



Training Proposal for:
Boudreau Pipeline Corporation
Agreement Number: ET16-0443

Panel Meeting of: May 26, 2016

ETP Regional Office: San Diego

Analyst: K. Campion

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 266	U.S.: 266	Worldwide: 266
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$184,320		\$0	\$0		\$184,320

In-Kind Contribution:	100% of Total ETP Funding Required	\$240,873
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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, Commercial Skills, Continuous Impr., OSHA 10/30 PL-Commercial Skills	256	8 - 200	0	\$720	\$15.60
				Weighted Avg: 40			

Minimum Wage by County: \$15.60 per hour for Riverside 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

Up to \$0.60 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Admin. Staff		26
Estimator		2
Foreman		39
Laborer		176
Project Manager		8
Superintendent		5

INTRODUCTION

Founded in 1996, Boudreau Pipeline Corporation (Boudreau) (<http://boudreaupipeline.com/>) is a wet utility construction company that installs sewers, water and fire lines, and storm drain systems across California. It specializes in highly complex pipeline projects for builders, municipalities, utilities and contractors. The Company operates out of a single facility in Corona, the site of the proposed training.

Since 1996, Boudreau has developed new, more sophisticated methods, techniques and equipment for new types of storm drains, storm water holding vaults, metering stations, pumps, and wet wells. As its job methods and techniques have advanced, so must the skills of its workers. The Company is challenged with ensuring that all workers at the job site have the skills necessary to handle new equipment. Without a knowledgeable and skilled workforce, Boudreau could not effectively bid jobs. Additionally, Boudreau's goal is to achieve a more flexible work force. The Company needs flexibility in deploying its field operations team so that workers are skilled in different areas of the construction project and are able to complete all jobs on time and on budget. Consequently, cross-training of frontline staff is critical.

Additionally, the need for training is driven by the fact that, in order to compete, Boudreau must continually look for ways to streamline its operations. It must reduce costs to be able to win bids for projects, while maintaining profit margins. Boudreau must keep its construction projects within a targeted budget, source materials within a budgetary number, and figure out the overall cost of labor to keep the project profitable. Therefore, Boudreau must upgrade the skills of its workers through formal training.

PROJECT DETAILS

The Company has conducted a formal training needs assessment to ensure training will provide critical skills that will make the employees more valuable to the Company, and to foster job promotions within the Company.

Training Plan

The majority of training will be delivered via class/lab and a small percentage of training will be delivered via Productive Lab (PL) at the job site in the following types of training:

Business Skills (38%) – This training will be provided to Estimators, Project Managers, Superintendents, and Admin. Staff. Estimators, Project Managers and Superintendents will learn topics such as Job Costing & Accounting, Estimating and Bidding Procedures, Negotiation and Time Management. Admin Staff will be provided with Communication and Customer Service skills.

Commercial Skills (11%) – This training will be provided to Estimators, Foreman, Laborers, Superintendents and Project Managers. Commercial skills training provides detailed, job skills training for those trainees who need to understand the scope of the construction project from start to finish. Training will be focused on all aspects of construction of sewers, and water and drain systems.

Computer Skills (38%) – This training will be provided to Admin. Staff, Project Managers and Superintendents based on job functions. Courses include MS Office and Scheduling, and other construction scheduling software application skills.

Continuous Improvement (7%) – This training will be provided to Estimators, Foreman, Laborers, Project Managers and Superintendents. Trainees will learn the skills needed to effectively identify Lean Construction methods, Engineering and Construction Best Practices to ensure project success. Leadership, Motivation and Team building will be provided based on job functions.

Certified Safety Training OSHA 10/30 (3%) – 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. Under this Agreement, Laborers will receive OSHA 10 training, and Foremen, Project Managers and Superintendents will receive OSHA 30.

