



**Training Proposal for:  
The Clorox Company**

**Agreement Number: ET16-0165**

**Panel Meeting of:** September 25, 2015

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** L. Lai

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda and Solano	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,427	U.S.: 5,014	Worldwide: 7,670
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$475,200		\$0	\$0		\$475,200

In-Kind Contribution:	100% of Total ETP Funding Required	\$593,890
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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., Mfg. Skills	1,100	8-200	0-20	\$432	\$15.19
				Weighted Avg: 24			

**Minimum Wage by County:** \$16.44 for Alameda and \$15.07 for Solano 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 \$1.25 per hour may be used to meet the Post-Retention Wage.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Production		150
Accounting, Buyer, Planner, Finance, Analyst		200
Marketing, Sales, Admin, Support Staff		300
Scientist, Engineer		150
Technical Director		30
Project/Program Manager, IT		100
Manager		95
Supervisor		75

**INTRODUCTION**

Established in 1913 in Oakland, The Clorox Company (Clorox) manufactures household cleaning supplies, food products, charcoal, insecticides, cat litter, water filtration systems and personal care products. Its major customers are Albertsons, Target Corporation and Wal-Mart Stores and its products are sold in more than 70 countries. Clorox has 1,427 employees in California working at its headquarters in Oakland and at three manufacturing and research and development locations in Fairfield, Pleasanton and Los Angeles.

**PROJECT DETAILS**

This proposal will be Clorox's third Agreement with ETP, but the first in more than five years. Clorox states that to capture and retain customers, it must establish a lean, efficient and integrated workforce. In 2013, a new corporate strategy was established and four strategy accelerators were identified in late 2014 to meet the new corporate strategy objectives.

The four accelerators focus on technology, innovation, portfolio momentum, and accelerate a culture of growth. The accelerators are summarized below:

- (1) Technology - Create a product that consumers will desire which creates repeat purchases and loyal customers,
- (2) Innovation - Ensure consumers are delighted with the products which drive desire and also create “word of mouth” marketing,
- (3) Portfolio - Packaging and branding to ensure consumers choose the Company’s product on the shelf among the many options on the store shelves, and
- (4) Grown - Build employee and leadership capability to support the new corporate strategy.

To meet these objectives, Clorox must retrain its employees in systems and processes effectiveness by striving for supply chain optimization excellence; expanding its market through innovation, partnership, and acquisitions; utilizing intelligence and data sharing systems; and seeking sustainable solutions for product packaging. The training herein will assist Clorox in creating a more agile and effective workforce.

### **Frontline Managers/Supervisors**

Technical Directors are individuals who spend over 51% of their time producing products or services. They are higher-salaried engineers with a Director title but they do not make corporate policy or manage other employees directly. Likewise, Project/Program Managers spend over 51% of their time providing services. As such, these occupational titles meet the ETP definition of a “frontline worker” and do not count toward the 20% cap on Managers/Supervisors.

### **Training Plan**

Training will be provided at the employer sites and will include employees from the Oakland, Pleasanton and Fairfield facilities. Business Skills, Computer Skills, and Continuous Improvement training will be delivered via Class/Lab and Computer-Based Training methods.

**Business Skills (20%):** Training will be offered to all occupations in company products, accounting, superior customer service, sales, marketing strategies and project efficiency. Training related to Marketing, Sales and R&D will include new product development, consumer trends, new research methods, and e-commerce.

**Computer Skills (20%):** Training will be offered to all occupations as new programs such as SharePoint and Yammer are introduced and implemented. As print advertising change into digital media, Sales/Marketing Staff will need to learn the best ways to use social media as a new means of advertising products. Production Staff will learn various aspects of the SAP manufacturing software systems to control product warehousing, track production and improve delivery times. All occupations need adequate training to operate various desktop tools to increase output and accuracy.

