hire visa-holders only if no qualified American applicants are available.

The Department of Justice said Facebook overwhelmingly placed its legally mandated ads in print publications and required applications to be submitted by mail in an effort to dissuade U.S. workers. [Read Article](#)

Unmet Job Expectations Linked to a Rise in Suicide, Deaths of Despair



International Association of Workforce Professionals

Declines in blue-collar jobs may have left some working-class men frustrated by unmet job expectations and more likely to suffer an early death by suicide or drug poisoning, according to a study led by sociologists at The University of Texas at Austin.

In the study, the researchers compared life outcomes of 11,680 men to the job expectations they held as high school seniors in the early 1980s. The study showed that men who expected to work in jobs that did not require a college degree but later faced declines in the job market were nearly three times as likely to suffer early deaths by suicide and drug poisoning as men who sought work that required a bachelor's degree.

The study, published in JAMA Network Open, is the first to link the rise in suicide and drug-poisoning deaths among men without a college degree to declines in working-class jobs. [Read Article](#)

Hidden in Plain Sight



IndustryWeek - Adrienne Selko

How manufacturers are locating talent from previously untapped sources.

Sometimes process gets in the way of progress. While well-tuned processes can be credited with creating success, they can also restrict the field of vision. Limitation has been, for the most part, a standard mode of operation in how manufacturing companies recruit employees. They tend to return to the same venues and the same processes in their search for talent.

However, this tried-and-true road to talent acquisition misses enormous swathes of the total talent pool—candidates who are ready to work and who possess unique skills that the manufacturing community desperately needs, but who are all too often missed in this traditional scouting process. [Read Article](#)

Despair is Hurting America's Labor Markets

Brookings Institute - Carol Graham, Leo Pasvolsky Senior Fellow and Research Director - Global Economy and Development; Sergio Pinto, Doctoral Student, University of Maryland

There is much to be troubled about in America today. The past few years have exposed deep divisions in the U.S. Many of these are a result of a widening gap between those with opportunities and hope, and those who are falling behind. These divisions are evident in high income inequality, reduced social and geographic mobility, and in gaps across the rich and poor in a range of other outcomes, including in premature mortality. Americans have higher levels of well-being inequality and report more pain on average than countries of comparable and even lower levels of income. Other signs of decline range from falling levels of civic trust to viscerally divided politics.

Meanwhile, prior to COVID-19, while many observers boasted about our record low levels of unemployment, a less featured story was the rate of labor force dropout, with almost 20 percent of prime-age males out of the labor force (OLF). This group was—and is—overrepresented in the crisis of deaths of despair (suicide, drug overdose, and alcohol poisoning) that took roughly 70,000 lives per year over the past decade. COVID-19 has exacerbated the same trends among the same vulnerable cohorts. [Read Article](#)



U.S. Department of Labor Issues Two Wage and Hour Opinion Letters on Fair Labor Standard Act Compliance

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: [Read Article](#)



Tyson Foods Fires 7 Managers Over COVID-19 Betting Ring

IndustryWeek - Ryan Secard

More than a third of the plant's 2,800 employees have been infected.

Tyson Foods, Inc. announced December 16 it had concluded an independent investigation into allegations that managers at its pork plant in Waterloo, Iowa conducted a betting ring on how many employees would contract COVID-19. Tyson said it had terminated seven management-level employees based on the investigation, which was led by former Attorney General Eric Holder.

The results of the investigation were not made public, but in a statement, Tyson Foods CEO Dean Banks said that the fired employees' behavior did not represent his company's values. [Read Article](#)



Environmental, Health & Safety News

Improving Safety with the Kata Method

EHS Today – Rick Price

Kata is a methodology that empowers team members to solve problems themselves.

In EHS, the state and federal regulations must be met. The question is what tools/methodology are you using to create a culture that is effective and efficient? A safety culture can provide great value—injury prevention, minimized risk and fatalities, a culture of care and team engagement, not to mention a reduction in costs and fines. The key is to focus on the process or system which may not be fully understood due to the varying situations of the specific process, machine, or task.



