



**Training Proposal for:  
Aerojet Rocketdyne, Inc.**

**Agreement Number: ET17-0191**

**Panel Meeting of:** August 26, 2016

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Veterans	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 Sheet Metal, Air, Rail, Transportation Workers Local Union 105; International Brotherhood of Electrical Workers Local Union 2295; International Brotherhood of Teamsters Local Union No. 986		
Number of Employees in:	CA: 2,652	U.S.: 4,796	Worldwide: 4,797
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$748,000		\$95,890 (30% Jobs 1 & 3)	\$0		\$652,110

<b>In-Kind Contribution:</b>	<b>100% of Total ETP Funding Required</b>	<b>\$1,176,000</b>
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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 (Rancho Cordova)	Mfg. Skills, Computer Skills, Cont. Imp., Business Skills, HazMat, HAZWOPER, Advanced Tech, OSHA 10/30	460	8-200	0-100	*\$428	\$18.60
				Weighted Avg: 34			
2	Retrainee Priority Rate	Mfg. Skills, Computer Skills, Cont. Imp., Business Skills, HazMat, HAZWOPER, Advanced Tech, OSHA 10/30	640	8-200	0-100	\$612	\$18.60
				Weighted Avg: 34			
3	Veterans Priority Rate Retrainee (Rancho Cordova)	Mfg. Skills, Computer Skills, Cont. Imp., Business Skills, HazMat, HAZWOPER, Advanced Tech, OSHA 10/30	50	8-200	0-100	*\$523	\$18.60
				Weighted Avg: 34			
4	Veterans Priority Rate Retrainee	Mfg. Skills, Computer Skills, Cont. Imp., Business Skills, HazMat, HAZWOPER, Advanced Tech, OSHA 10/30	50	8-200	0-100	\$748	\$18.60
				Weighted Avg: 34			

\*Reflects Substantial Contribution

**Minimum Wage by County:** Job Numbers 1 & 3: \$16.10 per hour for Sacramento County

Job Number 2 &amp; 4: \$16.48 per hour for Los Angeles County; \$15.60 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

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

<b>Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Numbers 1 &amp; 2</b>		
Corporate Support Staff		98
Engineering Staff		210
Sr. Engineering Staff		155
Information Technology Staff		35
Sr. Information Technology Staff		9
Manufacturing Operations Staff		220
Sr. Manufacturing Operations Staff		45
Operations Support Staff		90
Sr. Operations Support Staff		35
Quality Assurance Staff		95
Sr. Quality Assurance Staff		35
Supervisor/Manager/Director		73
<b>Job Numbers 3 &amp; 4 (Veterans)</b>		
Corporate Support Staff		2
Engineering Staff		30
Sr. Engineering Staff		5
Information Technology Staff		5
Sr. Information Technology Staff		1
Manufacturing Operations Staff		20
Sr. Manufacturing Operations Staff		5
Operations Support Staff		10
Sr. Operations Support Staff		5
Quality Assurance Staff		5
Sr. Quality Assurance Staff		5
Supervisor/Manager/Director		7

## **INTRODUCTION**

Aerojet Rocketdyne, Inc. (Aerojet Rocketdyne)([www.rocket.com](http://www.rocket.com)), a wholly-owned subsidiary of Aerojet Rocketdyne Holdings, Inc. (formerly GenCorp, Inc.), provides propulsion and energetics to the space, missile defense, strategic, tactical missile and armaments to the Aerospace and Defense industry. Aerojet Rocketdyne is headquartered in Rancho Cordova, with facilities in Folsom, Canoga Park, and Vernon. The Company is applying for training funds on behalf of itself and its affiliate Easton Development Company, LLC a wholly-owned subsidiary of Aerojet Rocketdyne Holdings, Inc.

The Company has locations nationwide with operations in Japan. Training under this proposal will be delivered to the four facilities in California.

## **PROJECT DETAILS**

This is Aerojet Rocketdyne's second ETP Agreement within the last 5 years. In the previous proposal, the Company focused on integrating the workforce of two companies (Aerojet and Rocketdyne) and assimilating all systems, processes and procedures. Since the implementation of its Total Quality Management System, Aerojet Rocketdyne Business Operating System (ARBOS), and their Oracle ERP System, the Company has discovered areas for improvement. Training in this proposal will focus on ensuring that both systems are being used to fullest capacity. Although training topics are similar to prior Agreements, in no case will a trainee repeat the same training previously delivered.

