



**Training Proposal for:
Aerojet Rocketdyne, Inc.
Agreement Number: ET15-0260**

Panel Meeting of: July 25, 2014

ETP Regional Office: Sacramento

Analyst: W. Atkinson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Aerospace and Defense Engineering Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento, Los Angeles, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Assoc. of Machinist and Aerospace Workers Local 946; International Brotherhood of Electrical Workers Local 2295; International Brotherhood of Teamsters Local 986; Sheet Metal Workers Association Local 461; United Auto Workers Local 887; International Union of Operating Engineers, Stationary Engineers Local 39		
Number of Employees in:	CA: 2,915	U.S.: 5,173	Worldwide: 5,173
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$495,980		\$27,297 15%	\$0		\$468,683

In-Kind Contribution:	100% of Total ETP Funding Required	\$770,240
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30	337	8-200	0-15	*\$459	\$18.00
				Weighted Avg: 30			
2	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30	325	8-200	0-20	\$720	\$18.00
				Weighted Avg: 40			
3	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30	100	8-200	0-20	\$800	\$18.00
				Weighted Avg: 40			

*Reflects Substantial Contribution

Minimum Wage by County: Job Numbers 1 & 2: \$16.04 per hour for Los Angeles County; \$15.59 per hour for Sacramento County; and \$14.90 per hour for Ventura County.

Job Number 3 (Job Creation): \$13.37 per hour for Los Angeles County, \$12.99 per hour for Sacramento County; and \$12.19 per hour for Ventura County

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No Maybe

Jobs Numbers 1 and 2 Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Corporate Support Staff		50
Engineering Staff		100
Sr. Engineering Staff		100
Information Technology Staff		20
Sr. Information Technology Staff		10
Manufacturing Operations		200
Sr. Manufacturing Operations		10
Operations Support Staff		60
Sr. Operations Support Staff		15
Quality Assurance Staff		50
Sr. Quality Assurance Staff		10
Supervisor/Manager/Director		37

Jobs Number 3 Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Corporate Support Staff		4
Engineering Staff		8
Sr. Engineering Staff		2
Information Technology Staff		8
Sr. Information Technology Staff		2
Manufacturing Operations		40
Sr. Manufacturing Operations		10
Operations Support Staff		4
Sr. Operations Support Staff		2
Quality Assurance Staff		10
Sr. Quality Assurance Staff		2
Supervisor/Manager/Director		8

INTRODUCTION

Aerojet Rocketdyne, Inc. (Aerojet Rocketdyne), a wholly-owned subsidiary of GenCorp, Inc., is an international corporation with three locations in California. It was newly-formed in June 2013 when the parent acquired the Pratt & Whitney Rocketdyne business from United Technologies Corporation. The parent merged Rocketdyne with an existing subsidiary, Aerojet General Corporation, to form the new company. Aerojet Rocketdyne is applying for training funds on behalf of itself and its parent along with an affiliate, Easton Development Company. The affiliate is also a wholly-owned subsidiary of GenCorp, Inc.

Aerojet Rocketdyne is a merchant supplier of propulsion and energetics to the space, missile defense, strategic, tactical missile and armament areas to the Aerospace and Defense industry. The Company is headquartered in Rancho Cordova, with facilities in Los Angeles and Ventura. Training will take place at all three locations. The Company's other U.S. operations are in New Jersey, Arkansas, Utah, Virginia, Alabama, Tennessee, Washington, New Mexico, Mississippi, Florida and Washington, D.C. There are also operations in Japan and England.

Since its formation a year ago, Aerojet Rocketdyne has been systematically assimilating and integrating with the larger enterprise of its parent. The Company is implementing Project Connect to integrate the two companies while at the same time ensuring minimal business disruption.

ETP-funded two prior projects with the former subsidiary Aerojet-General Corporation, but both ended more than five years ago. ETP is still funding an active project under an ETP Agreement originally held by the former subsidiary, where liability has been assumed by Aerojet Rocketdyne. This is ETP Agreement (ET13-0189) ending in three months on October 21, 2014. (See discussion of Substantial Contribution later in this proposal.)

The proposal includes one new location that did not receive training under the active project (Los Angeles). There are also new trainees from the parent and affiliate companies, and in the group of newly-hired incumbent workers (Job Number 3). It is estimated that approximately 50% of the trainees will be new. Some of the training topics under the active contract may be

repeated, but they have been updated for content and applicability to the goals of Project Connect.

