



RETRAINEE - JOB CREATION

Training Proposal for:

Siemens Industry, Inc.

Agreement Number: ET16-0187

Panel Meeting of: November 5, 2015

ETP Regional Office: Sacramento

Analyst: M. Mazzone

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing Engineering Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	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: 2,134	U.S.: 18,785	Worldwide: 343,000
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$599,760		\$0	\$0		\$599,760

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,147,720
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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. Impv., Hazardous Materials, Literacy Skills, Mgmt. Skills, Mfg Skills, OSHA 10/30, PL - Mfg Skills	327	8-200	0-60	\$720	\$15.75
				Weighted Avg: 40			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Literacy Skills, Mgmt. Skills, Mfg Skills, OSHA 10/30, PL - Mfg Skills	242	8-200	0-60	\$1,460	\$13.73
				Weighted Avg: 73			
3	Retrainee Job Creation Initiative Veteran Priority Rate	Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Literacy Skills, Mgmt. Skills, Mfg Skills, OSHA 10/30, PL - Mfg Skills	10	8-200	0-60	\$1,100	\$13.73
				Weighted Avg: 50			

Minimum Wage by County: **Job Number 1:** \$15.75 per hour (Retrainee); **Job Number 2:** \$13.13 per hour (Job Creation); and **Job Number 3:** \$13.13 per hour (Veteran).

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 \$2.02 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Fitter/Welder		72
Assembler		150

Blaster		5
CNC Machinist		7
Certified Welding Inspector		5
Equipment Operator		6
Inspector		9
Painter		13
Production Technician		4
Straightener		5
Weld Educator		3
Weld Specialist		4
Test Technician		12
Material Handler		8
Group Lead		12
Manager		12
Job Number 2 (Job Creation)		
Fitter/Welder		50
Assembler		120
Painter		25
Blaster		8
Primer		8
Spackler		8
CNC Machinist		3
Certified Welding Inspector		3
Inspector		3
Equipment Operator		6
Robot Operator		4
Material Handler		4
Job Number 3 (Veteran – Job Creation)		
Welder		10

INTRODUCTION

Siemens Industry, Inc. (Siemens) is a subsidiary of Siemens AG, a global technology powerhouse that has stood for engineering excellence, innovation, quality and reliability for more than 165 years.

Siemens' Mobility Division, a leading producer of rail vehicles for the transport of people and goods, is located in Sacramento. The division designs and manufactures a wide variety of rail transportation vehicles or "Rolling Stock". This includes commuter and regional passenger train cars/parts; light-rail and streetcars; locomotives; metropolitan and passenger coaches, and high-speed transit cars/parts.

Customers include municipalities and railroad companies. The client base also relies on Siemens to provide traction-power substations and electricity transmissions; and signaling and control technologies, for freight and passenger rail/transit systems.

NEED FOR TRAINING

Siemens has committed a substantial amount of time and resources to update their Sacramento facility. Expansion and updates to this facility were required to meet an increased demand for rolling stock. Siemens has secured multiple new contracts for the production of over 362 rolling stock units including light-rail vehicles, locomotives, passenger cars, diesel-electric locomotives, and electric locomotives. For at least the next ten years, Siemens is expecting to produce 4 locomotives per month. The average time to build one locomotive is 6,000 hours.

Investments were made in the following areas to allow the flexibility to produce a wider array of products and to meet an increase in customer demand:

- New equipment including Robotic Weld Machines (10/14), MIG Welding Machines (1/15) and Welding Templates (6/15)
- Plant expansion to prepare for production of diesel electric locomotives. The expansion includes two new buildings totaling an additional 165,000 square feet of production area
- Upgrade of current facility's welding, machining and painting departments to support the production of newly awarded contracts
- Purchase of adjacent 22 acre property to allow for the construction of a high-speed rail center (construction planned for 2017)

All trainees will receive job specific manufacturing training in the areas of Equipment Operation, Welding, Machining and Measurement, Electrical Sub Assembly, Final Assembly, Finishing, and Warehousing. This training includes topics that are entirely new processes to Siemens. The Sacramento facility has new production lines and will begin producing diesel-electric locomotives and stainless steel passenger coaches. The welders will perform stainless steel welds on the passenger coaches, the first of their kind in the United States.

