



PROACTIVE TECHNOLOGIES **REPORTS**

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

How Much Would “Full Worker Capacity” Through Full Job Mastery Be Worth to Your Firm?



by Dean Prigelmeier, President of Proactive Technologies, Inc.

According to Ed Timmons, CEO of the National Association of Manufacturers, “[our labor costs in the U.S. are still 20% too high.](#)” If he means that employers may be paying too much for unused or unusable worker capacity, and they should seek methods to develop it, I can agree with that. If he means employers should focus on spending enormous amounts on finding alternatives to labor, or randomly cutting workers, or asking workers to work for less wages and less benefits, I would say “hold on a minute.”

Given the growing fear and discontent by workers who still haven't recovered from the [Crash of 2008](#) and now knocked down with the Covid-19 pandemic, they may want a seat at the discussion. These workers will be trying for some time to, once again, regain value in their 401K and other impacted assets and to rise to the wage level they once had for the talents they possess. Many have the perception, wrongly or rightly, that their employer and their shareholders built great profits while workers slid backward. Many families, today, are challenged by rising prices of nearly everything against eroding wages. This preoccupation with driving down labor costs, while reporting to Wall Street record quarterly profits, may benefit shareholders in the short-run, but it is surely illusionary and self-destructive in the long-run as the Crash of 2008 should have demonstrated, but the Covid-19 pandemic might remind.

As recently reported in Industry Week, a group of CEOs from major U.S. corporations, The Business Roundtable, released a statement saying that

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shareholder value is no longer its primary focus - shifting their practices to line up with their new definition of the "purpose of a corporation." The new vision emphasizes investing in employees, supporting communities, dealing ethically with suppliers and providing customers with value. "The group signed the [Business Roundtable's New Statement on the Purpose of a Corporation](#). It's a sea change that moves companies away from the age-old philosophy that companies' main goal is to look after shareholders."

[**There is an effective, proven alternative to cutting labor costs through gutting organizational capacity.**](#)

Focusing solely on shareholder profits has stunted the long-term viability of many a thriving organization. Under the cover of "making the firm more efficient," when more profits could not be derived from expanding the market and market penetration, some investors forced cuts on firms that determined the firm's long-term capability to compete, take advantage of emerging market opportunities, and adapt to changing markets and turbulent economic forces. [Read More](#)

Have You Captured The Expertise of Your Critical Hourly and Salary Positions?



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

Starting in the late 1980's, employers became increasingly concerned with succession planning; ensuring salary workers were being groomed to replace critical senior employees in the event of retirement or voluntary/involuntary separation. It was realized that the potential disruption - direct and the ripple effects - caused by an unplanned void in the leadership chain might be perceived as a threat to shareholder value. Shareholders, too, wanted assurances that maximizing a firm's performance was not tied to one or two invaluable people.

Compounding the concern was the realization that the workforce was aging at all levels, and that retirements were a certainty. Prior to the Crash of 2008, employer's concern over this was amplified by anecdotal reports from other employers already experiencing the impact. A movement toward a remedy began to take shape, and not just for high ranking salary positions, but technically critical salary positions and even hourly positions that with a loss of one or a few technical experts might disrupt operations and impair a firm's viability.

For decades prior to the Crash of 2008, [Proactive Technologies, Inc.](#) worked with a lot of employers by job/task analyzing their critical job classifications – initially hourly positions but a growing salary class of positions as well. This approach "captured the expertise" of the aging workers to use it to develop the tools which would allow the company to train nearly anyone with a sufficient core skill base, replicating experts as needed.

Then the Crash of 2008 happened and employers found themselves unexpectedly and unwillingly accelerating the loss of technical experts at all levels. For employers late to the game, there was no longer time to capture expertise; it had already left the building. **We now see this phenomena repeating itself with the current Covid-19 pandemic.** [Read More](#)

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

Experience the power of the [**accelerated transfer of expertise™**](#)

Develop all the expert workers you need in a fraction of the time, with a fraction of the investment! Increased worker capacity, work quality and quantity, and worker compliance (ISO9001:2015, AS9100D, TS16949, engineering and quality specifications, and safety requirements)."

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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 - February, 2021](#) 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.

Workforce Development Partnerships With Substance: My Experience



By Randy Toscano, Jr., MSHRM, Executive Director of Human Resources, Paris, Texas Regional Medical Center

Partnerships between employers and local educational institutions/training providers are a tricky thing. Not every employer knows clearly what they need nor can they articulate the need, and not every educational institution can understand the need, or has products or services available or relevant enough to make a difference. If either of these realities are present, or worse both of them, it can make worker development partnerships difficult to disappointing.

Employers are closest to the work that they need performed by the worker, which is usually very different from the employer down the road. Yet employers rarely bother to document what makes up that work to articulate it in an understandable way to an educational institution or training provider. If you doubt that, take any of your job classifications and try to explain it in enough detail to train from it.

"Our partnership, located in northern Ohio, was the first implementation of the [US Metalworking Skill Standards in the country.](#)"

When in doubt, some employers pull out a sample written process and a few random specifications for compliance to focus the discussion. Seriously, I have been in meetings when an employer pulled out a 15 year old job description, which was a cut-and-paste of a 20 year old job description, and gave it to the community college and said, "we need workers trained for this." Not surprisingly, they are disappointed and disillusioned when what the community college came up with seems irrelevant when shown to workers currently in the job classification.

There are at least two critically important reasons why current and accurate job data makes or breaks a worker development partnership. [Read More](#)

Explaining Your Process Training to Auditors, Prospects and Clients

by Proactive Technologies, Inc. Staff

For most organizations, the general notion is that training is going on in every corner of the organization, for every worker at any time of the day or night. One person is showing another person how to perform a process, operate a piece of equipment or software, fill out a form or, yes, make a copy using the new copy machine just installed. Have you ever walked by a copy machine and seen someone standing in front of it, staring at the control panel...then the sky as if seeking divine intervention.

When the resident expert masters a task and it becomes routine, there is a tendency for them to marginalize the task as so easy that the next trainee should learn it by osmosis. If not, maybe the new-hire "just doesn't seem to want to learn." Somehow, the organization may get by. In this case, like so many, it may sound like an insignificant example of training, but not to the person who needs the copy and who may be judged if a meeting is waiting for it.

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

Same too are the more critical and complex tasks of the job, requiring compliance with so many factors such as engineering specifications, quality control requirements, safety requirements and company policies. Without a deliberate task-based training infrastructure in place, training might be ad hoc, informal, unstructured and rarely documented. Add to this the periodic worker cross-training that allows workers to train in, and master, tasks in multiple job areas and the amount of critical, but undocumented, training can be tremendous.

In the event of an audit by an internal department, a certifying agency, a client or a prospective client, explaining how a worker is trained to master a task critical to a repeated high level of quality might be difficult to impossible. And answering how a worker, who is thought to have mastered a task, is updated when the process is improved, redesigned, affected by changes in technology, changeover of product line or part of an orchestrated improvement program might be even more difficult.

Management may try to explain who is trained, who trained them and what exactly the training consisted of by pulling out time cards with training entries, loose training or attendance rosters, an Excel spreadsheet or a pie chart. **A smart auditor or concerned client might not be so impressed.** [Read More](#)

Worker Capacity; Malperformance Cause- Effect



by Dean Prigelmeier, President of Proactive Technologies, Inc.

How often do we stop and ask ourselves why a worker is malperforming, under-performing or over-achieving? My guess is far too infrequently. Perhaps it is because of the hectic world we live in, with little time to study things deeper or explore an event closer. Perhaps because some of us feel helpless to do anything to correct it or exploit it (in the case of the over-performer) so we leave it alone. Perhaps the internal experts we rely on for answers lack the proper training themselves (in training program development, implementation, performance measurement) to be helpful.

However, so much of what separates a high performing company from a mediocre or failing company depends on the collective effectiveness of the workforce. And the underlying desire to correct bad task performance, and proactively develop and maintain good task performance to replicate star performers, seems common, logical and ubiquitous.

Generally speaking, when we troubleshoot an error in performance, we would like to get to the cause, such as “operator error,” “equipment malfunction,” or “flawed material.” But this is more like isolating the area in which the error happened. We can troubleshoot a machine or send material to the lab for testing, but often the analytical “tools” to dive deeper into the human factor are lacking or inadequate, and the will of management to devote the time soft. The notion of worker “capacity” is a very useful tool that can help a company be proactive in preventing most of the common employee-related errors.