Retrainee - Job Creation

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Aerojet Rocketdyne is expanding operations in California, and as such plans to hire new workers with particular experience in Oracle/Maestro. These skills are needed as a new Enterprise Resource Planning System is being implemented, and as integration is being realized between the Company and its parent.

Aerojet Rocketdyne has committed to hiring 100 new employees (Job Number 3). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. As a feature of this program, the Substantial Contribution will be waived for Job Number 3.

PROJECT DETAILS

Aerojet Rocketdyne needs to provide its employees with the skills and tools necessary to achieve seamless integration of core functions and organizational goals. The training plan is designed to bring the workforce together as one cohesive team.

In addition, Phases II and III of the Project One/Maestro ERP System training was delayed for Phase I training for the new Aerojet Rocketdyne employees. All new company staff need Phase I training to up-to-date with existing employees. Then the combined company workforce will be ready to move into Phase II and III of training.

Training Plan

Training will be delivered using classroom/laboratory, E-Learning, and Computer-Based Training (CBT) methods. Trainees will receive the following types of training:

Business Skills (15%) - Training will be offered to all occupations. Trainees will include Business/Technical Writing, Decision Making, Procurement Processes, Estimating Training/Standard Certification, Weibull Analysis, Strategic Planning Skills, and Time Management Skills. Training will also focus on Estimating Training to ensure all business units involved in the bid and proposal process are consistent. Upon completion trainees will receive an estimating standard certification.

Computer Skills (20%) - Training will be offered to all occupations. Training will include Project One/Maestro ERP system, Manufacturing Software Applications, Auto Computer Automated Design (AutoCAD), Microsoft Office/Project and various other applications and software. This training is intended to integrate systems and improve competency.

Continuous Improvement (15%) - Training will be offered to all occupations. Training will focus on implementing the Aerojet Rocketdyne Continuous Initiative (AR CI) to integrate the two business operations. Topics will also include Change Management Skills, Leadership Skills, Project/Program Management Certification, Quality Assurance, Risk Management, Six Sigma, and Statistical Process Control training.

Hazardous Materials (10%) - Training will be offered primarily to Manufacturing Operations, Operations Support, and Quality Assurance Staff. Trainees will receive topics such as Clean Room Training, Penetrant Materials and Pressurized System training to strengthen the Company's ability to operate in an appropriate manner when handling hazardous materials and conditions.

Manufacturing Skills (35%) - Training will be offered to Engineering, Manufacturing Operations, Operations Support, and Quality Assurance Staff. Training in topics such as Manufacturing Automation Systems, Manufacturing Operations, Production and Assembly, Maintenance of Equipment, and Engineering/Design, and Propulsion Systems is aimed at equipping Aerojet Rocketdyne's workforce with manufacturing skills to satisfy customers, improve product quality, win new business, and increase effectiveness.

OSHA 10/30 (5%) - Training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of training for journey-level and 30 hours for frontline supervisors.

This training is not required as a condition of doing business in California. However, the coursework must be approved by, and the instructors must be certified by Cal-OSHA. When delivery is by CBT all training hours must be delivered in a classroom over a finite number of time, and the vendor must have a certified instructor present to confirm attendance.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training, nor in the 50% limitation on CBT. Engineering, Manufacturing Operations, Operations Support and Quality Assurance Staff will receive OSHA 10, and Supervisors/Managers will receive OSHA 30.

Commitment to Training

The Company's training budget for the California facilities in 2014 is approximately \$3,700,000. It provides training in beginning Microsoft Applications, basic internet navigation skills, anti-harassment, company orientation, performance appraisal skills, violence in the workplace, ethics training, and labor relations training topics, first aid/CPR, ergonomics, fire safety training, basic OSHA safety training and Company benefits. It also provides reimbursement for formal education through a tuition reimbursement program and funds the cost of employees who attend industry specific conferences for continuing education. The Company will also be providing on-the-job training at its own expense.

➤ Training Infrastructure

The Company has assigned a main contact within its Learning organization to take responsibility for the administration of the ETP program. There is additional support staff assigned to assist with the project. It has a large staff of training administrators responsible for ensuring the training is scheduled, trainees are enrolled and attend, and that training is tracked in the LMS. Additionally the Company has engaged the services of a third-party administrator with extensive ETP administration experience.

Union Support

To date, ETP has received three letters of union support: Teamsters Local 946; Stationary Engineers Local 39; and United Auto Workers Local 887. A union support letter from the International Brotherhood of Electrical Workers Local 2295; International Brotherhood of Teamsters Local 986; and Sheet Metal Workers Association Local 461 that represents the

remaining employees is forthcoming (approximately 15 trainees). ETP-funded training cannot begin until the remaining union support letter is on file with ETP.