The Company has recently secured several new contracts that will expand existing workloads and will require higher production capacity. The following contracts will require Aerojet Rocketdyne's staff to receive extensive training:

- Orbital Sciences Corporation – The Company will deliver XR-5 electric propulsion subsystems over the next three years for its orbit communications satellite platform.
- NASA – The Company will develop a high-power electric propulsion system to enable key elements of NASA's plans for exploration of cis-lunar space and Mars.
- U.S. Air Force – the Company has a partnership with the United Launch Alliance on a new rocket engine to launch military payloads into Earth's orbit. This AR1 engine will replace the Russian-built RD-180 engines currently used for launches of Atlas V rockets. The Company's Rocket Shop was also selected to develop technologies that may be used to replace the capabilities of the current Minutemen III Propulsion System Rocket Engine (PSRE) in a new future system. The two-year study will evaluate various advanced technology propulsion systems.

In addition, new U.S. based companies such as SpaceX and Blue Origin have recently emerged creating competition for Aerojet Rocketdyne along with foreign entities that offer products at lower prices. The Company has invested time and resources to evolve additive manufacturing technology to meet the stringent requirements of rocket engine and defense system applications. This will allow the Company to incorporate the technology into production programs to significantly reduce lead times, making its products more affordable and enabling new approaches to design previously not feasible due to the limitations of traditional manufacturing. Training will enable the Company to remain at the forefront of this developing technology to deliver high-performing, affordable propulsion systems.

### **Union Support**

Workers are represented by Sheet Metal, Air, Rail, Transportation Workers Local Union 105; IBEW Local Union 2295; and International Brotherhood of Teamsters Local Union 986. Letters of support for this training project have been received.

### **Training Plan**

Training will be delivered via classroom/laboratory, E-Learning and Computer-Based Training (CBT) methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Manufacturing Skills (30%):** Training will be offered to all occupations, however, the majority will be Engineers, Manufacturing Operations, Operation Support and Quality Assurance Staff. Training will provide workers with new and upgraded capabilities to build new products, meet

new customer requirements, and quality standards. Training topics include Additive Manufacturing Metallagraphy, Advanced Geometric Dimensioning & Tolerancing, Digital Radiography Skills and Lean Manufacturing.

**Computer Skills (20%):** Training will be offered to all occupations. Training will allow workers to utilize the complex systems required by the Company to perform their jobs and increase their knowledge and skills. Training topics include Maestro ERP Next Level System Skills, Fiber Graphix Prowinder Software, Weibull Analysis and Resource Planning Extract Tool.

**Continuous Improvement Skills (15%):** Training will be offered to all occupations. Training will insure the efficiency of the Company's operations to remain price competitive. Training topics include Leadership Skills, Quantitative Methods, Six Sigma Skills, and Total Quality Management (ARBOS AR-Business Operating System).

**Business Skills (10%):** Training will be offered to all occupations. Training will enable staff to be more efficient and effective. Training topics include Finance/Accounting/Budgeting, Communication, Conflict Management and Business Development Skills.

**Hazardous Material (5%):** Training can be offered to all occupations; however, the majority will be Manufacturing Operations, Operation Support and Quality Assurance Staff. Training will allow the workers to operate in an appropriate manner when handling hazardous materials and conditions. Training topics include Air Quality, Global Fire Protection Training, Hazard Communication and Radiation Protection.

**Advanced Technology (AT) (15%):** Training will be delivered to Engineering, Information Technology and Quality Assurance Staff. AT Skills is crucial to remain up-to-date with complex technology development and designs necessary for the production of new products that power the propulsion systems. AT training is intended to foster a high level of innovation and product development to fuel the next generation of aerospace manufacturing. Training will focus on sophisticated equipment and systems such as CAD/Creo Design Tools, IBM Rational Rhapsody System, Matlab/Simulink Modeling System and Phoenix Integration ModelCenter Tool.