**Continuous Improvement (40%):** Training will be offered to all occupations to learn teambuilding, identify ways to improve product quality, identify and resolve production issues, eliminate waste, reduce costs, improve efficiency, and increase productivity. Leadership and coaching skills will help Managers and Supervisors lead staff in the right direction to improve work flow, social collaboration and process improvement.

**Manufacturing Skills (20%):** Training will be offered to Production Staff, Engineers, Managers and Supervisors. Topics include equipment operation efficiency, product labeling process & controls, Lean manufacturing techniques, packaging, shipping, inventory processes, workflow,

testing and troubleshooting, warehouse and Inventory processes. The goal is to improve manufacturing processes while producing quality products at a lower cost. Production Staff will also be cross-trained on different product lines.

### **Commitment to Training**

Clorox has an annual training budget of approximately \$700,000 for the California facilities, which includes new-hire orientation, compliance training, health & safety and basic computer skills. 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 HR Manager and training team will oversee the implementation of the training program and be responsible for internal administration. An administrative subcontract will be hired to assist with project administration.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

California Training Administration in Rocklin assisted with development of this proposal for \$8,500.

### **ADMINISTRATIVE SERVICES**

California Training Administration will also perform administrative services in connection with this proposal for a fee not to exceed 10% 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**

- Research & Development/Engineering
  - Create/Manage Global Capability
  - Develop/Test Biodegradable Plastics
  - Discovery into New Product Categories
  - Green Product Design
- Healthcare Products Regulatory Processes (Aplicare, HealthLink)
  - Open Innovation/New Technologies
  - Packaging Innovation and Engineering
  - Product/Packaging Design
  - Product Innovation & Engineering
  - R&D Team Planning & Technology (Research tools and Techniques)
- Marketing Solutions & Strategies
  - Advanced Analytics
  - eCommerce/Consumer Trends
  - Global Insights & Foresights
  - GreenWorks Product Awareness
  - Global Strategic Sourcing Process
  - Integrated 3D (decide, desire, delight) Insights
  - Integrated Marketing Communications
  - Marketing Intelligence Department Process
  - New Product Marketing
  - Product Supply Organization Process
  - Sense and Respond Marketing
  - Social Media/Digital Media
  - Syndicated Data & Systems Training (for Marketing)
- Finance and Accounting Techniques
  - Budget and Forecast Updates
  - Clorox Financial Statements
  - Cost: Buy, Make, Ship Lab
  - Directional Estimates
  - Foreign Exchange and How it Impacts Clorox
  - Impact of Taxes on Financial Success
  - Introduction to Pricing
  - Investor Relations – How to Better Compete Financially
  - Planning Cycle Overview
  - Pricing Profit and Loss Usage
  - Risk and Controls
  - Strategic Planning and Analysis
  - Total Deliver Cost Overview
  - Trade Funds: Sales, Forecasting
  - Treasury: Cash Forecasting – Uses and Sources of Cash
  - Valuation Techniques – Concept of Time Value of Money

- Business Acumen
- Change Management
- Customer Satisfaction/Client Services Techniques
- IT Budget & Forecasting Application (Apptio)
- IT Business Processes
- IT Vendor Governance
- Negotiating Fundamentals
- Presentation Skills
- Process Improvements/Workflow
- Program/Project Management
- Strategic Planning

### **COMPUTER SKILLS**

- APO (Supply Chain Management Tool)
- Business Intelligence (OBIEE, IDR)
- CAS (Shelving Assortment System)
- Collaboration Tools/Yammer, Jive, GoToMeeting
- End to End (Sales & Planning) Total Delivered Cost
- ERP (Enterprise Software)
- eTime (Payroll Tracking System)
- Financial/Accounting Tools
- Government Management Tools for Risk Analysis
- Human Capital Management Systems
- Hyperion Financial System
- Master Data Management Tools
- Microsoft Office Tools (Intermediate/Advanced)
- Oracle Tools
- Packaging Technical Design Tools
- Product Data Management System
- Product Lifecycle Management Tool
- Project Support/IS Road-mapping
- SAP Integration & Tools
- SharePoint/Share
- Siebel (Customer Relations Management Tool)
- Systems Management Access Reporting Tool
- Social Media/Digital Media (yahoo, google, facebook)
- Supply Relations Management Tool
- Technical Solutions (Designs & Integration)
- Trade Promotion Management Tool
- Trade Promotion Optimization Tool
- Trade Spending Reporting Tools
- Transportation Management System (Nistevo) - Logistics
- Treasury System
- Tru-Cost
- Web Conferencing - Microsoft Link, Movi, GoToMeeting, Webex
- World Class Close