Training of Executive Level Staff

The proposed Agreement includes training for the occupational title of Director. The Company represents that the Director(s) included in the ETP training plan are considered middle management and are not part of the Executive Team and therefore are not policy makers.

Impact/Outcome

This training will include the following certifications:

- Certified Professional in Supply Chain Management
- Estimating Standard Certification
- Six Sigma Certification
- Program and Project Management Certification
- Visual Emissions Evaluator Certification
- Adhesive Bonding Certification, Aerial Lift Certification
- APICS (Association for Operations Management) Certification

Substantial Contribution

Aerojet Rocketdyne, as successor to Aerojet-General Corporation, holds an active ETP Agreement (ET13-0189) with earnings projected in excess of \$250,000. (See Active Project Table.) The active agreement is only for training at the Rancho Cordova facility. As such, the first-time Substantial Contribution of 15% will be applied to Job Number 1 for training at that same location. As noted earlier, ETP funded two prior projects with Aerojet-General but since that corporation is now dissolved its performance is not shown.

LMS

Staff has approved Aerojet Rocketdyne's use of a Learning Management System (LMS) for recordkeeping.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by the former Aerojet-General Corporation under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Placements in Review
ET13-0189	\$555,000	10/22/12 – 10/21/14	650	492	0	212

To date, the contractor has earned 0% based on the number of trainees retained. The Contractor may earn an additional 75% based on the number of trainees enrolled and hours of training entered into the ETP Online Tracking System. These figures support projected earnings at a total 75% or \$416,682.

DEVELOPMENT SERVICES

Training Funding Partners in Fountain Valley assisted with development for a flat fee of \$25,500.

ADMINISTRATIVE SERVICES

Training Funding Partners will also perform administrative services for a fee not to exceed 11% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Analysis/Auditing
- Business Processes/Procedures
- Business/Technical Writing Skills
- Communication Skills
- Conflict Management Skills
- Certified Professional in Supply Chain Management
- Decision Making
- Developing New Business
- Documentation/Records Control
- Earned Value Management
- Effective Meeting Management
- Effective Presentation Skills
- Estimating Training/Standard Certification
- Export Training
- Finance/Accounting Skills
- Negotiation Skills/Contracts
- Procurement Processes
- Strategic Planning
- Supply Chain/Materials Management
- Teamwork/Leading Teams
- Time Management Skills
- Train-the-Trainer Skills
- Weibull Analysis
- Working with Federal Requirements

COMPUTER SKILLS

- Adobe Applications
- AT&T/Cisco Teleconference Software
- AutoCAD/CAD Training (Computer Automated Design)
- Calypso Capability Maturity Model System
- CMMi Level 3 Software Certification – Capability Maturity Model Integration
- Computational Methods and Applications
- Computed Tomography Scanning Skills
- Data Management Information Systems
- Engineering/Design Applications
- Geometric Dimensioning & Tolerance Software
- Inspection Software Applications
- Laboratory Software Applications
- Manufacturing Software Applications
- Microsoft Access
- Microsoft Office 2010 Upgrade Training (Advanced/Intermediate)
(Word/Excel/PowerPoint/Outlook)

- Microsoft Office (Intermediate/Advanced)
(Word/Excel/PowerPoint/Outlook)
- Microsoft Project
- Microsoft SharePoint
- Microsoft Visio
- Project Management Information System
- Programming Skills
- ProjectONE-Connect/Maestro– Enterprise Resource Planning System
- Quest Suite Noise Software
- Simulation Software
- SQL Server
- SumTotal System
- Systems Engineering and Integration
- Systems Modeling Language
- Upgrade Unigraphics NX 8.0
- Using Crystal Reports

CONTINUOUS IMPROVEMENT

- Aerojet Rocketdyne Continuous Improvement Program
- Benchmarking
- Kaizen Principles
- Lean Product Development
- Market Feedback Analysis
- Navigation Through Change
- Operational Excellence 5S/Quality
- Process Improvements
- Process Variation Management
- Root Cause Analysis and Mistake Proofing (8D)
- Setup Reduction
- The Toyota Kata Way
- Total Productive Maintenance
- Turnback Process
- Value Stream Mapping
- Change Management Skills
- Leadership Skills
- Building Relationships
- Coaching
- Culture and Influence
- Emotional Intelligence
- Leading and Managing Organizational Change
- Managing Conflict
- Motivation and Delegation
- Performance Management
- Problem Solving
- Program Management Skills/Certification
- Project Management Skills/Certification
- Quality Assurance
- Risk Management Skills
- Six Sigma/Six Sigma Skills/Certification
- Statistical Process Control