Productive Laboratory (PL) (3%): This training will be provided to Laborers. These PL trainees may produce goods for profit as part of training, in the courses identified under the Curriculum. All PL training will be in Commercial Skills and will supplement Class/Lab coursework. To ensure trainees reach optimal skills levels to operate heavy equipment at the job site, PL training will provide the requisite hands-on training to meet quality and safety standards. PL training will strengthen the employees’ ability to perform equipment/operation related tasks in the field, such as learning to properly dig trenches, excavate, position machines, work around water and operate

a backhoe and a wheel loader. Boudreau anticipates that approximately 150 Laborers will participate in PL training at up to 10 hours each.

The trainer's time will be dedicated to training delivery during all hours of training. Instructors will be subject matter experts who possess the skills needed to fully operate all equipment. Trainers will demonstrate use of a specific piece of equipment, answer question and guide the trainee through the process. Trainees will demonstrate competency in utilizing a piece of equipment before progressing to more sophisticated equipment.

The trainer-to-trainee ratio for PL training will typically be 1:1, but there may be a few instances when it will be 1:2. For example, some of the laborers who are learning how to use large pieces of equipment need very close supervision, and those trainees benefit the most with a 1:1 trainer-to-trainee ratio. Other field laborers who do not work with heavy equipment and do not need the same high level of supervision would benefit from having a 1:2 trainer-to-trainee ratio. This would enable one trainee to ask an important question the other trainee wouldn't consider, which the Company believes facilitates the PL learning environment. No PL training will exceed a 1:2 trainer-to-trainee ratio setting.

Alternative Retention Period Waiver Request

The majority of the proposed trainees will complete the standard 90-day retention period. However, the Company requests an alternative retention of at least 500 hours within 180 days with one or more employers for some trainees in the construction industry.

Commitment to Training

Boudreau currently spends approximately \$210,000 per year on training including new hire orientation, sexual harassment prevention, Diversity Training, Conflict Resolution, beginning supervisory skills, general safety training, and on-the-job training. This training will continue at the Company's expense.

ETP funds will not displace the existing financial commitment to training. ETP funding will allow Boudreau to cross train its field staff which will upgrade the job skills of workers. This will allow the Company the opportunity to bid for work it might not otherwise win, and also streamline its operation.

➤ Training Infrastructure

The Director of HR will have program oversight and, in addition to an HR Assistant, will be responsible for scheduling and tracking the training and providing ETP attendance rosters to all field locations. The majority of the training is projected to be delivered by in-house instructors; however, the Company may utilize a training vendor if necessary. Boudreau will utilize an administrative subcontractor for enrolling and tracking trainees in the ETP online systems.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Boudreau retained Training Refund Group (TRG) in Anaheim to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

Boudreau also retained TRG to perform administrative services in connection with this proposal for an amount not to exceed 13% 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

- Decision Making
- Communication Skills
- Customer Relations
- Effective Time Management
- Business Writing for Contractors
- Job Costing and Accounting
- Estimating & Bidding Procedures and Processes
- Negotiating Everything Construction

COMPUTER SKILLS

- Planswift Application Skills
- Critical Path Method Scheduling
- Microsoft Project 2010 Introductions with Laptops
- Microsoft Office intermediate -Excel/Word
- Outlook Continuous Improvement
- Adobe Acrobat Training
- Equipment Simulator

COMMERCIAL SKILLS

- Blueprint Reading
- Building Codes
- Construction Literacy
- Construction Workflow Dynamics and Techniques
- Equipment Operations Maintenance
- Field Operation procedures
- Map Training
- Tracking your Field Production
- Laser Operation
- Rigging Techniques
- Daily Reporting skills at the Jobsite
- Performing Quantity and Material Takeoffs

CONTINUOUS IMPROVEMENT

- Lean Construction
- Construction Best Practices
- Engineering Best Practices
- Construction Project Management Best Practices
- 7 Habits of Highly Effective People
- Leadership Skills
- Motivation & Team Building

OSHA 10/30 (OSHA Certified Instructor)

OSHA 10 (requires completion of 10 training hours)
OSHA 30 (requires completion of 30 training hours)

Productive Lab Hours

0 – 10

PL - COMMERCIAL SKILLS (1:2 Ratio)

- Equipment Operation and Maintenance Skills
- Heavy Equipment Operation in the field

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 10 hours per-trainee.