One team-based methodology that I have had positive results with while solving problems is Mike Rother's Improvement Kata. The Improvement and Coaching Kata has been proven to be an amazingly effective systematic and scientific methodology. The four steps, according to Rother, are: [Read Article](#)



U.S. Departments of Labor, Health and Human Services, and the Treasury Issues Final Rule to Provide Greater Flexibility for Grandfathered Group Health Plans

U.S. Department of Labor

WASHINGTON, DC – The U.S. Departments of Labor, Health and Human Services, and Treasury today announced a final rule that amends the requirements for grandfathered group health plans and grandfathered group health insurance coverage to preserve their grandfather status.

The Patient Protection and Affordable Care Act (ACA) provides that certain grandfathered group health plans and health insurance coverage that existed as of the law's enactment are subject to some of the ACA's requirements, such as the prohibition on preexisting condition exclusions, but are exempt from certain other requirements.

On January 20, 2017, the President signed an Executive Order directing the Departments to mitigate fiscal burdens of the ACA. Consistent with this direction, this final rule provides greater flexibility for grandfathered group health coverage. First, the rule clarifies that grandfathered group health coverage that is a high deductible health plan (HDHP) may increase fixed-amount cost-sharing requirements, such as deductibles, to the extent necessary to maintain its status as an HDHP without losing grandfather status. This change ensures that participants and beneficiaries enrolled in that coverage remain eligible to contribute to a health savings account. Second, the final rule provides an alternative method of measuring permitted increases in fixed-amount cost sharing that allows plans and issuers to better account for changes in the costs of health coverage over time.

[Read Article](#)

Make Time for Your Mental Health

EHS Today - Nicole Stempak

Prioritizing yourself is always important but especially so as the COVID-19 pandemic draws on. Sunday afternoon, I made room for fun, literally.

I cleared a spot on the dining room table by pushing aside the bills, holiday cards and wrapping paper — all signs of what a responsible adult should be doing on a day off — and started working a holiday puzzle I had just returned home with. (Clearly, I don't have children.) Later that night, I painted my fingernails a light metallic color. It was something I always enjoyed as a child but largely stopped doing once I started working.

I often find it difficult to make time for myself, but I decided that's exactly why I need to focus on self-care. It seems like millions of others could benefit from some extra pampering and kindness, too. [Read Article](#)



Removing the Risk of Serious Injuries and Fatalities

IndustryWeek - Jill Jusko

All safety incidents are not created equal. We can do better in preventing the worst from happening.

I'm going to conclude 2020's Parting Words with a column on the topic of safety—primarily because I just watched an excellent presentation that provides some great insights on the topic, but also because safety is a topic that could be addressed every day and still not be talked about enough.

In this instance, the topic of discussion was a subset of safety, specifically serious injuries and fatalities. Jim Spigener, from consulting firm DEKRA, and Daniel Hebert, a behavioral safety specialist with Royal Dutch Shell, combined to address this topic at IndustryWeek's recent Manufacturing & Technology Virtual conference. (If you did not catch the event, held earlier this month, you still can register at www.mfgtechshow.com/mts20 and watch it on demand.) [Read Article](#)





OSHA Updates Inspection Program Targeting High Injury Workplaces

EHS Today - Staff

The creation of a new targeting category for establishments indicating consistent injury and illness rate increases over the three-year data collection period.

On Dec. 16, OSHA announced it was updating its inspection program that steers enforcement toward companies with the highest rates of both injuries and illnesses.

For companies with more than 20 employees, the Site-Specific Targeting (SST) Directive is the agency's program aimed at for non-construction companies. OSHA chooses companies based on Form 300A for calendar years 2017-2019, submitted by companies. [Read Article](#)



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

Let's start with what we already know:

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

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

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

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 or classroom learning does.



EMPLOYERS!

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

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

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

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

ALL OF THIS FROM ONE APPROACH!

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

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

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

[Contact a Proactive Technologies representative](#)

for more information.

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