HAZARDOUS MATERIALS

- Air Quality/Testing
- Ammunition & Explosive Transportation/Safety
- Clean Room Training/Certification
- Coating, Cleaning and Stripping Requirements
- Cryogen/Hydrocarbon Safety
- Decontamination Facility
- Electrical Safety
- Halogen Hand Held
- Hazard Communications
- Hazardous Materials Handling/Remediation
- HAZWOPER
- Penetrant Materials
- Post Test Cleanup
- Pressurized Systems
- Propellants
- Safety Warning Systems and Alarms
- Ultrasonic Shear Wave Applications
- Visual Emissions Evaluator Certification

MANUFACTURING SKILLS

- Adhesive Bonding Certification
- Advanced Radio/Mobile-to-Mobile Telemetry and Communications Troubleshooting and Repair
- Aerial Lift Certification
- Aircraft Control Services
- Association for Operations Management Certification
- Atlas Rocket
- Blue Print Reading/Drawings
- Catalyst Packing Certification
- Chromotography Skills
- Condition Based Monitoring
- Crane Operator Skills/Certification
- Digital Radiography
- Eddy Current Instrument/Certification
- Exoatmospheric Kill Vehicle
- Electrical Theory/Practical Application
- Electrical Wiring
- Energy Systems
- Engineering/Design Skills
- F-22 Aircraft
- Fabrication Training
- Fork Lift Training/Certification
- Geometric Dimensioning & Tolerance
- Industrial Radiography Radiation Safety Personnel Certification
- Joint Industry Standards for PCBS – Certified IPC Specialist (Soldering)
- Laboratory Skills
- Lean Manufacturing
- Machining

- Maintenance of Equipment/Systems
- Manufacturing Automation Systems
- Manufacturing Operations/Equipment & Tools
- Material Handling/Testing
- Missile/Part Design
- Non-Destructive Testing Certification
- Planning & Scheduling
- Production and Assembly
- Propulsion Systems
- Radiographic Testing Certification
- Rigging Practices
- Shipping Skills
- Soldering Skills
- Standard Missile 3 (SM3)
- Structural Analysis
- System Selection & Living Root Cause Analysis Methods
- Terminal High Altitude Area Defense
- Torque Certification
- Ultrasonic Testing Certification
- Weapon Systems
- Welding

OSHA 10/30 (Certified OSHA Instructor)

- OSHA (requires 10 hr completion)
- OSHA (requires 30 hr completion)

E-Learning Hours

8 - 200

BUSINESS SKILLS

- Business Analysis/Auditing
- Business Processes/Procedures
- Business/Technical Writing Skills
- Communication Skills
- Conflict Management Skills
- Certified Professional in Supply Chain Management
- Decision Making
- Developing New Business
- Documentation/Records Control
- Earned Value Management
- Effective Meeting Management
- Effective Presentation Skills
- Estimating Training/Standard Certification
- Export Training
- Finance/Accounting Skills
- Negotiation Skills/Contracts
- Procurement Processes
- Strategic Planning
- Supply Chain/Materials Management
- Teamwork/Leading Teams

- Time Management Skills
- Train-the-Trainer Skills
- Weibull Analysis
- Working with Federal Requirements

COMPUTER SKILLS

- Adobe Applications
- AT&T/Cisco Teleconference Software
- AutoCAD/CAD Training (Computer Automated Design)
- Calypso Capability Maturity Model System
- CMMi Level 3 Software Certification – Capability Maturity Model Integration
- Computational Methods and Applications
- Computed Tomography Scanning Skills
- Data Management Information Systems
- Engineering/Design Applications
- Geometric Dimensioning & Tolerance Software
- Inspection Software Applications
- Laboratory Software Applications
- Manufacturing Software Applications
- Microsoft Access
- Microsoft Office 2010 Upgrade Training (Advanced/Intermediate) (Word/Excel/PowerPoint/Outlook)
- Microsoft Office (Intermediate/Advanced) (Word/Excel/PowerPoint/Outlook)
- Microsoft Project
- Microsoft SharePoint
- Microsoft Visio
- Project Management Information System
- Programming Skills
- ProjectONE-Connect/Maestro–Enterprise Resource Planning System
- Quest Suite Noise Software
- Simulation Software
- SQL Server
- SumTotal System
- Systems Engineering and Integration
- Systems Modeling Language
- Upgrade Unigraphics NX 8.0
- Using Crystal Reports