The Company estimates that cost associated with this specialized training will range from \$75 to \$200 per hour, per trainee, depending on the subject matter. The trainer-to-trainee ratio is 1:10 for AT, to allow in-depth coverage and personal attention from the instructor.

**Certified Safety Training (5%):**

OSHA 10/30: This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER): This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Trainees

will not receive 40 hours of HAZWOPER training unless they work full time onsite at the clean-up location.

**Hazardous Materials (HAZMAT):** This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, all occupations will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not been determined yet.

### **Computer-Based Training (CBT)**

CBT is capped at 50% of total training hours per trainee. CBT will be provided to supplement class/lab. Trainees in Job Numbers 1-4 will receive between 0-100 hours of CBT.

### **Commitment to Training**

Aerojet Rocketdyne’s training budget for the California facilities is approximately \$4,500,000. The Company provides training in beginner 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 training on Company benefits. The Company also provides an extensive on-the-job training at its own expense. Reimbursement for formal education through a tuition reimbursement program is also provided and continuing education is covered for employees who attend industry specific conferences.

ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Company has assigned a main contact within its learning organization to oversee all 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 tracked in the LMS. Additionally, the Company has engaged the services of a third-party administrator with extensive ETP administration experience to complete the project successfully.

### **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 - not part of the Executive Team or policy makers.

### **Impact/Outcome**

Training will include certification in the following:

- CMMi Level 3 Software

- Project Management Skills
- Eddy Current Instrument
- 30-K Forklift Operator
- Standup Electrical Forklift Operator

## **Nanotechnology**

Aerojet Rocketdyne designs nanomaterials that are used in the production of its propulsion systems, which provides different molecular structures, physical sizes of component, chemical functionality and other capabilities. The Company invests significantly in the research, design and implementation of advanced nano materials for use in manufacturing its jet propulsion systems.

## **Substantial Contribution**

Aerojet Rocketdyne is a repeat contractor with payment earned in excess of \$250,000 and a former Substantial Contribution at the 15% level, at the Rancho Cordova facility, within the past five years. (See Active/Prior Project Table.) Accordingly, reimbursement for trainees at this facility (Job Number 1 and 3) will be reduced by 30% to reflect the Company's \$95,890 Substantial Contribution to the cost of training.

## **Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans.

Over 10% of Aerojet Rocketdyne's workforce is comprised of veterans. The Company is actively working with organizations and job placement firms that seek to match veterans with its employment opportunities. The Company participates in veteran-focused job fairs, online recruiting events and conducts direct outreach recruitment activities through associations such as Hero's to Hired (H2H.jobs), Marines for Life Networking Program, and Work for Warriors Program. There will be approximately 100 Veterans being trained under this proposal.

## **Individuals with Disabilities**

The No More Barriers program, recently adopted by the Panel, is designed to encourage California employers in their effort to "recruit, hire, train and retain" workers with disabilities. ETP funding will be available to train these workers, along with other staff who support the effort. Employers that hold federal contracts are particularly likely to train these workers, due to requirements under Section 503 of the Rehabilitation Act of 1973.

Aerojet Rocketdyne is subject to 503 compliance requirements and maintains an Affirmative Action Program for Covered Veterans and Persons with Disabilities. These workers and supporting staff will receive training in special courses for "Individuals with Disabilities" (See Exhibit B). Trainees in multiple occupational titles may receive this coursework, under Job Numbers 1 – 4.

The Company expects to train approximately 13 workers with disabilities; the actual trainee count will be reported to ETP at or before fiscal closeout.

## **Learning Management System**

Staff has reviewed and approved Aerojet Rocketdyne's use of a Learning Management System for recordkeeping.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**ACTIVE PROJECTS**

The following table summarizes performance by Aerojet Rocketdyne under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0260	\$468,662	10/01/14 – 09/30/16	806	952	0

Based on ETP Systems, 28,833 reimbursable hours have been tracked for potential earnings of \$468,662 (100% of approved amount). 952 trainees are pending review for placement. The Contractor projects final earnings of 100% based on training currently committed to by employers.

