



**Training Proposal for:  
California Workforce Association  
Agreement Number: ET15-0304**

**Panel Meeting of:** November 14, 2014

**ETP Regional Office:** Sacramento

**Analyst:** M. Mazzone

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$607,200		\$42,095 8%		\$649,295

<b>In-Kind Contribution:</b>	50% of Total ETP Funding Required	\$600,000
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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, Continuous Improvement, Manufacturing Skills	395	8-200	0	\$1,155	\$14.90
				Weighted Avg: 60			
2	Retrainee Priority Rate SB <100	Business Skills, Continuous Improvement, Manufacturing Skills	50	8-60	0	\$1,668	\$14.90
				Weighted Avg: 60			
3	Retrainee	Business Skills, Continuous Improvement, Manufacturing Skills	70	8-200	0	\$962	\$14.90
				Weighted Avg: 60			
4	Retrainee SB <100	Business Skills, Continuous Improvement, Manufacturing Skills	30	8-60	0	\$1,411	\$14.90
				Weighted Avg: 60			

**Minimum Wage by County:** Job Numbers 1-4: \$16.25 for Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara and Santa Cruz counties; \$16.04 for Los Angeles County; \$15.98 for Orange County, \$15.59 for Sacramento County; \$15.60 for San Diego County; and \$14.90 for all other counties.

**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

Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Worker	\$14.00-\$20.48	200
Manager	\$30.10-\$45.00	20
Production Worker	\$14.00-\$20.83	225
Professional Support Worker	\$20.00-\$45.00	60
Supervisor	\$18.00-\$35.00	40

## **INTRODUCTION**

California Workforce Association (CWA) is a non-profit, membership-based association serving the local workforce development delivery system. CWA's membership includes 48 local workforce investment board directors and affiliate members. The affiliate membership includes local non-profits, government, educational institutions, and community-based organizations involved in training, education, economic development, welfare and employment, and other workforce development partners.

CWA considers training and technical assistance to local policy makers and practitioners crucial to the success of California's efforts in meeting the challenges of preparing the workforce of the future. Annually, CWA sponsors a number of workshops and conferences on workforce policy, One-Stop partnerships and service delivery, and youth employment and training.

In this proposal, CWA is collaborating with local Workforce Investment Boards (WIBs). Employers in the core group are primarily manufacturing companies that seek retraining to enhance skills of employees to improve productivity and eliminate waste from work processes. Both team leaders and team members will be trained. Training will help employers meet a number of competitive challenges, including the sluggish economy and international competition.

## **PROJECT DETAILS**

### **Training Plan**

Employer demand is determined by input from training vendors and local WIBs that have employer relationships through their board members and business services outreach to employers in their local communities. Once identified employers are provided with individual assessments to determine specific needs and the curriculum modules that will best meet those needs.

CWA anticipates enrolling approximately 40 trainees per month for 14 months. Customized training for individual employers will be provided at the employers' facilities.

**Business Skills (5%)** - Training will include topics such as Business Analysis and Goal Setting, Cost Control, Financial Strategies, Inventory Control, Payroll Systems, Project Management, and Sales Strategies & Skills. Training is intended to provide Administrative Workers, Managers and Supervisors the skills to effectively and efficiently maintain business operations.

**Manufacturing Skills (20%)** - Training will be provided to Production Workers and will include topics such as Assembly Procedures, Manufacturing Practices, Maintenance Procedures and Warehousing Operations & Distribution. Training is intended to increase production.

**Continuous Improvement (75%)** - Training will be provided to all occupations. Topics include Benchmarking, Creating and Building Teamwork, Kaizen Methodology, Organizing and Setting Goals for Workflow, Root Cause Analysis, Six Sigma, Total Quality Management Principles and Visual Factory. These courses are intended to eliminate waste and improve processes

### **Commitment to Training**

CWA represents that ETP funds will not displace the existing financial commitment to training of participating employers. Safety training is provided by the participating employers in accordance

with all pertinent requirements under state and federal law. Training varies by participating employers, is both job specific and companywide, and includes sexual harassment prevention, safety, legal compliance, product knowledge, and on-the-job training.

### **High Unemployment Area**

Some trainees may work in a High Unemployment Area (HUA), defined as any area with unemployment exceeding the state average by 15%. However, CWA is not asking for a wage and/or retention modification

### **Impact/Outcome**

Training is expected to develop skilled workers to produce more with less waste, and aid California manufacturers and small businesses in gaining more business, which generally leads to more jobs.

### **Marketing and Support Costs**

Marketing activities include mail, email, and website marketing. Members of the WIBs will also market directly to their associates, and training vendors will conduct direct marketing.

Support costs of 8% will be used to recruit additional participating employers and assess employer specific job training requirements throughout the term of the project. Staff recommends the 8% support costs.

### **Trainer Qualifications**

Training will be delivered by outside vendors, who are subject matter experts. In addition, some training may also be provided by experienced trainers who work for participating employers.

### **Training Coordinator**

CWA has three employees dedicated to marketing, recruitment, needs assessment, scheduling and ETP administration. Project administration will be shared by CWA and Steve Duscha Advisories.

### **Tuition Reimbursement**

CWA represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **ACTIVE PROJECTS**

The following table summarizes performance by CWA under an active ETP Agreement.