According to the Investopedia, “[capacity](#)” (in a manufacturing sense) is defined as, “Highest sustainable output rate (maximum number of units per month, quarter, or year) that can be achieved with current resources, maintenance strategies, product specifications, etc.” This is fairly easy to

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.

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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:

February, 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
- FLORIDA - North & Central
- ILLINOIS - Southern
- INDIANA
- KANSAS - I-70 Corridor
- MISSOURI
- NORTH CAROLINA - Western, Eastern Coast
- OHIO
- SOUTH CAROLINA - UpState

[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

relate to a piece of machinery, a department, or a company. But when applied to a single worker, some loose variables that apply broadly need to be tightened to be useful.

There are several ways a worker can learn to perform. The operator can go through general motions that they saw someone else perform. They can take in the raw information they discover, or are presented, and formulate their own process. These are the most common. Deliberate task-based training is often spotty or non-existent, and is easy to explain away if the infrastructure and tools aren't in place. On the other hand, **structured on-the-job training deliberately trains each worker to perform each task as the resident experts conceived it, repeating the same level of quantity and quality once the task is mastered.** [Read More](#)

be sent to you confirming your selection. This videoconference will be to your computer and no other equipment is required.

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

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

Industry News

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



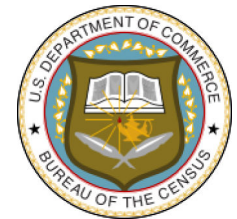
Gross Domestic Product, 4th Quarter and Year 2020 (Advance Estimate)

Real gross domestic product (GDP) increased at an annual rate of 4.0 percent in the fourth quarter of 2020, reflecting both the continued economic recovery from the sharp declines earlier in the year and the ongoing impact of the COVID-19 pandemic, including new restrictions and closures that took effect in some areas of the United States. In the third quarter, real GDP increased 33.4 percent. [Read Report](#)

Personal Income and Outlays, December, 2020

Personal income increased 0.6 percent (monthly rate) while consumer spending decreased 0.2 percent in December as many provisions of the CARES Act continued to wind down before the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act was enacted on December 27, 2020. Additionally, new restrictions and closures took effect in some areas of the United States. [Read Report](#)

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



Durable Goods Manufacturers' Shipments, Inventories, and Orders

New orders for manufactured durable goods in December increased \$0.4 billion or 0.2 percent to \$245.3 billion. December 2020: +0.2° % change; November 2020 (r): +1.2° % change. [Read Report](#)

Manufacturers' Shipments, Inventories, and Orders

New orders for manufactured goods in November increased \$5.0 billion or 1.0 percent to \$487.2 billion. November 2020: +1.0° % change; October 2020 (r): +1.3° % change. [Read Report](#)

Manufacturing and Trade Inventories & Sales

U.S. total business end-of-month inventories for November 2020 were \$1,959.9 billion, up 0.5 percent (+/- 0.1 percent) from last month. U.S. total business sales were \$1,480.8 billion, down 0.1 percent (+/- 0.2 percent)* from last month. November 2020: +0.5 % change in Inventories; October 2020 (r): +0.8 % change in Inventories. [Read Report](#)

Household Pulse Survey - January 6th - January 16th

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

The all items index rose 1.4 percent for the 12 months ending December, a slightly larger increase than the 1.2-percent rise reported for the period ending November. The index for all items less food and energy rose 1.6 percent over the last 12 months, as it did in the periods ending October and November. The food index rose 3.9 percent over the last 12 months, while the energy index fell 7.0 percent. [Read Report](#)

Producer Price Index

The Producer Price Index for final demand increased 0.3 percent in December, as prices for final demand goods advanced 1.1 percent, and the index for final demand services edged down 0.1 percent. The final demand index rose 0.8 percent in 2020. [Read Report](#)

Job Openings and Labor Turnover

Job openings were little changed at 6.5 million on the last business day of November. Total separations increased to 5.4 million; hires were little changed at 6.0 million. [Read Report](#)

Unemployment Rate for States

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

Job Creation - Employment Situation Summary

Total nonfarm payroll employment declined by 140,000 in December, and the unemployment rate was unchanged at 6.7 percent, the U.S. Bureau of Labor Statistics reported today. The decline in payroll employment reflects the recent increase in coronavirus (COVID-19) cases and efforts to contain the pandemic. In December, job losses in leisure and hospitality and in private education were partially offset by gains in professional and business services, retail trade, and construction. [Read Report](#)

Civilian Labor Participation Rate

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

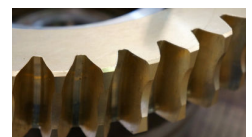
Cornell Law School - U.S. Private Sector Job Quality Index



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](#)

December Manufacturing PMI Beats Expectations, Climbs 3.2%



IndustryWeek - Ryan Secard

The employment index returned to growth last month after a concerning dip in November.

The Institute for Supply Management reported that its Purchasing Manager's Index for manufacturing rose 3.2% in December to 60.7%. The latest PMI indicated that manufacturing is growing at a faster rate than in November, when the PMI registered 57.5%.

December now marks a seventh month of growth for the manufacturing sector as it continues to recover from the effects of the COVID-19 pandemic alongside the overall economy, which has grown each of the past eight months. The ISM's indexes for new orders and production both grew at a faster rate than in November, and its employment index, which contracted two months ago, returned to growth territory. [Read Article](#)

A Manufacturing Take on Biden's Small-Business Proposals

IndustryWeek - Paul Ericksen

What would have the most impact on the lifeblood of our economy?

I recently read an article in USA Today on President-Elect Joe Biden's top six proposals for small businesses. I thought it might be interesting to look at them through a Supply Chain Initiative filter, looking back at recommendations I've made for small- and medium-sized manufacturing companies.

1. Give grants, not loans, to true small businesses that have lost substantial revenue. [Read Article](#)

Viking Masek Announces Major Production Expansion of US Headquarters

Assembly Magazine

OOSTBURG, WI—Automated packaging equipment manufacturer Viking Masek is significantly expanding the production capacity of its U.S. headquarters here. Adding 33,000 square feet to the facility's footprint, the expansion will double production capacity, and add at least 36 workspaces, an outdoor courtyard, an indoor commons area and a multi-purpose gathering space. The \$4 million project is expected to be completed this July.

After better than expected growth and nearly doubling its workforce over the last 5 years, Viking Masek has again outgrown its space. The facility was expanded twice before in 2015 and 2016. When the expansion is complete, the company's headquarters will stand at 91,000 square feet, increasing its total footprint by 60 percent. [Read Article](#)

Boeing Agrees to Pay \$2.5 Billion to Settle 737 MAX Fraud Case

IndustryWeek - Ryan Secard

Justice Dept. says two Boeing test pilots concealed information about the MCAS anti-stall system from the FAA.

The Justice Department announced January 7 that Boeing had signed on to a deferred prosecution agreement for one count of conspiracy to commit fraud. Per the agreement, the aviation company will pay penalties of over \$2.5 billion in fines and strengthen its compliance program by meeting with the Department's fraud section quarterly.

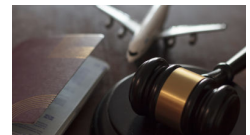
Boeing admitted in court documents to deceiving the Federal Aviation Administration's Aircraft Evaluation Group about the plane's MCAS anti-stall system blamed for two lethal crashes. According to the Justice Department, two of Boeing's flight technical pilots "discovered information about an important change to MCAS" which should have been reported to the aircraft evaluation group. Instead, Boeing and the pilots "concealed" that information from the AEG, which subsequently left any mention of MCAS out of pilot training documents. [Read Article](#)

American Job Quality Takes Another Hit In Latest Unemployment Data

Coalition for a Prosperous America

Job quality in the U.S. remains tepid, the latest Private Sector Job Quality Index data showed on Friday.

Following the release of today's Employment Situation Report for December 2020 by the U.S. Bureau of Labor Statistics (BLS), the U.S. Private Sector Job Quality Index (JQI)® slipped 0.91% to 81.24. The decline is due to



a higher proportion relative to the prior month of U.S. production and non-supervisory (P&NS) jobs that pay less than the mean weekly income of all P&NS jobs. In short, more lower-paying jobs are being created, or returning to the workforce, as opposed to higher-paying manufacturing and professional services jobs.