**PRIOR PROJECTS**

The following table summarizes performance by Aerojet Rocketdyne under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0189	Rancho Cordova, Folsom, Vernon, Canoga Park	10/22/12 – 10/21/14	\$555,000	\$435,146 (78%)

**DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development for a flat fee of \$17,500.

**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/E-Learning Hours**

8-200 Trainees may receive any of the following:

**MANUFACTURING SKILLS**

- Additive Manufacturing Metallagraphy
- Advanced Geometric Dimensioning & Tolerancing
- Blue Print Reading/Drawings
- Civil/Structural Engineering Design
- Construction of Engineering Drawings
- Digital Radiography Skills
- Eddy Current Instrument/Certification
- Electrical Systems
- Engineering Design Skills
- Equipment Operation/Maintenance Skills
- Functional Gaging
- Hydraulic/Pneumatic Pressure Test
- Lathing
- Lean Manufacturing
- Manufacturing Operations Skills
- Material Handling/Testing
- Metallurgy for Non Destructive Testing
- Methodology and Tool Overview
- Next Generation Installations
- Optical Microscopy Skills
- Phased Array Ultrasonic Testing
- Power, Grounding and Lighting Design
- Production Metrology
- Soldering Skills
- Turnback Process – Tool

**COMPUTER SKILLS** (Advanced/Intermediate Only)

- Calypso Software Application Skills
- CMMi Level 3 Software Certification
- Computed Tomography Skills
- Computer-Aided Design and Drafting
- Delmia Manufacturing Execution System
- Engineering/Modeling Software Application Skills
- Fiber Graphix Prowinder Software
- Geometric Dimensioning and Tolerancing Software
- Hyperion System Skills
- IBM Rhapsody/Rational Design System Skills
- MS Office Skills
- Introduction to Unigraphics
- Maestro ERP Next Level System Skills
- Microframe Project Manager Software Skills
- Microsoft Access
- Microsoft Project Application Skills

- Microsoft SharePoint Application Skills
- Microsoft Visio
- MPM Extract Tool (Multi Stage Picking Out Method)
- Oracle – Business Intelligence Publisher
- Programming Skills
- Resource Planning Extract Tool
- Server Management Skills
- Software Engineering Process
- Sub Total System
- Weibull Analysis
- Windchill System Skills

### **CONTINUOUS IMPROVEMENT**

- Causal Analysis and Defect Prevention
- Change Management Skills
- Earned Value Management/Earned Value System
- Leadership Skills
- Project Management Skills/Certification
- Quantitative Methods
- Risk Probabilities/Analysis
- Six Sigma Skills
- Strategic Planning Skills
- Teamwork/Leading Teams
- Time Management Skills
- Total Quality Management (ARBOS AR-Business Operating System)

### **BUSINESS SKILLS**

- Advanced Communication Skills
- Business Development/Sales Skills
- Business Systems/Estimating Methods
- Business/Technical Writing Skills
- Conflict Management Skills
- Decision Making Skills
- Documentation/Record Control
- Effective Presentation Skills
- Export Training
- Finance/Accounting/Budgets
- Individuals with Disabilities
  - Accessibility
  - Disability Sensitivity and Awareness
  - Employment Laws: Disability and Discrimination
  - Leading a Disability Inclusive Workforce
  - Recruiting, Interviewing and Hiring Applicants with Disabilities
- Industry Specific Regulations/Standards
- Meeting Management Skills
- Preparing Proposals
- PRICE True Planning
- Project/Materials Costing
- Subcontract Management Skills
- Train-the-Trainer Skills

- Understanding Contracting Types

### **HAZARDOUS MATERIALS**

- Air Quality
- Global Fire Protection Training
- Hazard Communication
- Hazardous Materials/Waste Handling/Disposal
- Penetrant Inspection Skills
- Pressurized Systems
- Propellants
- Radiation Protection