**CONTINUOUS IMPROVEMENT**

- Agile Enterprise
- Agile Scrum Master
- High Performing Work Teams
- Quality 101 Concepts (Lean, SPC, Six Sigma, Kaizen)
- Risk Management
- Safety, Product Quality, Availability, Costovation, Enabling Innovation
- Teams & Work-Group Problem Solving
- Workplace Communications
- IT Service Management
  - IT Infrastructure Library Foundation
  - IT Infrastructure Library Service Strategy
  - IT Infrastructure Library Service Design
  - IT Infrastructure Library Service Transition
  - IT Infrastructure Library Service Operation
  - IT Infrastructure Library Continuous Improvement
- Leadership Development and Coaching
  - Diamond Leadership Training
  - Effectiveness & Diversity
  - Employee Effectiveness and Efficiency
  - Employee Engagement
  - Individual Contributor Capability Development
  - People Manager Capability
  - Performance Improvements
  - The Clorox Leadership Model Design & Implementation

**MANUFACTURING SKILLS**

- Clean Room (Bleach, Chlorine, Mercury, Lead)
- Cross Training Production Equipment
- Equipment Operation/SafeStart
- Lean Manufacturing Techniques
- Packaging/Shipping/Inventory Processes
- Product Labeling Process & Controls – Labeling Products
- Product Transfer/WorkFlow
- Production Floor Processes
- Restricting of Hazardous Substances
- Technical Qualifications and Certifications
- Testing and Troubleshooting Skills
- Warehouse and Inventory
- World Class Organization

**CBT Hours**

0-20

**BUSINESS SKILLS**

- Basic Presentation Skills: Creating a Presentation (1)
- Basic Presentation Skills: Delivering a Presentation (1)
- Basic Presentation Skills: Planning a Presentation (1)
- Basic Projects within Organizations (PMBOK Guide Fifth Edition) (1.5)
- Budgeting (2)
- Business Writing: Know Your Readers and Your Purpose (1)
- Change Management (2)
- Customer Service in the Field (1)
- Customer Service over the Phone (1)
- Customer Service: Building Rapport in Customer Relationships (1)
- Customer Service: Confrontation and Conflict (1)
- Decision Making: Making Tough Decisions (1)
- Decision Making: The Fundamentals (1)
- Decision Making: Tools and Techniques (1)
- Developing & Using Strategic Thinking Skills: Seeing the Big Picture (1)
- Generating Creative and Innovative Ideas: Maximizing Team Creativity (1)
- Internal Customer Service (1)
- Interpersonal Communication: Being Approachable (1)
- Interpersonal Communication: Communicating Assertively (1)
- Interpersonal Communication: Communicating with Confidence (1)
- Interpersonal Communication: Listening Essentials (1)
- Interpersonal Communication: Targeting Your Message (1)
- Leading Innovation (1)
- Leading with Emotional Intelligence (1)
- Managing a Mobile Team (2)
- Managing Projects within Organizations (PMBOK Guide Fifth Edition) (2)
- Motivating Employees (1)
- National Merchandising Vehicle Forecast (2)
- Negotiating (3)
- New Manager Transitions (2)
- Principles of Accounting and Finance for Non-Financial Professionals (1)
- Process Improvement (1)
- Project Management Overview (PMBOK Guide Fifth Edition) (1.5)
- Public Speaking Strategies: Confident Public Speaking (1)
- Public Speaking Strategies: Preparing Effective Speeches (1)
- Sales Volume Planning (2)
- Siebel training for Sales (1)
- Strategic Thinking (2)
- Strategy Execution (2)
- Time Management: Analyzing Your Use of Time (1)
- Time Management: Avoiding Time Stealers (1)
- Time Management: Planning and Prioritizing Your Time (1)
- Trade Funds Management (2)