“The incoming Biden administration takes office this month. As his administration addresses the pandemic crisis, it should bear in mind that restoring the health of our manufacturing sector is the best way to restore prosperity to millions of middle class and struggling Americans,” says Jeff Ferry, chief economist at the Coalition for a Prosperous America, and a co-creator of the JQI. <https://www.prosperousamerica.org/jqi> [Read Article](#)

Canada Clears Boeing 737 MAX to Fly Again

IndustryWeek - Agence France-Presse

The United States' northern neighbor had the plane grounded for almost two years.

Canada's transport ministry said Monday it has approved the Boeing 737 MAX to fly again in this country starting on Wednesday, ending a nearly two-year grounding following two deadly crashes.

After a review of design changes and additional pilot training for the jetliner, Transport Canada said it "will lift the existing Notice to Airmen (NOTAM) which prohibits commercial operation of the aircraft in Canadian airspace on January 20, 2021." [Read Article](#)



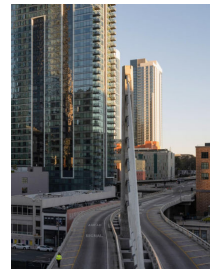
They Can't Leave the Bay Area Fast Enough

Area Development – The New York Times, Nellie Bowles

SAN FRANCISCO — The Bay Area struck a hard bargain with its tech workers.

Rent was astronomical. Taxes were high. Your neighbors didn't like you. If you lived in San Francisco, you might have commuted an hour south to your job at Apple or Google or Facebook. Or if your office was in the city, maybe it was in a neighborhood with too much street crime, open drug use and \$5 coffees.

But it was worth it. Living in the epicenter of a boom that was changing the world was what mattered. The city gave its workers a choice of interesting jobs and a chance at the brass ring. [Read Article](#)



Promess Adds 45,000 Square Feet of Manufacturing Space To Meet Rapidly Growing Product Demand

Promess

BRIGHTON, MI – Promess, Inc. has implemented a significant expansion of its manufacturing capabilities with the acquisition of a fully-equipped 45,000 square foot facility in Brighton, Mich., which includes manufacturing, office and engineering and laboratory space. The entire manufacturing space is accessible by one of five overhead cranes.

“This facility is giving us the flexibility to quickly react to our customer’s needs and meet our projected manufacturing space requirements in our growth plans for the next few years,” said Promess president, Glenn Nausley. “We were already outgrowing our current facilities and, with the projected growth of our current product lines and some new developments that are starting to gain traction, it was clear we needed to expand our manufacturing capability.” [Read Release](#)



Manufacturers Call on ‘Armed Thugs’ to Cease Violence at Capitol

Quality Magazine – National Association of Manufacturers

National Association of Manufacturers President and CEO Jay Timmons released the following statement in response to large groups of armed Trump adherents who have violently stormed the U.S. Capitol building as members of Congress meet to count the electoral votes:



“Armed violent protestors who support the baseless claim by outgoing president Trump that he somehow won an election that he overwhelmingly lost have stormed the U.S. Capitol today, attacking police officers and first responders, because Trump refused to accept defeat in a free and fair election. Throughout this whole disgusting episode, Trump has been cheered on by members of his own party, adding fuel to the distrust that has enflamed violent anger. This is not law and order. This is chaos. It is mob rule. It is dangerous. [Read Article](#)

What's Fueling the EV Drive?

IndustryWeek - Peter Fretty

Electric vehicles are garnering significant attention, but is the market ready to make the shift?

The age of electrification is here. Perhaps, more accurately, there is noticeable excitement and momentum surrounding the ongoing development of electric vehicles (EVs). And, growing regulations around lower tailpipe emissions, increasing availability (and announced availability) of attractive options from both start-ups and automotive mainstays, as well as improving battery technology and better economics are collectively fueling the current surge.

“There is a fundamental belief that we are in a transitional period right now. The future will certainly include internal combustion engines (ICE) – although they won't have the same penetration as they enjoy today. And, we will most certainly have EVs,” says Brian Irwin, managing director of Accenture's, automotive, and mobility practice in North America. [Read Article](#)



Proactive Technologies' Project Partners



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.

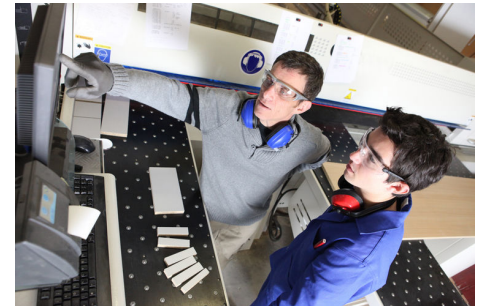
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- Employee Pre and Post-Hire Assessment Design, and
- Administration Management Consultation, Training and Support

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about **K & D Consulting, LLC**

- Experience the power of the [PROTECH™ system of managed human resource development!](#)
- [Accelerated Transfer of Expertise™](#);
- **Increased worker capacity, productivity, work quantity, work quality and compliance (specifications, ISO/AS/TS programs and safety mandates);**
- **Decreased internal costs of training**
- **Higher return on worker investment!** You would be surprised how small of an investment is needed to unlock enormous returns.



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Become a Project Partner

Financial News

Man Has Two Guesses to Unlock Bitcoin Worth \$240m

Yahoo News - BBC

Mr Thomas stored his bitcoins in a digital wallet and wrote the password on a piece of paper he has lost. We've all been there - brain fog makes us forget our password and after eight frantic attempts, we have just two left.

That's the situation for programmer Stefan Thomas but the stakes are higher than most - the forgotten password will let him unlock a hard drive containing \$240m (£175m) worth of Bitcoin. His plight, reported in the New York Times, has gone viral.

Ex-Facebook security head Alex Stamos has offered to help - for a 10% cut. [Read Article](#)



Bitcoin Breaches \$41,000 Mark in Unfazed Rally

CFO.com - Benzinga

Even as Bitcoin hits new all-time highs, investors with large amounts of the cryptocurrency are continuing to hold on to the asset.

Bitcoin breached the \$41,000 mark early Friday morning (New York time) in an unfazed rally that is seeing the world's apex cryptocurrency hit a new all-time high every day. At last check, Bitcoin traded at \$41,415.89, up 11.1% over a 24-hour period.

What Happened: Among other cryptocurrencies, Ethereum (ETH), which has surged 71.24% over a week, traded at \$1,263.92 at press time. [Read Article](#)



Producing Management Reports Faster: Metric of the Month

CFO.com - Perry D. Wiggins, CPA

Period-end management reports are an important form of decision-making support that helps leaders gain insight into specific business areas. These reports typically include financial highlights, graphical analyses, and comments on trends or variance from expected results. They also provide a foundation for more advanced



forms of decision support like trend and key performance indicator analysis. Given these reports' importance to management as an assessment of the previous period's performance, it is critical to get them done as quickly and accurately as possible.

This cycle time calculates the number of calendar days (including weekends) between running the initial business entity trial balance and completing the period-end management reports. [Read Article](#)

The Truth about Trade Deficits and Currency Manipulation

IndustryWeek - Michael Collins

We must do something around these issues, regardless of the politics.

The U.S. Treasury Department has finally determined that China is a currency manipulator, putting currency manipulation and trade deficits back in the news. Trade deficits, currency manipulation and the strong dollar are complicated economic forces that directly affect the future of American manufacturing. Let's look at how they affect manufacturing and why we must face the truth and do something around these issues, regardless of the politics.

Trade Deficits

Let me begin by saying that, yes, trade deficits have and will continue to hurt American manufacturing, although many politicians, economists, and industry associations disagree. [Read Article](#)



Five Ways to Optimize Sustainability Across Global Facilities

EHS Today - Nick Martin

Consider the physical, regulatory and social conditions that might help justify or accelerate facility optimization investments.

From conducting onsite assessments of nearly 100 global facilities over the past few years and providing desktop and virtual technical advice to many more, we have learned a lot about how to effectively support clients with saving money and reducing their impacts on local communities and natural resources. It doesn't matter what sector you are in because optimization opportunities are very similar across industries. Given the trends occurring toward needing to operate in a low carbon, limited resource and high stakeholder expectation's world, now is the time to make sure your company's "house is in order" and that your facilities have optimized their energy, greenhouse gas (GHG) emissions, water and wastewater. [Read Article](#)



Is Common Ownership Not "Gr-r-reat!" For Consumers? Is Your 401(k) Colluding To Make Cereal More Expensive?