Siemens will also train staff in the area of Lean Manufacturing to improve efficiencies, quality and to reduce waste. In addition, many of the current production managers were promoted from within, and Siemens has plans to provide formal management skills training to foster an environment of high performance and high production.

Retrainee - Job Creation

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Siemens has committed to hiring 242 new employees (Job Number 2) and 10 Veterans (Job Number 3). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Siemens was recently awarded production contracts by several large public entities: All Aboard Florida, San Francisco Municipal Transportation Agency, City of Calgary, Illinois Department of Transportation and Amtrak.

To support this increase in production, the Company has developed an extensive “workforce headcount plan” for recruitment and training over the next three years. The training schedules take into account estimated production requirements over this same time period. As part of this nationwide plan the Company is “ramping up” its recruitment efforts in Sacramento.

Recruitment

Siemens has participated in developing two specific recruitment pipelines in California for the occupation Fitter/Welder, as discussed below.

1. College Coalition

Siemens is working in collaboration with Los Rios Community College District (CCD) at both the Cosumnes and American River College campuses; the Yuba CCD, and the Sierra CCD. This “College Coalition” program provides basic welder training, and functions as a recruitment pipeline for Siemens. The cost of training is funded by a Department of Labor (DOL) “American Apprenticeship” grant of some \$5M. Siemens contributed \$10K to the College Coalition to help fund the grant-writing effort, and continues to donate “in kind” scrap materials for practice welds.

The trainees attend 8 weeks of classroom and simulated laboratory training delivered on-campus. Graduates receive a Certificate of Achievement in Welding Technology. (See <https://www.crc.losrios.edu/areas/ct/weld/>.) The American Welding Society (AWS) conducts qualifications testing at its own Accredited Testing Facility. AWS also offers scholarships for this program ranging from \$1500 to \$2000 (<http://www.aws.org/about/page/scholarships>).

Students who successfully complete the College Coalition program, including the qualifications test by AWS, will be retained by Siemens as temporary workers, while they undergo a second phase of training at the Welding Education Center (WEC) in Sacramento. This is specialized 8-week program that includes classroom and simulated laboratory for welds used in the Company’s products and processes, delivered by in-house experts. The Company intends to use ETP funds for these trainees after their date-of-hire into permanent full-time employment, in the occupation Fitter/Welder, for an estimated 50 workers in Job Number 2.

2. Boot Camp

In addition, Siemens is collaborating with the Sacramento Employment and Training Agency (SETA) to fund training for Veterans. This training program or “Boot Camp” is used by the Company as another recruitment pipeline for welders (<http://sacramentoworks.org/job-seekers/welding/>.) As with the College Coalition, this is also an 8-week program that provides basic welder training. However, Boot Camp uses a modified curriculum that builds upon the existing skills of a Veterans population. This classroom and simulated laboratory training is delivered on-campus by Cosumnes River College.

Veterans who graduate from Boot Camp are enrolled in a “Capstone” course also delivered on-campus at Cosumnes, or a partner community college. Capstone coursework is designed to further expand welding knowledge and skills. After completion of Capstone, and recognizing the existing skill set of Veterans, these trainees may be hired directly into permanent full-time positions by Siemens. At that point, they would be enrolled in the 8-week WEC for training on specific welds, as discussed above. The Company intends to use ETP funds after date-of-hire into permanent full-time employment, in the occupation Fitter/Welder, for an estimated 10 Veterans in Job Number 3.