**COMPUTER SKILLS**

- Advanced Customization in Excel 2007 (2)
- Advanced Data Management in Excel 2007 (1.5)
- Advanced Formatting in Excel 2007 (2)
- Analyzing Data in Excel 2007 (3.5)
- Excel 2007 Charts, Pictures, Themes and Styles (1.5)
- Excel 2007 Formulas and Functions (2)
- Exchanging Data with Excel 2007 (3)
- Manipulating and Formatting Data and Worksheets in Excel 2007 (3)
- Protecting and Sharing Excel 2007 Workbooks (2)
- myLearning: How to Use for Learners and Managers (1)
- HR Sap Reporting(1)
- Accounting Policies and Procedures Overview (.25)
- Balance Sheet Account Reconciliation (.25)
- Balance Sheet Reconciliation for Cost (.25)
- Consumer Budget Sales Reporting (.5)
- Cost Savings (.25)
- Cost Savings Forecast and Close (.25)
- Category Performance Fund Rate Check – Forecasting Trade Funds (.25)
- Demand Creation Sales Finance Overview (.25)
- Forecast Price Check (.25)
- Gap Forecast (.5)
- Graphics Set-Up Charges (.25)
- Hyperion Financial Management Late Entries (.25)
- Impact of US GAAP Adjustments to Effective Tax Rate (.25)
- Intercompany Process Overview Transactions Between 2 or More Clorox Legal Entities (.25)
- Inventory Effect (.25)
- Inventory Reporting (.25)
- LIFO Reserve – Gap between FIFO and LIFO Costs (.25)
- Operating at Standard calculates the operating expense on the P&L Related to Shipment/Sales in a Given Period (.25)
- Over/Under Absorption Impact of Plant Over/Under Spending on Financial Statements (.5)
- Personnel Pay Reports (.25)
- Profit Improvement Team (PIT) (.25)
- Pivot Tables Workshop: Part 1 (.5)
- Pivot Tables Workshop: Part 2 (.5)
- Product Costing Overview (.5)
- Production Variance (.25)
- Purchase Price Variance (.25)
- R/3 Load Loading Forecasting Data into SAP and Adjustments into SEM (.5)
- Rebates (.25)
- SAP Basics (.25)
- SAP Tips and Tricks (.25)

- Stat Factors Providing a Common Unit of Measurement Across Brands (.25)
- Total Delivered Cost Rate Variance (.25)
- Topline Creation Summary of Key Change Business Drivers (.75)
- Transfer Pricing (.25)
- U.S. GAAP International Income Tax Accounting - Part 1 (.25)
- U.S. GAAP International Income Tax Accounting - Part 2 (.25)
- Volume, Mix, and Assortment – the Change in Profit Due to Selling in a Different Quantity or Mix of Products (.25)

### **CONTINUOUS IMPROVEMENT**

- Applying Lean in Service and Manufacturing Organizations (1)
- Being an Effective Team Member (1)
- Building Your Influence as a Leader (1)
- Developing a High-Performance Organization (1)
- Innovation and Creativity (2)
- Intro to Lean for Service and Manufacturing Organizations (1)
- Lean Tools and Techniques for Flow and Pull (1)
- Problem Solving: Determining and Building Your Strengths (1)
- Problem Solving: Digging Deeper (1)
- Problem Solving: The Fundamentals (1)
- Reducing Waste and Streamlining Value Flow Using Lean (1)
- Using Lean for Perfection and Quality (1)
- Value Stream Mapping in Lean Business (1)

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.