NPR Planet Money – by Greg Rosalsky

Michael Sinkinson is a Count Chocula guy. Sure, it's not the healthiest breakfast. But he finds what General Mills describes as "the chocolatey cereal with spooky-fun marshmallows" just delightful. Sinkinson is an (adult) economist at the Yale School of Management, and he says he's been known to indulge himself in Count Chocula and other "Monster cereals" when they come out around Halloween. But lurking behind the Count Chocula box he's been eating is a shadowy specter. It's a potential problem for our economy known as "the common ownership hypothesis."

Over the last couple decades, investors have poured trillions and trillions of dollars into index funds and other massive funds run by three companies: Vanguard, BlackRock, and State Street Global Advisors, which together have over \$16 trillion in assets under their control. If you have a retirement account, there's a good chance it's run by one of them. Their combined average stake in each of the biggest 500 American corporations (aka the S&P 500) went from 5.2% in 1998 to 20.5% in 2017. As we've written before in the Planet Money newsletter, legal scholars and economists are increasingly concerned as these gigantic institutional investors gobble up greater and greater stakes in companies within the same industry. [Read Article](#)



California Water Futures Begin Trading Amid Fear of Scarcity

Bloomberg - Kim Chipman

Water joined gold, oil and other commodities traded on Wall Street, highlighting worries that the life-sustaining natural resource may become scarce across more of the world.

Farmers, hedge funds and municipalities alike are now able to hedge against -- or bet on -- future water availability in California, the biggest U.S. agriculture market and world's fifth-largest economy. [Read Article](#)



GameStop Makes the Case for Financial Regulation

TheWeek – Ryan Cooper

The business press and many ordinary Americans have been transfixed watching the stock of GameStop soar into the stratosphere. At the time of writing, its price had leaped to well over \$300, driven in part by an army of Redditors making an organized attack against Wall Street hedge funds who had bet against the company.

In the context of an extractive financial sector, this is hilariously satisfying. But it also makes the case for root-and-branch financial reform. Reckless gambling and wild speculation is not a great foundation for a prosperous and stable economy. [Read Article](#)

THE WEEK

U.S. Congress to Hold Hearings on GameStop Trading, State of Stock Markets

MSN News – Reuters, David Shepardson

WASHINGTON (Reuters) - The U.S. House Financial Services and Senate Banking committees said on Thursday they will hold hearings on the stock market after users of investment apps faced trading limits following the "Reddit rally" that put a charge into GameStop and other volatile stocks that were touted in online forums.

"We must deal with the hedge funds whose unethical conduct directly led to the recent market volatility and we must examine the market in general and how it has been manipulated by hedge funds and their financial partners to benefit themselves while others pay the price," said Representative Maxine Waters, a Democrat who heads the House panel. [Read Article](#)



Financial Book Reviews For Our Time

Taming the Megabanks: Why We Need a New Glass-Steagall Act

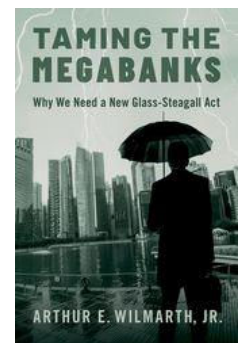
Arthur E. Wilmarth Jr

Banks were allowed to enter securities markets and become universal banks during two periods in the past century - the 1920s and the late 1990s. Both times, universal banks made high-risk loans and packaged them into securities that were sold as safe investments to poorly-informed investors. Both times, universal banks promoted unsustainable booms that led to destructive busts - the Great Depression of the early 1930s and the Global Financial Crisis of 2007-09. Both times, governments were forced to arrange costly bailouts of universal banks.

Congress passed the Glass-Steagall Act of 1933 in response to the Great Depression. The Act broke up universal banks and established a decentralized financial system composed of three separate and independent sectors: banking, securities, and insurance. That system was stable and successful for over four decades until the big-bank lobby persuaded regulators to open loopholes in Glass-Steagall during the 1980s and convinced Congress to repeal it in 1999.

Congress did not adopt a new Glass-Steagall Act after the Global Financial Crisis. Instead, Congress passed the Dodd-Frank Act. Dodd-Frank's highly technical reforms tried to make banks safer but left in place a dangerous financial system dominated by universal banks. Universal banks continue to pose unacceptable risks to financial stability and economic and social welfare. They exert far too much influence over our political and regulatory systems because of their immense size and their undeniable "too-big-to-fail" status.

In *Taming the Megabanks*, Arthur Wilmarth argues that we must again separate banks from securities markets to avoid another devastating financial crisis and ensure that our financial system serves Main Street business firms and consumers instead of Wall Street bankers and speculators. [Read More](#)



International News

Mexico, Latin America, South America and the Caribbean

Venezuela: A Country Bled Dry

DeutscheWelle

Venezuela will hold parliamentary elections on Sunday — in the middle of one of its biggest economic crises in decades. Daily life in the country is marked by chronic hunger and poverty.



Empty fridges

Venezuela had its highest inflation rates ever in 2018: 65,374%. The International Monetary Fund (IMF) marked it even higher, at 1,370,000%. A lack of hard currency meant precious few items could be imported. Soaring prices have made it impossible for most Venezuelans to shop at the supermarket. [See Slide Show](#)

Protecting Fragile Ecosystems From Lithium Mining

BBC - Michael Winrow, Technology of Business reporter

Between 2015 and 2018 the price of lithium carbonate, the source of one of the most important elements in electronics, more than tripled.



It was a nasty shock for the electronics industry as lithium is the key ingredient in rechargeable batteries that power everything from smartphones, to toothbrushes, to electric cars.

"This was the most extreme price spike in the history of lithium and underlined the fundamental challenges facing the market," says Andrew Miller, product director at Benchmark Mineral Intelligence, a price reporting agency. [Read Article](#)

Canada, Europe and Great Britain

COVID: Schools Are In Lockdown and E-learning is a Struggle

Deutschewelle

Germany is notorious for lagging behind in digitalization. Now, students have technical troubles as schools remain closed. But even countries with a better track record are having problems with remote learning. Like all German students, Eric Grabowski can't return to school after the Christmas break. With a country-wide lockdown just having been extended because of continued high rates of coronavirus infections, the tenth-grader will likely have to stay home until the end of January. [Read Article](#)



Italian PM Conte Resigns Following Pandemic Criticism

BBC

Italian Prime Minister Giuseppe Conte has resigned - and it is not clear if he will be able to form and lead a new coalition government.

He has been criticised for his handling of the coronavirus crisis, in which more than 85,000 Italians have died. Mr Conte met President Sergio Mattarella, who may ask him to form a stronger government. Last week he lost his Senate majority. [Read Article](#)



China and Southeast Asia

Davos: China's Xi Urges Cooperation to Reboot Global Economy

Deutschewelle

Chinese President Xi Jinping last took part at Davos four years ago when the Trump administration was levying huge tariffs on its products. Beijing is now calling for a return to multilateralism.

Chinese President Xi Jinping on Monday said that governments worldwide must do more to work together and put the global economy back on track.



Speaking at a virtual meeting of the World Economic Forum (WEF), Xi said the global recovery from the coronavirus pandemic was "rather shaky" and the outlook remained uncertain. [Read Article](#)

Indonesia's Most Active Volcano Erupts

NPR - Jaclyn Diaz

Mount Merapi, Indonesia's most active volcano, erupted Wednesday emitting a river of lava into the mountain below and gas clouds into the sky.



The eruption set off the volcano's longest lava flow since the danger level for Merapi was raised in November, Hanik Humaida, the head of Yogyakarta's Volcanology and Geological Hazard Mitigation Center, told The Associated Press. Sounds of the eruption could reportedly be heard almost 18 miles away.

The 9,737-foot volcano sits on the densely populated island of Java and near the ancient city of Yogyakarta. It has repeatedly erupted recently, keeping local officials and residents living nearby on a state of alert. [Read Article](#)

Myanmar's Aung San Suu Kyi 'Detained by Military', NLD Party Says

BBC

Aung San Suu Kyi, leader of Myanmar's governing National League for Democracy (NLD) party, has been arrested, a party spokesman said.