0-40

### **HAZWOPER**

#### **OSHA 10/30** (Certified OSHA Instructor)

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

### **AT Hrs**

0-200

### **ADVANCED TECHNOLOGY**

- Additive Manufacturing/Metallagraphy
- Advanced Calypso Software Application Skills
- CAD/Creo Design Tools
- Certified Systems Modeling Accelerator SysML training
- CMMi Level 3 Software Certification
- Electric Propulsion Design Skills
- IBM Rational Rhapsody System Skills
- IBM Rational Server Administration
- Igniter Principals
- Intercax Syndeia
- Liquid Rocket Motor Design
- Lithium Ion Technology Design Considerations
- Matlab/Simulink Modeling
- Model Based Systems Engineering
- Nano Materials/Technology Research/Design/Implementation
- Phoenix Integration ModelCenter Tool
- Polarized Light Microscopy
- Programming Skills
- Rocket Engine/Rocket System Design Skills
- Rocket Test Fundamentals
- Software Engineering/Configuration
- Software Quality Assurance/Testing
- Software Requirements/Design
- Solid Rocket Motor Design
- Spacecraft Design/Mission Planning
- SysML Modeling in Magic Draw
- Systems Engineering Process
- Systems Modeling Language/Modeling Tools

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

## **CBT Hrs**

0-100

### **MANUFACTURING SKILLS**

- 30-K Forklift Operator Training & Certification (1 hr)
- Aerial Lifts (0.5 hr)
- Emergency Operations Center Roles & Responsibilities (0.5 hr)
- Engineering Re-Use Training (Mechanical Design and Analysis) (0.5 hr)
- Foreign Object Elimination Technical Training (1 hr)
- Halon Training (1 hr)
- Hydrogen PSM Operations (1 hr)
- Indoor Overhead Cranes (1 hr)
- LAI Boot Installation (1 hr)
- Lock Washer Installation and Staking (1 hr)
- Lockout/Tagout Affected (0.5 hr)
- Lube Anti-Seize (1 hr)
- Machine Guarding (1 hr)
- Mass Spectrometer Leak Test (1 hr)
- Move Director Recertification (1 hr)
- Norbar USM Recertification (1 hr)
- Nozzle Awareness Training (1 hr)
- O2, LEL Meter (1 hr)
- Overhead Crane (1 hr)
- Radio Remote Control Crane (1 hr)
- Replic of Comp Surfaces (1 hr)
- Safe Operation of Electric Pallet Jacks Training (1 hr)
- Safety Cable Training (1 hr)
- SATCOM Fundamentals (0.5 hr)
- Small Line \ Fitting Insulation (1 hr)
- Soap Leak Check Process (1 hr)
- Space Electronics Assembly and Test Standard Operating Procedure (1 hr)
- Specific Lockout/Tagout Program (1 hr)
- Specific Process Safety Management (1 hr)
- Standup Electrical Forklift Operator Training & Certification (1 hr)
- The Skillz System (2 hrs)
- Thrust Chamber Entry (Confined Space) (1 hr)
- Versa-Hood Respirator (1 hr)

### **COMPUTER SKILLS** (Advanced/Intermediate Only)

- Advanced Skills in Microsoft Access 2010 (1 hr)
- Advanced Skills in Microsoft Excel 2010 (2 hrs)
- Advanced Skills in Microsoft Outlook 2010 (1 hr)
- Advanced Skills in Microsoft PowerPoint 2010 (1 hr)
- Advanced Skills in Microsoft Word 2010 (1.5 hrs)
- Building a Project Schedule in Microsoft Project 2010 (1 hr)