CONTINUOUS IMPROVEMENT

- Aerojet Rocketdyne Continuous Improvement Program
 - Benchmarking
 - Kaizen Principles
 - Lean Product Development
 - Market Feedback Analysis
 - Navigation Through Change
 - Operational Excellence 5S/Quality
 - Process Improvements
 - Process Variation Management

- o Root Cause Analysis and Mistake Proofing (8D)
- o Setup Reduction
- o The Toyota Kata Way
- o Total Productive Maintenance
- o Turnback process
- o Value Stream Mapping
- Change Management Skills
- Leadership Skills
 - o Building Relationships
 - o Coaching
 - o Culture and Influence
 - o Emotional Intelligence
 - o Leading and Managing Organizational Change
 - o Managing Conflict
 - o Motivation and Delegation
 - o Performance Management
- Problem Solving
- Program Management Skills/Certification
- Project Management Skills/Certification
- Quality Assurance
- Risk Management Skills
- Six Sigma/Six Sigma Skills/Certification
- Statistical Process Control

HAZARDOUS MATERIALS

- Air Quality/Testing
- Electrical Safety
- Halogen Hand Held
- Hazard Communications
- Hazardous Materials Handling/Remediation
- HAZWOPER
- Penetrant Materials
- Post Test Cleanup
- Pressurized Systems
- Propellants

MANUFACTURING SKILLS

- Adhesive Bonding Certification
- Advanced Radio/Mobile-to-Mobile Telemetry and Communications Troubleshooting and Repair
- Aerial Lift Certification
- Aircraft Control Services
- Association for Operations Management Certification
- Atlas Rocket
- Blue Print Reading/Drawings
- Catalyst Packing Certification
- Chromotography Skills
- Digital Radiography
- Eddy Current Instrument/Certification
- Exoatmospheric Kill Vehicle
- Electrical Theory/Practical Application

- Electrical Wiring
- Energy Systems
- Engineering/Design Skills
- Fabrication Training
- Geometric Dimensioning & Tolerance
- Industrial Radiography Radiation Safety Personnel Certification
- Laboratory Skills
- Lean Manufacturing
- Maintenance of Equipment /Systems
- Manufacturing Automation Systems
- Manufacturing Operations/Equipment & Tools
- Material Handling/Testing
- Missile/Part Design
- Non-Destructive Testing Certification
- Planning & Scheduling
- Production and Assembly
- Propulsion Systems
- Radiographic Testing Certification
- Shipping Skills
- Standard Missile 3 (SM3)
- Structural Analysis
- System Selection & Living Root Cause Analysis Methods
- Terminal High Altitude Area Defense
- Torque Certification
- Ultrasonic Testing Certification
- Weapon Systems

CBT Hours

0 – 15 Job Number 1

0 – 20 Job Numbers 2-3

BUSINESS SKILLS

- | | |
|--|-----------|
| • Bid and Proposal Charging | 1 hour |
| • Budget Planning and Development | 2.5 hours |
| • Business Writing Skills | 2 hours |
| • Conflict Resolution for Different Groups | 1 hour |
| • Conflict Resolution Principles | 1 hour |
| • Cost Allocation (Color of Money) | 4 hours |
| • Cost Volume | 2 hours |
| • Earned Value Management System
Practical | 2.5 hours |
| • Essentials of Communication | 1 hour |
| • Estimating Methods | 8 hours |
| • Estimating System Overview | 4 hours |
| • Earned Value Management Training | 2.5 hours |
| • Government Contract Negotiations Workshop | 4 hours |
| • Government Contracting for Non-Finance
Managers | 4 hours |
| • Government Contracts | 4 hours |
| • Price and Cost Analysis | 6.5 hours |

• Procurement Integrity	4 hours
• Purchasing Inquiries and Reports	1 hour
• Site Security Plans	1 hour
• Team Leadership	1 hour
• The Goal – Theory of Constraints	1 hour
• Time Management	1 hour
• TINA Annual Refresher	1 hour
• TINA Sweep (Truth in Negotiations Act)	1 hour
• Working with Auditors	1 hour