It comes amid tensions between the civilian government and the military, stoking fears of a coup. At elections in November, the NLD won enough seats to form a government, but the army says the vote was fraudulent. [Read Article](#)



Asia, India and Australia

Farm laws: Indian Unions Reject Offer to Suspend Reforms

BBC

Farmers' unions have rejected an Indian government offer to put controversial reforms on hold for 18 months.

The unions said the three new farm laws must be fully repealed, a move the government has ruled out. Farmers have been camped on Delhi's outskirts since 26 November to protest against the laws, which will further open up agriculture to the free market. [Read Article](#)



Sikkim: Chinese and Indian Troops 'In New Border Clash'

BBC

Chinese and Indian troops have reportedly clashed again in a disputed border area, with injuries on both sides, Indian media say.

The incident took place in north Sikkim last Wednesday. India's army said there had been a "minor" incident that had been "resolved". Tensions are high along the world's longest disputed border. Both sides claim large areas of territory. [Read Article](#)



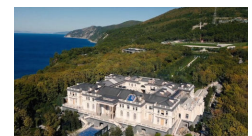
Africa, Middle East, Eastern Europe and Russia

Vladimir Putin: Russian Palace in Navalny Video Not Mine

BBC

Russian President Vladimir Putin says an opulent palace featured in a video by his arch-critic Alexei Navalny "doesn't belong to me".

The video called "Putin's palace" went viral on Russian social media last week - more than 86m people have watched it. The palace, by the Black Sea, was allegedly financed by billionaires close to Mr Putin. It is said to have a casino, skating rink and vineyard. [Read Article](#)



Foresight Africa 2021

Brookings Institution

With this and every iteration of Foresight Africa, we aim to capture the top priorities for the region in the coming year, offering recommendations for African and global stakeholders for creating and supporting a strong, sustainable, and successful Africa. In doing so, we hope that Foresight Africa 2021 will promote a dialogue on the key issues influencing development policy and practice in Africa during the upcoming year. Such ideas will ultimately provide sound strategies for sustaining and expanding the benefits of economic growth to all people of Africa in the years ahead. [Download Report](#)

BROOKINGS

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

- Business Development & Growth
- Workforce Development and Optimization
- Training and Cross-Training
- Local,/Regional Workforce Development Projects and Community Development
- Facilitated Problem Solving
- Process Improvement Cross-Functional Leadership Coaching and Mentoring
- Internship and Apprenticeship Projects
- Strategic Doing/Strategic Planning

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MEMORABLE QUOTES

"If you can't describe what you are doing as a process, you don't know what you're doing."

[W. Edwards Deming](#)

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

"A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves."

[Eleanor Roosevelt](#)

American political figure, diplomat and activist. Served as the First Lady of the United States during her husband President Franklin D. Roosevelt's four terms in office, making her the longest-serving First Lady of the United States.
1884 - 1962

"Economics has never been a science - and it is even less now than a few years ago."

[Paul Samuelson](#)

American economist, first American to win the Nobel Memorial Prize in Economic Sciences
1915 - 2009



International Trade News

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



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

The U.S. monthly international trade deficit increased in November 2020 according to the U.S. Bureau of Economic Analysis and the U.S. Census Bureau. The deficit increased from \$63.1 billion in October (revised) to \$68.1 billion in November as imports increased more than exports. The previously published October deficit was \$63.1 billion. The goods deficit increased \$5.0 billion in November to \$86.4 billion. The services surplus decreased less than \$0.1 billion in November to \$18.2 billion. [Read Report](#)

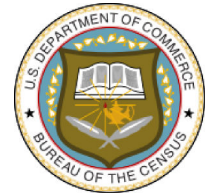
U.S. International Transactions, Third Quarter 2020

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 Report](#)

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



Monthly Wholesale Trade

November 2020 sales of merchant wholesalers were \$496.7 billion, up 0.2 percent (+/- 0.4 percent)* from last month. End-of-month inventories were \$649.8 billion, virtually unchanged (+/- 0.2 percent)* from last month. November 2020: 0.0* % change in Inventories; October 2020 (r): +1.3 % change in Inventories. [Read Report](#)

Manufacturing and Trade Inventory and Sales – November, 2020

Revisions to the Wholesale adjusted and not adjusted monthly estimates for sales and inventories are tentatively scheduled for release on March 24, 2021. Estimates will be revised to reflect the results of the 2019 Annual Wholesale Trade Survey and the results of the 2017 Economic Census. Revisions to the Wholesale data will be reflected in the February 2021 Manufacturing and Trade Inventories and Sales release scheduled for April 15, 2021. Retail and Manufacturing estimates will be revised at a later date. [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

Trade in services records the value of services exchanged between residents and non-residents of an economy, including services provided through foreign affiliates established abroad. This indicator is measured in million USD and percentage of GDP for exports, imports and net trade. Services include transport (both freight and passengers), travel, communications services (postal, telephone, satellite, etc.), construction services, insurance and financial services, computer and information services, royalties and license fees, other business

services (merchandising, operational leasing, technical and professional services, etc.), cultural and recreational services, and government services not included in the list above. Trade in services drives the exchange of ideas, know-how and technology, although it is often restricted by barriers such as domestic regulations. All OECD countries compile their data according to the 2008 System of National Accounts (SNA). [Read Report](#)

U.S. Trade Gap Hits 14-Year High of \$68.1B

CFO.com - Matthew Heller

Retailers pushed imports of consumer goods to a record as they stocked up for the Christmas holiday season.

The U.S. trade deficit widened to a 14-year high in November as retailers stocked up on imported consumer goods ahead of the Christmas holiday season.

The Commerce Department reported Thursday that the foreign-trade gap in goods and services expanded 8% from the prior month to a seasonally adjusted \$68.14 billion — the highest deficit since August 2006. Imports increased 2.9% in November to \$252.3 billion while exports rose 1.2% to \$184.2 billion. [Read Article](#)



Ford Announces It Will Close Brazilian Vehicle Production

IndustryWeek - Staff

The announcement affects three remaining factories in Brazil, but not Ford's South American headquarters.

Ford Motor Company announced January 11 that it would restructure its operations in South America by closing its three factories in Brazil and sourcing its vehicles sold in the continent from factories in Argentina and Uruguay.

Ford Brazil currently operates three production plants in Brazil: Camaçari, Taubaté, and Troller. All three will cease production in 2021. Production in the first two plants will close immediately, while the Troller plant will continue to operate until the fourth quarter of the year. [Read Article](#)



Commerce Secretary Signs MOU Establishing U.S. Trade Zone in Kingdom of Bahrain

U.S. Department of Commerce

Yesterday, the U.S. Department of Commerce and the Ministry of Industry, Commerce and Tourism of the Kingdom of Bahrain signed a Memorandum of Understanding (MoU) to Enhance U.S.-Bahrain Trade through the Establishment of a U.S. Trade Zone (USTZ) in the Kingdom of Bahrain. The MoU was signed by U.S. Secretary of Commerce Wilbur Ross and the Minister of Industry, Commerce, and Tourism in the Kingdom of Bahrain H.E. Zayed R. Alzayani.

"The Kingdom of Bahrain has been, and continues to be, an important strategic and trade partner of the United States, maintaining stability and ensuring the free flow of commerce in the Gulf. The Department of Commerce remains committed to our deep partnership with the Kingdom," said Commerce Secretary Wilbur Ross. [Read Article](#)



EU-UK Trade and Cooperation Agreement: Protecting European Interests, Ensuring Fair Competition, and Continued Cooperation in Areas of Mutual Interest

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

The Trade and Cooperation Agreement covers a number of areas that are in the EU's interest. It goes well beyond traditional free trade agreements and provides a solid basis for preserving our longstanding friendship and cooperation. It safeguards the integrity of the Single Market and the indivisibility of the Four Freedoms (people, goods, services and capital). It reflects the fact that the UK is leaving the EU's ecosystem of common



rules, supervision and enforcement mechanisms, and can therefore no longer enjoy the benefits of EU membership or the Single Market. [Read Release](#)

EU and China Reach Agreement in Principle on Investment

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH – Politico

The EU and China have today concluded in principle the negotiations for a Comprehensive Agreement on Investment (CAI). This deal follows a call between Chinese President Xi Jinping and European Commission President von der Leyen, European Council President Charles Michel and German Chancellor Angela Merkel on behalf of the Presidency of the EU Council, as well as French President Emmanuel Macron. China has committed to a greater level of market access for EU investors than ever before, including some new important market openings. China is also making commitments to ensure fair treatment for EU companies so they can compete on a better level playing field in China, including in terms of disciplines for state owned enterprises, transparency of subsidies and rules against the forced transfer of technologies. For the first time, China has also agreed to ambitious provisions on sustainable development, including commitments on forced labour and the ratification of the relevant ILO fundamental Conventions. [Read Article](#)



What's Ahead for US Trade Policy in 2021?