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET13-0282	\$656,829	2/4/13 – 2/3/15	320	367	367

Based on ETP Online Tracking Systems, 24,224 reimbursable hours have been entered for potential earnings of \$480,676 (73% of approved amount). The Contractor projects final earnings of 100% based on training currently committed by employers and in progress through November 2014.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET11-0251	Statewide	5/2/11 – 5/1/13	260,250	\$217,813 (84%)

### **DEVELOPMENT SERVICES**

Steve Duscha Advisories in Sacramento assisted with development of this proposal at no cost.

### **ADMINISTRATIVE SERVICES**

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 10% of payment earned.

### **TRAINING VENDORS**

Quest Consulting and Training of Pacific Palisades has been retained to provide training for a fee to be determined. Other trainers will be identified for ETP record-keeping purposes, as they are retained by CWA.

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

8 - 200 Job Numbers 1 & 3

8 – 60 Job Numbers 2 & 4 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting
- Behavior Strategies/Styles to Improve Teamwork
- Budgets
- Business Administration
- Business Analysis and Goal Setting
- Business Performance
- Business Plans
- Business Writing and Grammar
- Communication Skills
- Cost Control
- Creative Problem Solving & Innovative Solutions
- Customer Service
- Difficult Situations
- Diversity in the Workplace
- Effective Meeting Skills
- Employee Selection and Coaching
- Facilitation Skills
- Financial Analysis and Management
- Financial Strategies
- Implementing a Plan
- Internet Marketing
- Interpersonal Skills
- Inventory Control
- Marketing
- Marketing & Product Knowledge
- Negotiating
- Payroll Systems
- Payroll Systems, Accounting
- Presentation Skills
- Project Management
- Relationship Building Through Sales & Service
- Sales Strategies & Skills

**CONTINUOUS IMPROVEMENT**

- Adapting to Change
- Benchmarking
- Business Process Re-Engineering
- Coaching & Giving/Receiving Feedback
- Communicating Effectively
- Continuous Process Improvement/Need for Change
- Creating & Building Teamwork

- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Implementing Solutions
- Implementing Statistical Process Control
- Interpreting and Analyzing Data
- ISO 9000 Overview (4-8 hours)
- Leading Others
- Lean Manufacturing/Thinking
- Kaizen Methodology
- Kanban Principles
- Meeting for Results
- Motivating Others
- Optimal Operating Methods
- Organizing for Total Quality Management
- Organizational Roles & Personality Styles
- Organizing and Setting Goals for Workflow
- Performance Improvement through Performance Management
- Planning
- Problem Solving
- Process Improvement Methodologies
- Process Mapping
- Pull System
- Role of the Lead
- Root Cause Analysis
- Setting Standards
- Six Sigma
- Statistical Process Control Concepts, Theory, Application
- Supply Chain Management
- Taking Ownership
- Team Problem Solving
- Time Management & Delegation
- Total Quality Management Principles
- Using Behavior Styles
- Visual Factory
- Work Flow/Measurement

### **MANUFACTURING SKILLS**

- Assembly Procedures
- Blueprint Reading
- Equipment Operations
- Good Manufacturing Practices
- Job Instruction/Analyzing Jobs for Efficiency
- Manufacturing Practices
- Maintenance Procedures
- Operations & Processes
- Production Operations
- Shop Math
- Warehousing Operations & Distribution

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery for Job Numbers 1 and 3, and capped at 60 total hours per trainee, regardless of the method of delivery for Job Numbers 2 and 4.

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: California Workforce Association  
Reference No: 14-0693

CCG No.: ET15-0304  
Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Ace Beverage

Address: 401 S. Anderson St.

City, State, Zip: Los Angeles, CA 90033

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 365

Total # of full-time company employees in California: 365

Company: BSH Home Appliances

Address: 1901 Main St.

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 1,600

Total # of full-time company employees in California: 230

Company: Citizen Watch Company of America

Address: 1000 W. 190<sup>th</sup> St.

City, State, Zip: Torrance, CA 90502

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 165

Total # of full-time company employees in California: 165

Company: Control Components

Address: 22591 Avenida Empresa

City, State, Zip: Rancho Santa Margarita, CA 92688

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 2000

Total # of full-time company employees in California: 268

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: California Workforce Association  
Reference No: 14-0693

CCG No.: ET15-0304  
Page 2 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Driessen – Zodiac Aerospace

Address: 17311 Nichols Lane

City, State, Zip: Huntington Beach, CA 92647

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 353

Total # of full-time company employees in California: 353

Company: Fleetwood-Fibre Packaging and Graphics

Address: 15250 Don Julian Rd.

City, State, Zip: City of Industry, CA 91745

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 42

Total # of full-time company employees worldwide: 270

Total # of full-time company employees in California: 270

Company: Fluidmaster

Address: 30300 Rancho Viejo Rd.

City, State, Zip: San Juan Capistrano, CA 92675

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 126

Company: Hunter Industries

Address: 1940 Diamond St.

City, State, Zip: San Marcos, CA 92648

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 1,351

Total # of full-time company employees in California: 803

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: California Workforce Association  
Reference No: 14-0693

CCG No.: ET15-0304  
Page 3 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: MAG Aerospace Industries

Address: 1500 Glen Curtiss St.

City, State, Zip: Carson, CA 90746

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 399

Total # of full-time company employees in California: 320

Company: Vitesse Semiconductor

Address: 4721 Calle Carga

City, State, Zip: Camarillo, CA 93012

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 340

Total # of full-time company employees in California: 134