- Connecting to People and Resources with My Sites in Microsoft SharePoint 2010 (1.5 hrs)
- Creating and Customizing Websites Using Microsoft SharePoint Designer 2010 (1.5 hrs)
- Creating Business Intelligence Solutions in Microsoft SharePoint 2010 (1.25 hrs)
- Customizing and Sharing Project in Microsoft Project 2010 (1 hr)
- Customizing Workflow Processes Using Microsoft SharePoint Designer 2010 (1.25 hrs)
- Finding Content and People Using Microsoft SharePoint 2010 Enterprise Search (1 hr)
- GN101: Introduction to Maestro (0.5 hr)
- GN102: Introduction to Navigating in Maestro (0.5 hr)
- Intermediate Skills in Microsoft Access 2010 (1 hr)
- Intermediate Skills in Microsoft Excel 2010 (2 hrs)
- Intermediate Skills in Microsoft Outlook 2010 (1 hr)
- Intermediate Skills in Microsoft PowerPoint 2010 (1 hr)
- Intermediate Skills in Microsoft Word 2010 (1.5 hrs)
- Managing and Controlling Documents Using Microsoft SharePoint Designer 2010 (1.25 hrs)
- Managing Content and Processes in Microsoft SharePoint 2010 (1 hr)
- Managing Content, Metadata & Information Policies in Microsoft SharePoint 2010 (1.5 hrs)
- Removable Media Data Transfer (RMDT) Briefing (0.5 hr)
- Setting Up Projects in Microsoft Project 2010 (1 hr)
- Sum Total Approval Manager Module for Training Coordinators (0.5 hr)
- Sum Total Demo How to Create a Custom Report (0.5 hr)
- Sum Total How to Create Groups (0.5 hr)
- Sum Total Introductory Training (1 hr)
- Sum Total Learning Activities Module for Training Coordinators (4 hrs)
- Sum Total Learning Content Module for Training Coordinators (1 hr)
- Sum Total Reporting Module for Training Coordinators (0.5 hr)
- Sum Total Supervisor Training (1 hr)
- Sum Total User Manager Module for Training Coordinators (1 hr)
- Sum Total Performance Management Training - Goal Setting (0.5 hr)
- Taking Content Offline Using Microsoft SharePoint Workspace 2010 (2 hrs)
- Team Collaboration with Windows SharePoint Services 3.0 (1 hr)
- Tracking and Managing Projects in Microsoft Project 2010 (1 hr)
- Working with Line of Business Data Using Microsoft SharePoint Designer 2010 (1 hr)

### **CONTINUOUS IMPROVEMENT**

- Coaching and Mentoring (1 hr)
- Earned Value Management (2 hrs)
- Total Quality Management (ARBOS AR-Business Operating System)
  - 3P Tool (Production Preparation Process) (2 hrs)
  - 5S Tool (2 hrs)
  - Benchmarking Tool (2 hrs)
  - Kaizen Principles (2 hrs)

- Lean Product Development (2 hrs)
- Methodology and Tool Overview (4 hrs)
- MFA Tool (Market Feedback Analysis) (2 hrs)
- Navigation Through Change (2 hrs)
- Overview and Methodology (1 hr)
- Process Documentation Completions and Correction (1 hr)
- PVM Tool (Process Variation Management) (2 hrs)
- Quality Control (1 hr)
- Root Cause Analysis and Corrective and Preventative Action (1 hr)
- Root Cause Analysis/Mistake Proofing Tool (2 hrs)
- Set-Up Reduction Tool (2 hrs)
- Standard Work Tool (2 hrs)
- The Toyota Way (2 hrs)
- TPM Tool (Total Productive Maintenance) (2 hrs)
- Turnback Process Tool (2 hrs)
- VSM Tool (Value Stream Mapping) (2 hrs)
- Operational Excellence 5S (0.5 hr)

### **BUSINESS SKILLS**

- Bid and Proposal Training (1 hr)
- Communication Skills (1 hr)
- Conflict Management Skills (1 hr)
- Cost Volume (2 hrs)
- Engineering Business Management Overview Training (6 hrs)
- Essence of Aerojet Rocketdyne International Trade (0.5 hr)
- Estimating Business System Overview (1.25 hrs)
- Estimating Methods Module 1 (1.25 hrs)
- Estimating Methods Module 2 (1 hr)
- Estimating Methods Module 3 (1 hr)
- Estimating Methods Module 4 (1 hr)
- Estimating Methods Module 5 (1 hr)
- Estimating Methods Module 6 (1 hr)
- Estimating Methods Module 7 (1 hr)
- Government Contract Accounting Module 1 (1 hr)
- Government Contract Accounting Module 2 (1 hr)
- Government Contract Accounting Module 3 (1 hr)
- Government Contracting (2 hrs)
- Industrial Security Briefing (1 hr)
- IT Cyber Security Awareness Training (1 hr)
- Material Review Board (2 hrs)
- MDA Counterfeit Avoidance Awareness Training (1.5 hrs)
- Price and Cost Analysis (6 hrs)
- Procurement Integrity (1 hr)
- Proposal Risk Assessments and Independent Cost Evaluations (1 hr)
- Risk Management (1 hr)
- Safeguarding Classified Information (0.5 hr)
- Supporting Proposal Audits (1 hr)
- The Goal (Theory of Constraints) (1 hr)
- Time Management (1 hr)
- TINA Sweep (Truth in Negotiations) (1 hr)
- Working with Auditors (1 hr)