IndustryWeek - Cortney Morgan

New leadership inevitably brings change.

2021 will likely be a transition year for U.S. trade policy, rather than a year of abrupt shifts. President-elect Biden recently announced that he will nominate Katherine Tai as the United States Trade Representative; she is currently the chief trade lawyer for the House Ways and Means Committee. Many trade experts view her nomination as an indication that the Biden Administration's trade policy will remain focused on China-enforcement issues.

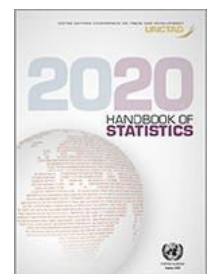
Trade policy during a global pandemic involves the balancing of complex foreign policy with competing domestic interests. While it is impossible to predict exactly what will happen with tariffs, trade policy, export controls and trade sanctions, we anticipate some combination of the following developments will take place in 2021. [Read Article](#)



Handbook of Statistics 2020

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH – UNCTAD

The UNCTAD Handbook of Statistics 2020 provides a wide range of statistics and indicators relevant to the analysis of international trade, investment, maritime transport and development. Reliable statistical information is indispensable for formulating sound policies and recommendations that may commit countries for many years as they strive to integrate into the world economy and improve the living standards of their citizens. Whether for research, consultation or technical cooperation, UNCTAD needs reliable and internationally comparable trade, financial and macroeconomic data, covering several decades and for as many countries as possible. [Download Report](#)

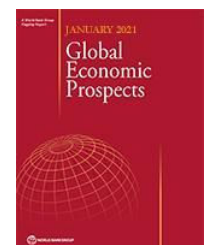


Global Economic Prospects - January 2021

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH – World Bank

Although global economic output is recovering from the collapse triggered by COVID-19, it will remain below pre-pandemic trends for a prolonged period. The pandemic has exacerbated the risks associated with a decade-long wave of global debt accumulation. It is also likely to steepen the long-expected slowdown in potential growth over the next decade. In his Foreword, World Bank Group President David Malpass notes that "Making the right investments now is vital both to support the recovery when it is urgently needed and foster resilience. Our response to the pandemic crisis today will shape our common future for years to come. We should seize the opportunity to lay the foundations for a durable, equitable, and sustainable global economy."

[Download Report](#)



Jaw-Dropping Solar Manufacturing Expansion by China Threatens US Industry



Coalition for a Prosperous America - Jeff Ferry, CPA Chief Economist

In the last two years, the US solar manufacturing industry has rebuilt itself and reached a stronger position than at any time in a decade, helped by tariffs on imported solar modules produced by subsidized Chinese companies. The US now has two gigawatt (GW)-scale module producers in First Solar and Q Cells. In addition, another dozen or so firms bring U.S. manufacturing capacity to over 5 GW. With many US producers hoping to expand production, the US could be on a strong path to meeting all or more than the U.S. demand for solar panels.

However, a recent wave of investment and capacity expansion announcements by China's largest solar manufacturers threatens the recovery with massive overcapacity that will drive US producers out of the business, and establish Chinese domination of the entire solar power manufacturing supply chain. These latest expansion plans effectively double the capacity of the Chinese industry. This could repeat the pattern we have seen in other industries, from steel to face masks, where China's strategy of government-funded overcapacity drove other producers out of the market and made the world dependent on Chinese suppliers. [Read Article](#)

Education And Workforce Development News

Many Americans Don't Believe That Education Will Change Their Career Circumstances



International Association of Workforce Professionals

More than half — 52 percent — of Americans say it is difficult for them to get a good job or that their opportunities to advance at work are limited, according to new survey data from the Strada Education Network, a research and advocacy organization focused on the link between education and employment.

The survey found that many Americans feel powerless in their ability to advance careerwise. Forty-six percent of Americans said they feel the system isn't fair or that there are not opportunities for people who look like them. Forty-six percent also said their employers do not provide training or education. Forty-four percent feel they don't have the right skills and credentials to advance at work or find a good job, and 32 percent say they do not know where to begin.

"In this crisis, we are looking to education as the solution to getting people back on their feet and back to work," Andrew Hanson, director of research and insights for Strada's Center for Consumer Insights, said, referring to the pandemic. "I think one barrier that we don't often talk about is people's beliefs and mind-sets about whether they actually want to go [pursue education or training], whether they see it as a solution themselves." [Read Article](#)

Biden Taps Boston Mayor for Labor Secretary



Community College Daily News – Mathew Dembicki

President-elect Joe Biden is nominating Boston Mayor Marty Walsh to serve as U.S. labor secretary. Walsh is in his second term as mayor and has deep ties to labor unions. Before being elected Boston's mayor in 2013, he served as a state representative for 17 years and led the Boston Building Trades Council, which represents union construction workers. While there, he created Building Pathways, a pre-apprenticeship program that has become a model for increasing diversity in the workplace and providing career opportunities for women and people of color. [Read Article](#)

Washington Watch: ED Releases 'CARES 2.0' Funds



Community College Daily News - Staff

The U.S. Education Department (ED) on Thursday announced the availability of new stimulus dollars provided through the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) to help both institutions and students.

The funds are for the main formula program that will provide \$20.2 billion to nonprofit, undergraduate higher education institutions. The announcement generally tracks the statute, in ways that should generally enhance the use of funds, certainly compared to the CARES Act. Under CRRSAA, most community colleges will receive substantially higher allocations than they did under the CARES Act. The announcement did not include \$1.7 billion in additional assistance for Titles III and V of the Higher Education Act. This will occur under the new Biden administration. [Read Article](#)

Gov. Steve Sisolak Plans to Ask the Nevada System of Higher Education to Help Spinoff the State's Community Colleges into an Independent Body Focused on Job Readiness.

Community College Daily News – AP, Sam Meta and Michelle Price

CARSON CITY, Nev. (AP) — Gov. Steve Sisolak outlined plans Tuesday to spur job growth and attract new industries to Nevada as the coronavirus pandemic continues to wreak havoc on the state's tourism-driven economy.

In his prerecorded State of the State address, the first-term Democrat proposed investing heavily in job training, infrastructure and renewable energy to stimulate Nevada's economy both during and after the pandemic. He described the virus as "challenging," "excruciating" and "unprecedented" for families and businesses, said it was urgent that students to return to school for in-person learning and conceded that the struggle was far from over. "It's not enough to just aim for a full reopening of our current economy. We must look forward to the kind of economy that will let our state prosper in the future," the governor said. [Read Article](#)



Rethinking and Resetting Workforce Development

Community College Daily News – Tabitha Whissemore

The current crisis has created an opportunity to reassess and reset workforce development programs at community colleges – and it's an opportunity that can't be wasted, according to panelists at a Thursday plenary session during the American Association of Community Colleges' virtual Workforce Development Institute.

Those hit hardest by the pandemic are younger adults working in low-wage service jobs, and most of them are people of color. With thousands of businesses permanently shuttered, "many won't go back to the same jobs they were laid off from," said Jan Yoshiwara, executive director of the Washington State Board for Community and Technical Colleges. "The labor needs post-Covid won't be the same as pre-Covid."

She added, "It is incumbent upon us to figure out how to best serve these people." [Read Article](#)



Training And Organizational Development News

A Diverse Workforce Produces a Healthy and Profitable Company

EHS Today - Adrienne Selko

Diverse teams tend to outperform non-diverse teams across the board.

The concept of diversity is not new. Many companies routinely seek input from a variety of sources in order to create services and products that serve their global customers.

What is often overlooked, however, is the makeup of the workforce that is creating these products and services. Just as limiting sourcing for products to one supplier is not an effective way to conduct business, having a workforce that is limited is not only inefficient but costly as it turns out. [Read Article](#)



Feedback Is Best Served Warm (and 11 More Tips for Sharing Constructive Criticism)

IndustryWeek - Ken Vaughan



When done skillfully and with intent, even corrective interactions can come across as helpful and positive.

