



**Retrainee – Job Creation
Training Proposal for:
James R. Glidewell, Dental Ceramics, Inc.
Agreement Number: ET15-0308**

Panel Meeting of: November 14, 2014

ETP Regional Office: San Diego

Analyst: K. Campion

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Riverside, San Diego	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: 3,228	U.S.: 3,429	Worldwide: 3,841
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$424,800		\$0	\$0		\$424,800

In-Kind Contribution:	100% of Total ETP Funding Required	\$427,125
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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 Job Creation Initiative	Mfg. Skills, Cont. Improv., Computer Skills	180	8 - 200	0	\$2,000	\$12.19
				Weighted Avg: 100			
2	Retrainee Priority Rate	Mfgt. Skills Cont. Improv. Computer Skills	90	8 - 200	0	\$720	\$14.90
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1 (Job Creation Wage): \$13.32 per hour for Orange County; \$13.00 per hour for San Diego County, \$12.19 per hour for Riverside County (priority industry); Job Number 2: \$15.98 per hour for Orange County; \$15.60 per hour for San Diego County, \$14.90 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 \$2.78 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
JOB 1 – JOB CREATION RETRAINEES		
Dental Technician		180
JOB 2 - RETRAINEES		
Dental Technician		40
Administrative Staff I		11
Administrative Staff II		11
Design/Engineering Staff I		8
Design/Engineering Staff II		7
Supervisor/Manager I		7
Supervisor/Manager II		6

INTRODUCTION

Founded in 1970, James R. Glidewell, Dental Ceramics, Inc. (Glidewell) is a dental ceramics manufacturer (www.glidewelldental.com). The Company specializes in the design and manufacture of crown and bridges, dental ceramics, removable dentures, dental implants, snore guards, mouth guards and prosthetic components, and full-cast restorations. Glidewell also designs and produces dental software, and other dental materials.

Glidewell Laboratories' newest creation, BruxZir®, is a new material that is used to create crowns, bridges, screw-retained implant crowns, inlays or onlay with no porcelain overlay. Designed and milled using CAD/CAM technology, BruxZir® is currently the Company's fastest-growing product in its history.

Headquartered in Newport Beach, the Company has additional California facilities located in Irvine, San Diego, and Riverside, all sites of the proposed training. This is Glidewell's second ETP Agreement, but the first in the last five years.

This is a repeat single-employer contractor. However, because the Application for Funding had been submitted by September 19, the date on which the Panel established a preference for first-time single employers, this proposal was allowed to move forward.

PROJECT DETAILS

Company representatives report that the dental industry is changing, in part due to technological innovations introduced by Glidewell. To meet industry demands for using digital imaging, new software technologies, CAD/CAM and CNC machining, Glidewell must continually develop new dental products and new materials for dental appliances. In order to keep pace with customer demands for high quality, low cost dental appliances, Glidewell must strive to continually improve its production processes to improve quality.

Therefore, to compete, Glidewell must stay current in the latest dental ceramics technologies, and reduce costs by improving employee productivity. To that end, the company must retrain its workforce in the most up-to-date technologies, and focus on improvement, innovation and technological advancement, which require training for new and incumbent workers.

Retrainee - Job Creation

For the past several years, Glidewell has experienced growth of 11% or greater on an annual basis, and the Company has had to accelerate its hiring and training efforts year after year. In order to keep up with this growing demand for its BruxZir® and other products, Glidewell projects to hire and train approximately 300 trainees per year, 180 of which are included in this proposal (Job Number 1).

The Company's rapid growth necessitates a focus on high-quality, intensive training that will provide workers with the technical skills to perform at a high level in a short amount of time. Therefore, upon hire, Dental Technicians will be provided with approximately five weeks of classroom and laboratory training in order to gain required technical knowledge and skills. To be eligible for reimbursement under this Job Number, the trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

In order to sustain the confidence of its customer base, maintain its position as an industry leader, and effectively manage its growth, Glidewell must ensure its workers have the most up-to-date and technologically advanced skills. Training will be delivered via classroom and simulated lab in the following types of training:

Manufacturing Skills (85%) – This training will be provided to Dental Technicians. Training will be provided in more traditional areas such as glazing and polishing, but also in more technical areas such as CAD/CAM Design and in newer DT technologies such as BruxZir®.

Continuous Improvement (12%) – This training will be provided to all occupations to sustain and enhance Glidewell's culture of growth and innovation. Training in Six Sigma, Change Management, Project Management Process Improvement and Team Building Skills will help current and new employees establish a continuous improvement mentality and work effectively within their teams and the organization. Business Finance, Strategic Planning and training for leaders across the organization will ensure trainees can effectively implement Glidewell's strategic vision, maintain responsibility for financial oversight of their team, and establish effective methodologies for developing and rewarding employees.

Computer Skills (3%) – This training will be provided to selected Administrative Staff, Design Staff, Dental Technicians, and Management Staff who need Microsoft applications skills necessary for their jobs. Trainees will learn Outlook, Word or Excel in order to maximize efficiency within their job functions and improve their productivity.

Impact/Outcome

Company representatives report that the goal of the ETP-funded training is to provide workers with the skills to ensure the viability and growth of the Company and each individual within the organization. Glidewell's Dental Technician training will provide workers with a career path for future advancement within the Company for individuals that possess the drive and commitment to learn and grow with the Company.

Commitment to Training

Glidewell represents that ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Glidewell spends approximately \$1.3 Million annually for training in California that includes new employee orientation, anti-harassment/diversity, introductory computer skills, ethics, performance management skills, basic safety skills, basic dental technician training, Enterprise Resource Planning software application skills training, and Customer Relations Management software application skills training. The proposed ETP-funded, mandated training outlined in this proposal is customized to meet Glidewell's current training objectives and increase and enhance current training efforts.

Glidewell has enlisted California Manufacturing Technology Consulting (CMTC) to support administrative efforts. Glidewell staff will work with the CMTC team to coordinate all training efforts, including scheduling training, securing rosters, providing trainee enrollment data, verifying training and retention completion, participating in ETP monitoring activities, and ensuring compliance with all ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Glidewell retained CMTc in Torrance to assist with development of this proposal at no charge.

ADMINISTRATIVE SERVICES

Glidewell also retained CMTc 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:

MANUFACTURING SKILLS

- Margin Sealing
- Glazing
- Comfort Splint
- Opaquing
- Polishing
- Removable Implants
- Plastering
- Plaster Die Trimming
- CAD/CAM Design
- CAD/CAM Partial Design
- CAD/CAM Scanning
- Partial Metal Framing
- Partial Metal Finishing
- Metal Finishing
- Waxing (for removables)
- Waxing (for fixed)
- Denture Waxing
- Denture Setting
- Denture Finishing
- Bruxzir® Staining and Glazing
- Bruxzir® Finishing
- Emax® Finishing
- Valplast® Finishing
- Obsidian Finishing
- Ceramic/Porcelain Tech Skills
- Newport Porcelain Finishing
- High Shine Partial Tech Skills

CONTINUOUS IMPROVEMENT

- Leadership Skills
- Business Finance
- Strategic Planning
- Developing & Rewarding Employees
- Goal Setting & Planning
- Time Management
- Project Management
- Six Sigma
- Team Building Skills/Behavior Profile Assessments
- Change Management
- Communication Skills
- The Ladder of Inference
- Dealing with Conflict

- Critical Thinking
- Process Improvement
- Finance for the Non-Financial Leader

COMPUTER SKILLS

- Intermediate Word
- Advanced Word
- Intermediate Excel
- Advanced Excel
- Outlook Tools

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