**HAZARDOUS MATERIALS**

- Air Quality Compliance (1 hr)
- Environmentally Controlled Area - Clean Room (1 hr)
- Hazard Communication (1 hr)
- Hazardous Waste Handling (1 hr)
- Isocyanate Handler (1 hr)
- Laboratory Safety (0.5 hr)
- Material Handling Awareness (1 hr)
- Methylene Dianiline (1 hr)
- Moisture Prevention (1 hr)
- NC and UEL Workflow Training (1 hr)
- Nickel Safety Awareness (1 hr)
- Personal Protective Equipment and Hazard Liquid Handling (1 hr)
- Process Safety Management Awareness (2 hrs)
- Radiation Safety for Non-Radiographers (1 hr)
- Pyrotechnic Igniter Handling (1 hr)
- Safe Handling of Isocyanates (1 hr)
- Solid Energetic Materials Safety Awareness (1 hr)
- Solid Propellant and Explosive Decontamination Guidelines (2 hrs)
- Specific Cryogenic Safety (2 hrs)
- Storm Water Pollution Prevention (1 hr)

Note: Reimbursement for retraining is capped at 200 total training hrs per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hrs, per trainee excluding OSHA 10/30, HAZWOPER or HAZMAT.

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SHEET METAL | AIR | RAIL | TRANSPORTATION WORKERS



Local Union 105

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May 19, 2016

Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA. 95843

Re: Aerojet Rocketdyne, Inc. – Application to the CA Employment Training Panel Project

Dear Sir/Madam:

Sheet Metal, Air, Rail, Transportation Workers Local Union 105 supports the Aerojet Rocketdyne, Inc. Employment Training Panel Agreement. If you have any questions or need any further assistance, please feel free to contact Ms. Lori Turner, my secretary, at (909) 305-2800 ext. 231.

Sincerely,

A handwritten signature in blue ink that reads "Luther B. Medina". The signature is written in a cursive style.

Luther B. Medina  
Business Manager/President

LBM:lat/Rocketdyne CA Employment Training Panel Project 051916  
opeiu #537  
afl-cio,clc

Business Representatives

Donald P. Bennett  
Richard Foss, II

\*Chris Gonzalez  
Steve Hinson

Tim Hinson  
Sam F. Hurtado

William "Bill" Shaver  
Joe Whitcher

# IBEW

LOCAL UNION 2295

*International Brotherhood of Electrical Workers*

A.F.L. - C.I.O.



3556 Lexington Avenue, 2nd Floor

(626) 454-4393

El Monte, California 91731

June 6, 2016

Mr. Stewart Knox  
Executive Director  
Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814

Dear Mr. Knox:

I am writing on behalf of the International Brotherhood of Electrical Workers Local 2295. We support the proposal being submitted to the Employment Training Panel from Aerojet-Rocketdyne company.

This application will assist Aerojet-Rocketdyne company in meeting our goals. The proposed training will assist our union members in developing new skills to help meet operational demands.

Sincerely,

  
David J. Clay  
Business Manager/Financial Secretary  
Local 2295 IBEW

The I.B.E.W. is the *oldest, largest, most experienced* electrical union  
in America and Canada



# TEAMSTERS LOCAL UNION NO. 986

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

*General Teamsters, Airline, Aerospace and Allied Employees, Warehousemen, Drivers, Construction, Rock and Sand*



May 19, 2016

Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95843

Re: Aerojet Rocketdyne, Inc. Employment Training Panel Project  
ETP Reference #16-0581

Dear Sir/Madam:

Please be advised that the Teamsters Local 986, supports the Aerojet Rocketdyne, Inc. Employment Training Panel Application.

If you need further assistance or have any questions, please contact me at 661-942-2843.

Sincerely,

A handwritten signature in blue ink that reads "Greg Bashem".

Greg Bashem  
Business Representative  
Teamsters Local 986