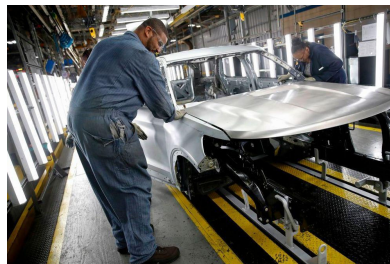
Effective leaders understand the benefit of liberally providing both positive and corrective feedback. Positive feedback demonstrates appreciation for the effort and value for the person. Corrective feedback, when done well, demonstrates the desire to help the team member to grow and develop.

Here are 12 tips for building the habit of giving feedback and doing it well: [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

JANUARY, 2021

[Economic Development Opportunities – An Important Incentive in Attracting Companies to Your Region](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

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

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

[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

[Maximizing Worker Capacity Maximizes Shareholder Value...If Done Right](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

DECEMBER, 2020

[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](#)

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

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

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, 2020

[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](#)

by Dean Prigelmeier, President of Proactive Technologies, Inc.

OCTOBER, 2020

[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, 2020

[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](#)

- rather than leaving it to chance;
- properly aligns workforce development resources and maximizes the impact and results; allows you to engage an employer's facility, equipment and staff in the training process;
- provides the best, 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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- Supporting "Pay-For-Value" Systems
- Promoting Continuous Process Improvement While Implementing the PROTECH System for the Accelerated Transfer of Expertise™
- PROTECH Onsite System Administrator Certification

Contact US to attend one of these seminars will send you an e-reservation. Include your client ID, name and user ID number and which webinar you would like to attend.

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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.

[See more articles](#) on the Proactive Technologies, Inc. website



Quality News

Solving a Machinist's Dilemma, One Molecule at a Time

IndustryWeek

Researchers explore new cutting application for softer metals.

How can you improve the cutting of “gummy” metals? Purdue University innovators have come up with an answer—and their findings may help in manufacturing products and reducing component failures.

The researchers previously showed that the application of a permanent marker or Sharpie, glue or adhesive film made it easier to cut metals such as aluminum, stainless steels, nickel, copper and tantalum for industrial applications. Marking the metal surface to be machined with ink or an adhesive dramatically reduced the force of cutting, leaving a clean cut in seconds. Now, they have discovered how these films produce the effect. [Read Article](#)



Lean as a Habit

IndustryWeek - Rick Bohan

The fact that lean methods and practices are too often seen as “events” rather than “habits” is a common cause of program failure.

There's a good bit of literature out there that reports on the high failure rates of large initiatives like a lean enterprise implementation. Do a websearch on “failure rate of lean implementation” and you'll find articles that indicate between 50% and 95% of all lean initiatives fail. The latter percentage might be a bit high, but the question of why so many programs fail is prompted nonetheless. The answers to that question are legion, but I think the fact that lean methods and practices are too often seen as “events” rather than “habits” is a common cause of program failure.

The literature on lean concepts is rife with language of “kaizen events” and “Six Sigma projects.” The notion that lean is best implemented by episodic training classes and events sees organizations as being like machines that simply need “fixing”. [Read Article](#)



Cyber Security And IT News

How Employers Use Technology to Surveil Employees

BROOKINGS

Brookings Institute – Darrell M. West, Vice President and Director – Governance Studies Senior Fellow – Center for Technology Innovation

Lisa Rene worked at an Indianapolis store operated by G. F. Fishers. Without informing company employees, the firm installed keylogger software on the store's computers which recorded characters typed on the business machines and periodically emailed that information to supervisors. While at work, Rene used the store computer to check her personal email and bank account. Through the installed software, a company employee discovered her personal passwords and used that information to look at her private emails and financial account. When she learned what had happened, she confronted her fellow employees and was fired for poor performance.

This is just one example of what has become an onslaught of intrusive workplace surveillance practices in the United States. Companies have the legal ability to use keylogger software on business computers, deploy video surveillance cameras, monitor worker attentiveness, track physical movements through geolocation software, compile lists of visited websites and applications, monitor emails, social media posts, and collaboration tools, and compile productivity data on how workers are spending their time and how long it takes them to finish particular tasks. [Read Article](#)

Data Leak Hits Nissan North America

IndustryWeek - Peter Fretty

Misconfigured Git server exposes automaker's internal code online.

Data has tremendous value to any manufacturer, especially within today's increasingly digital economy. As such, manufacturers need to be proactive in always protecting access to data.

Unfortunately, Nissan North America recently suffered a data leak when source code for its mobile apps and internal tools surfaced online after the company presumably misconfigured one of its Git servers. Tillie Kottmann, a Swiss-based software engineer, who learned of the leak from an anonymous source and analyzed the Nissan data on Monday, said the Git repository contained the source code of: [Read Article](#)



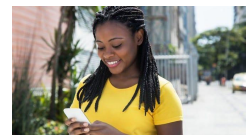
Hidden Map on Your Phone Shows Everywhere You've Been and the Photos You Took There

USA Today - Kim Komando

Unless you specifically turned off location tracking for pictures, every photo you snap will have the location where it was taken stored within its data.

Google Maps makes navigating unfamiliar cities frustration-free and straightforward. It has an innovative feature that you're probably not taking full advantage of: Street View. Sure it's great for looking at your childhood home. But, you can use it for things like creating your own stories and even going indoors.

Street View can be especially handy when you are looking at real estate. The timeline feature shows you what a home or commercial building looked like last month or many years ago. Tap or click here for this trick, along with 9 more ways to use Street View you never thought of before. [Read Article](#)



Apple Urging iPhone, iPad Users to Update Operating Systems Right Now

ABC News – CNNWire, Samantha Murphy Kelly, CNN Business

PHILADELPHIA -- Apple is urging iPhone and iPad users to promptly update their operating systems to fix security bugs that may have already been exploited by hackers.

On its support webpage, the company said three security flaws "may have been actively exploited." It did not reveal too many specifics about the bugs, noting "Apple does not disclose, discuss, or confirm security issues until an investigation has occurred and patches or releases are available." [Read Article](#)



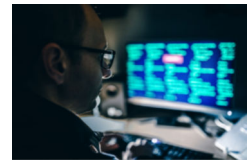
What Good Looks Like in Cybersecurity

CFO.com - Craig Callé

New tools provide objective, quantitative measures of security and privacy risk.

We live in insecure times, and it's not for lack of trying to develop effective cyber defenses. Naturally, C-level executives want to know what good looks like and how to measure it. Penetration tests, internal vulnerability scans, and IT control checklists remain go-to tactics, but a new generation of tools is taking things to the next level.

Cyber risk ratings firms. Boston-based BitSight Technologies leads an industry that continuously monitors externally visible risk factors that indicate an organization's vulnerability to a data breach. Ratings are expressed in numerical and alphabetic scores that non-technical leaders can easily grasp. [Read Article](#)



Global Crane Manufacturer Palfinger Suffers Cyberattack

IndustryWeek - Peter Fretty

Breach shuts down key global systems at one of the world's largest crane manufacturers

If there is anything manufacturers can learn from the recent string of cyber attacks, it is that no one is safe from suffering a costly breach.

The most recent victim? Leading crane and lifting manufacturer Palfinger. The company has been targeted in an ongoing global cyberattack, disrupting IT systems and business operations. As a manufacturer of cranes and lifting solutions, the Austrian manufacturer has a true global footprint with at least 35 locations. Its products have become a mainstay within construction industry as well as land and sea lifting, loading and handling. [Read Article](#)



Human Resource Management News

Ex-Employee Drives Large Loader Onto Mercedes-Benz Plant Property

Assembly Magazine

VITORIA, Spain—A disgruntled former employee of a Mercedes-Benz plant here reportedly stole a Caterpillar front-end loader from a construction site on New Year's Eve, drove it to the plant and rammed through the property gate before destroying nearly 70 vehicles. Police claim the 38-year-old man was trying to get inside the assembly line area, where he could have caused far more damage.