COMPUTER SKILLS

• ADMS: Review of all Command Media	4 hours
• Introduction to Maestro	2.5 hours
• Introduction to Navigating in ProjectONE	4 hours
• NX3 to NX6 Upgrade CAD Transitional Training	18 hours
• Performing Approvals	1 hour
• Personnel Electronic Data Protection	1 hour
• Records and Information Management (RIM) General Users	0.5 hour
• Records and Information Management (RIM) Records Coordinator	0.75 hour

CONTINUOUS IMPROVEMENT

• 5S (OpEx)	2 hours
• 8-D Problem Solving	7 hours
• Advanced Statistical Process Control	6 hours
• AR CI Overview and Methodology	2 hours
• Benchmarking	2 hours
• Essentials of Leadership	1 hour
• Kaizen Principles (OpEx)	2 hours
• Lean Product Development	2 hours
• Market Feedback Analysis	2 hours
• Navigation Through Change	2 hours
• Overview of Lean	1.5 hours
• Process Variation Management	2 hours
• Role of a Champion	3 hours
• Root Cause Analysis and Mistake Proofing (8D)	2 hours
• Setup Reduction	2 hours
• Six Sigma Start-Up	3 hours
• Statistical Process Control - SPC Workout	6 hours
• The 5S's: Workplace Organization	5 hours
• The Toyota Kata Way (convert to Kata bias)	2 hours
• Total Productive Maintenance	2 hours
• Turnback Process	2 hours
• Value Stream Mapping (OpEx)	2 hours

HAZARDOUS MATERIALS

• Chemical Facility Awareness Training	1 hour
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MANUFACTURING SKILLS

• Basic Measurement 110	1 hour
• Basics of Manufacturing Costs	1 hour
• Basics Of The CMM 120	1 hour
• Basics Of The Optical Comparator 130	1 hour
• Basics Of Tolerance 120	1 hour
• Blueprint Reading 130	1 hour
• Calibration Fundamentals	1 hour
• Interpreting Blueprints	1 hour
• Interpreting GD&T 310	1 hour
• Intro To GD&T 200	1 hour
• Lean Manufacturing	10 hours
• Linear Instrument Characteristics 115	1 hour
• Overview Of Threads 150	1 hour

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat or OSHA 10/30)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee excluding OSHA 10 and OSHA 30.

International Association of Machinists
AND AEROSPACE WORKERS



PHONE 635-4710
FAX 635-0586

Rocket and Guided Missile Lodge 946



2749 SUNRISE BOULEVARD
RANCHO CORDOVA, CALIFORNIA 95747

ET15-0260

July 1, 2014

Employment Training Panel

1100 J Street. 4th Floor

Sacramento, CA 95814

RE: Aerojet Rocketdyne Employment Training Panel Project

Dear Sir/Maddam:

Please be advised

The International Association of Machinist and Aerospace Workers, Local Lodge 946

Support the Aerojet Rocketdyne Employment Training Panel Agreement

Sincerely

William Smith

THE NATION'S LEADING AEROSPACE LOCAL UNION PROGRESS AND SERVICES SINCE 1941



July 9, 2014

Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95843

Re: Aerojet Rocketdyne, Inc. Employment Training Panel Project

Dear Sir/Madam:

Please be advised that the United Automobile, Aerospace & Agricultural Implement Workers Of America (UAW) Local 887, supports the Aerojet Rocketdyne, Inc. Employment Training Panel Agreement.

If you need further assistance or have any questions, please feel free to contact me at (661) 267-1129.

Sincerely,

A handwritten signature in black ink that reads "Homer Marshall". The signature is fluid and cursive.

Homer Marshall, President
UAW Local 887

Cc: William Gorenc Jr, Director, Human Resources-Labor Relations, Aerojet Rocketdyne, Inc.



Stationary Engineers, Local 39

INTERNATIONAL UNION OF OPERATING ENGINEERS AFL-CIO

JERRY KALMAR
BUSINESS MANAGER-SECRETARY

ET15-0260

July 8, 2014

Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95843

Re: Aerojet Rocketdyne, Inc. Employment Training Panel Project

Dear Sir/Madam:

Please be advised that the International Union of Operating Engineers, Stationary Engineers, Local 39 AFL-CIO, supports the Aerojet Rocketdyne, Inc. Employment Training Panel Agreement.

If you need further assistance or have any questions, please feel free to contact me at (916) 928-0399.

Sincerely,

Steve Thomas
Business Representative

cc: William Gorenc Jr, Director, Human Resources-Labor Relations, Aerojet Rocketdyne, Inc.

ST:lt:IUOE#39/afl-cio