



Training Proposal for:

**Harris & Bruno Machine Co., Inc. dba
Harris & Bruno International**

Agreement Number: ET17-0166

Panel Meeting of: July 22, 2016

ETP Regional Office: Sacramento

Analyst: K. Smiley

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Placer	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: 128	U.S.: 135	Worldwide: 149
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$108,000		\$0	\$0		\$108,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$164,190
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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, PL-Mfg. Skills	60	8-200	0	\$1,800	\$15.60
				Weighted Avg: 100			

Minimum Wage by County: \$15.60 per hour in Placer 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 \$1.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Engineers		3
Production Staff	*	27
Administrative Staff	*	8
Welder	*	6
Sales Staff	*	5
Marketing Staff		1
Managers		10

*It will be made a condition of contract that these trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

INTRODUCTION

Founded in 1948 and headquartered in Roseville, Harris & Bruno Machine Co., Inc. dba Harris & Bruno International (Harris) (www.harris-bruno.com) manufactures automated reliable coating and inking systems for printing presses in the flexo, offset, and corrugated industries worldwide. Their clients include Komori, KBA, Hewlett Packard, and Shutterfly. The Company has offices in Germany, Japan, China and South America. Only the Roseville location will participate in training.

PROJECT DETAILS

To remain competitive, Harris will lease a 20,000 square foot facility in Rocklin. This additional facility will allow Harris to produce more products at a faster rate. Harris has also purchased \$1.3 million in machinery to be installed in September 2016 at the new location. This machinery includes Bystronic Press Brake, Roller Conveyor Belt and several Mazak Corp CNC machines.

This new equipment will require training for trainees to effectively use and maintain the machinery.

This will be the third Agreement between ETP and Harris within the last 5 years. The first ETP Agreement focused on newly purchased machinery and upgrading the skill sets of production workers. The second ETP Agreement focused on customer service and upgrading the skill sets of the Administrative Staff. None of the trainees will repeat courses already taken.

Training Plan

Harris will use a combination of internal and external subject matter experts in the manufacturing industry in the following:

Business Skills (15%): Training will be offered to Managers, Engineers, Administrative, Sales and Marketing Staff to increase business practice knowledge. Training will focus on developing critical thinking skills, sales techniques and customer services skills. Courses will include Business Strategies, Critical Thinking and Goal Setting.

Computer Skills (5%): Training will be offered to Engineers, Managers, Administrative, Sales, Marketing and Production Staff. Courses include Excel, Word and Enterprise Resource Planning Software. This training will increase efficiency in tracking and shipping inventory.

Manufacturing Skills (60%): Training will be offered to Production Staff, Welders, Engineers and Managers to increase production efficiency and knowledge of production practices. Topics will include Mills Operation, Lathes Operation and Advanced Machining Technology to increase production knowledge and efficiencies.

Continuous Improvement (20%): Training will be provided to all occupations to enhance process efficiencies and teamwork among incumbent staff. Courses will include Process Improvement, Assembly Line Development, and Team Development.

Productive Laboratory

The Panel recently adopted guidelines for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

Harris will train 30 Production Staff trainees on Bystronic Press Brake, Roller Conveyor Belt, Material Cutters and several Mazak Corp CNC machines. The factory equipment cannot be reproduced in a classroom setting. PL training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production and will produce significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment and then supervise trainees using the equipment. The trainer will attest to the trainee's competency once training is completed.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio. Harris has requested a 1:3 training ratio due to trainees working in groups of 2-3 when assigned to a machine. PL training will be capped at 50 hours per trainee.

Commitment to Training

Harris has an annual training budget of \$200,000 for Roseville. Training includes new hire orientation, product training, staff development and safety training.

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

➤ **Training Infrastructure**

Harris has two staff members dedicated to oversee this project. A training coordinator will determine each trainees classes as well as track progress. Upper management is dedicated to the training plan and views this training as a vital part of staying competitive.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Harris under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0378	Roseville	5/10/13 - 4/30/15	\$43,680	\$39,280 (90%)
ET12-0243	Roseville	12/23/11 – 12/22/12	\$28,210	\$24,236 (86%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Strategies
- Coaching
- Critical Thinking
- Conflict Resolution
- Product Training
- Sales Processes
- Customer Service
- Strategic Planning
- Decision Making
- Motivation
- Providing Feedback
- Coaching
- Goal Setting
- Conflict Management
- Organization and Follow through

COMPUTER SKILLS (Advanced/Intermediate Only)

- Office Word
- Office Excel
- Enterprise Resource Planning Software
- Office PowerPoint

CONTINUOUS IMPROVEMENT

- 5S/Visual Factory
- Value Stream Mapping
- Lean Principles
- KanBan
- Process Improvement
- Team Development
- Assembly Line Development
- Just-in-Time Principles

MANUFACTURING SKILLS

- Proper Labeling, Storing, & Disposal
- Conventional Mills Operation
- Conventional Lathes Operation
- Waterjet Operation & Programming
- Fundamentals of Precision Grinding
- Advanced Machining Technology
- Basics of Electrical Wiring
- Crating Standards
- Documentation of Manufacturing
- Robotic Welder Set Up & Operation
- Sheet Metal Fabrication – Bending Techniques & Programming Press
- CNC Mill Operation

- CNC Lathe Operation
- CNC Fixturing for Maximum Production
- CNC Programming in Mastercam & Mazatrol
- Inspection Techniques for Accuracy and Consistency
- Materials Management
- Understanding Digital Coating Applications
- Safety Training

Productive Lab Hours

0-50

MANUFACTURING SKILLS (Ratio 1:3)

- Conventional Mills Operation
- Conventional Lathes Operation
- Waterjet Operation & Programming
- Fundamentals of Precision Grinding
- Advanced Machining Technology
- Basics of Electrical Wiring
- Robotic Welder Set Up & Operation
- Sheet Metal Fabrication – Bending Techniques & Programming Press
- CNC Mill Operation
- CNC Lathe Operation
- CNC Fixturing for Maximum Production
- CNC Programming in Mastercam & Mazatrol

Safety Training cannot exceed 10% of total training hours per-trainee.

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. PL is capped at 50 hours per-trainee.