Luckily, the only employees at the plant were part of the maintenance and security teams, and production wasn't underway. Had he broken into the plant itself, he could have damaged just-assembled Mercedes-Benz V-Class vans. [Read Article](#)



U.S. Department of Labor Announces Final Rule to Clarify Independent Contractor Status Under the Fair Labor Standards Act

U.S. Department of Labor

WASHINGTON, DC – The U.S. Department of Labor today announced a final rule clarifying the standard for employee versus independent contractor status under the Fair Labor Standards Act (FLSA).

"This rule brings long-needed clarity for American workers and employers," said U.S. Secretary of Labor Eugene Scalia. "Sharpening the test to determine who is an independent contractor under the Fair Labor Standards Act makes it easier to identify employees covered by the Act, while recognizing and respecting the entrepreneurial spirit of workers who choose to pursue the freedom associated with being an independent contractor."

"Streamlining and clarifying the test to identify independent contractors will reduce worker misclassification, reduce litigation, increase efficiency, and increase job satisfaction and flexibility," said Wage and Hour Division Administrator Cheryl Stanton. "The rule we announced today continues our work to simplify the compliance



landscape for businesses and to improve conditions for workers. The real-life examples included in the rule provide even greater clarity for the workforce.” [Read Release](#)

Google Workers Form a Union

CFO.com - William Sprouse

The ‘minority union’ will have limited power under U.S. labor law until it is supported by a majority of employees.

More than 200 workers at Alphabet have formed a labor union. The Alphabet Workers Union, which includes some employees of the company’s Google unit, will be part of the Communication Workers of America and will be open to employees and third-party contractors.

The “minority union” will have limited power under U.S. labor law until it is supported by a majority of employees. Alphabet employs more than 130,000 people. [Read Article](#)



Lockheed Martin Corp. Agrees to Pay \$700,000 to Resolve Alleged Hiring Discrimination Following U.S. Department of Labor

U.S. Department of Labor

BETHESDA, MD – The U.S. Department of Labor and Lockheed Martin Corp.’s RMS Engineering & Technology Unit have entered into an Early Resolution Conciliation Agreement to resolve allegations of hiring discrimination found by the Department’s Office of Federal Contract Compliance Programs (OFCCP). While not admitting liability in the investigation, Lockheed Martin Corp. entered into an Early Resolution Conciliation Agreement and agreed to enhance future compliance proactively.

While denying OFCCP’s allegations, Lockheed Martin Corp. has agreed to pay \$700,000 in back wages and interest to 616 affected Asian, African American and Hispanic applicants not hired for five different engineering positions. The federal contractor also agreed to hire 34 of the affected applicants. [Read Article](#)



Getting Clear About Electronic Notice Posting

EHS Today - David Sparkman

DOL offers guidance on what to do when employees are working remotely.

Putting up a government-required poster about employee rights in the breakroom over the coffee urn just won’t cut it in a world where many people must work from home due to the Coronavirus pandemic. Recognizing that fact, the U.S. Department of Labor (DOL) has issued special guidance about what it expects employers to do.

The Field Assistance Bulletin was issued by the DOL Wage and Hour Division on Dec. 29, 2020. [Read Article](#)



U.S. Department of Labor Issues Final Rule to Reform Prevailing Wages for Foreign Worker Programs to Prevent Potential Abuses

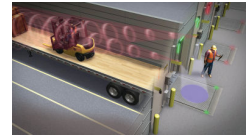
U.S. Department of Labor

WASHINGTON, DC – The U.S. Department of Labor today announced a Final Rule to help protect the wages and job opportunities of American workers by reforming the wage methodology it uses to set prevailing wage rates to prevent potential abuses of its Permanent Employment Certification, H-1B, H-1B1 and E-3 Visa foreign worker programs. The Department’s Employment and Training Administration administers the foreign labor programs covered by the Department’s wage methodology.

On Oct. 8, 2020, the Department published an Interim Final Rule, and invited public comment. After an extensive review of the comments received, the Department has determined that the existing wage methodology undermines the wages and job opportunities of U.S. workers, and that it is in tension with the governing statute. [Read Release](#)



Environmental, Health & Safety News



Improve Loading Dock Safety by Clearly Communicating Danger

EHS Today - Walt Swietlik

Motion sensors and dock controls can help prevent accidents at one of the most hazardous areas of a facility—the loading dock.

Loading docks are critical links in America's supply chains, helping bring products from factories and fields to end consumers. They are usually one of the busiest areas in any industrial facility. Buzzing with forklift activity, workers talking on radios and vision-obstructing stacks of pallets, opportunities for accidents are everywhere. It is no surprise, then, that shipping and receiving operations account for almost 25% of all industrial injuries.

The ever-growing level of consumer expectations has increased these hazards by causing material handling personnel to move at a faster pace to keep up. Overnight shipping, for example, was once considered a luxury by online shoppers but now is an expectation. Marquette University supply chain expert Doug Fisher points out this shift, noting, "Amazon's goal is not to deliver in one to two days—it's goal is to deliver in one to two hours."

[Read Article](#)

OSHA Penalties Increase Effective Jan. 15

EHS Today

As a reminder, OSHA's civil penalty amounts for workplace safety and health violations will increase slightly effective tomorrow in accordance with cost-of-living adjustments for 2021. These penalty levels apply to any violations assessed after Jan. 15.

OSHA's maximum penalty for willful or repeated violations will increase from \$134,937 to \$136,532 per violation. Similarly, the maximum penalties for serious and other-than-serious violations will also increase from \$13,494 per violation to \$13,653 per violation.

States with their own Occupational Safety and Health Plans must adopt maximum penalty levels that at least match these federal levels.

More detailed penalty information can be found on OSHA's website and the full text of the Department of Labor's 2021 adjustments can be found in the Federal Register. [Read Release](#)



Toyota Agrees to Pay \$180 Million for Clean Air Act Reporting Noncompliance

IndustryWeek - Staff

The Justice Department said Toyota selectively conformed to less-strict Californian standards and neglected federal ones.

The Justice Department and the Environmental Protection Agency announced January 14 that Toyota North America had agreed to pay \$180 million to settle a civil suit that the company withheld required information about its adherence to the Clean Air Act.

The complaint, filed in Manhattan federal court, alleged that Toyota did not conform to reporting information about possible defects in its automobiles which may have caused them to violate the Clean Air Act from 2005 until late 2015. [Read Article](#)



Ethylene Oxide: The Next Regulatory Battleground

EHS Today - David Sparkman

Proposed controls for emissions of carcinogen widely used in manufacturing are said to be too weak. We already know that the incoming Joe Biden administration can be expected to accelerate adoption of new regulations regarding Per- and Polyfluoroalkyl Substances (PFAS) after environmental advocates charged the



federal government wasn't doing enough under President Trump, but there is another environmental battle over chemicals looming as well.

The carcinogen Ethylene Oxide (EO), used extensively in manufacturing, is facing state government actions, and it is believed that the new administration will initiate new federal enforcement action. Dozens of private lawsuits have been filed against EO emitters and it's only a matter of time before more tort lawyers join the fray. [Read Article](#)

Employees Don't Feel Safe Going to Work, Study Finds

EHS Today - Staff

A new study of workers' perceptions found the majority don't think enough is being done to protect their health and safety.

Employees don't feel safe going to the workplace.

According to a new study, 68% of workers globally do not feel completely safe working in their employer's buildings.

The number is higher for those working remotely, 75%. And nearly one in four of those remote workers (23%) said they would look for a new job rather than return to a worksite that did not implement the necessary safety measures.

The study, commissioned by Honeywell and conducted by Wakefield Research, surveyed 2,000 workers in late 2020 who typically work in buildings with 500 or more employees across the United States, United Kingdom, Germany and the Middle East. [Read Article](#)

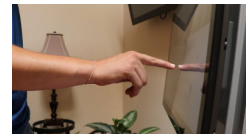


Do You Know What's on That Screen?

IndustryWeek - Peter Fretty

As the pandemic reminds users the importance of rethinking what they touch, touch screen manufacturers rethink how to provide workable solutions.

Take a look around and it is easy to see that touch screens have become ubiquitous. It is evident throughout industrial spaces, smart devices, information kiosks – touch has gone from novelty to becoming the predominate means of accessing content throughout the digital world. However, as COVID-19 became our present reality, the notion of touching things becomes antithesis to this ubiquity – creating an interesting paradigm when everything around us is touch based. [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...



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: *](#)

- 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.

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

ALL OF THIS FROM ONE APPROACH!

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