Veterans

The Panel offers a higher reimbursement rate and other incentives for training Veterans, in addition to the incentives available under Job Creation. As discussed above, Siemens is committed to recruiting and hiring 10 Veterans in the occupation of Fitter/Welder occupation, under Job Creation (Job Number 3). Again, ETP funding would only apply to these workers after they are retained in permanent full-time positions. Siemens also makes outreach efforts to Veterans for other occupational titles, on a nationwide level, in partnership with Orion International (Orion). Veterans in California may be recruited through Orion (<http://www.orioninternational.com/hiring-military/featured-employers/>).

Apprenticeship

Siemens recently sponsored an apprenticeship program for Stainless Steel & Robotics, in support of the President's "American Apprenticeship Initiative" launched in CY 2015. This program was approved by DOL in late March 2015. Training is delivered by Siemens on-site using DOL-approved standards. [Note: There is no apprenticeship program for welders in California approved by the Division of Apprenticeship Standards (DAS).]

To be certified by DOL, these apprentices must eventually complete at least 630 hours of Related Instruction and 3,900 hours of On-the-Job training. They begin working at Siemens on a temporary basis, but they may be hired into permanent full-time status during the term of apprenticeship, based on proficiency. Currently, four apprentices have been retained by Siemens under the job title Robotic Operators, as shown in Job Number 2. Again, ETP funding would only apply to these workers after they are retained in permanent full-time positions.

PROJECT DETAILS

Training Plan

Business Skills (5%): Training will be delivered to all occupations. Siemens business skills training will improve communication and employee relation skills internally between staff members and departments. Training topics will include Understanding the Process of Conflict, High Impact Communication: Shaping your Message, Communicating – Connecting to People, Supporting your Team Members through Change, and How to Run Meetings Efficiently. All business skills training will be delivered by the Computer-based training delivery method.

Continuous Improvement (15%): Training will be delivered to all occupations to meet Siemens adopted Defects per Unit program's goals. In addition, Siemens continuous improvement training will increase efficiency, safety and quality throughout all departments. Training topics will include Problem Solving and Decision Making, Kaizen, 5S, Lean Manufacturing, Standardized Work, Product Quality and Control, Root Cause Analysis, and Creating Continuous Flow.

Manufacturing Skills (60%): Training will be delivered to all occupations, focused on the production of Siemens rolling stock. Siemens has developed a structured training plan for incumbent and job creation staff to expand the trainee's skill set. Staff will receive job specific production training in the areas of General Manufacturing Skills, Equipment and Safety, Welding, Machining and Measurement, Electrical Sub Assembly, Final Assembly, Finishing, Warehousing, and Production Planning. Training topics will include Tool Selection and Usage, Forklift Driving, Blueprint Reading, Welding Metallurgy, Gas Tungsten Arc Welding, Flux Core

Arc Welding, Welding Equipment Maintenance, Principles of CNC Programming, Paint Processes, Adhesive Materials, and Sand Blasting.

Management Skills (5%): Training will be offered to Managers to improve management skills. Many of Siemens production managers have been promoted from within with little to no formal management training. This training will address management's lack of experience and knowledge to improve teamwork, motivation, performance management skills, communication skills, and leadership skills. Training topics will include Employee Engagement, Coaching Skills, Establishing Performance Objectives, Developmental Planning, Dynamic Leader, Developing High Performance Teams, and Key Management Skills.

Computer Skills (5%): Job specific training will be delivered to all occupations to improve software skills. Training will focus on enterprise resource planning (ERP) software and materials addressing system to improve material control and performance. Computer Skills training topics will include JD Edwards Software, Materials Addressing System, and eSlic Software.

Hazardous Materials (5%): Training will be delivered to all occupations; however, training will be job specific. Hazardous Materials training will provide staff with the skills necessary to work with and properly dispose of potentially hazardous materials. Training course topics will include Emergency Response Team Training, Hazardous Materials Handling, Hazardous Materials Storage, and Hazardous Materials Disposal.

Literacy Skills (5%): Training may be delivered to any occupation. Literacy Skills training will focus on staff members that require improved understanding of the English language pertinent to job duties. Trainees will receive Vocational English as a Second Language including Basic Math, Reading and Comprehension Skills training.

Productive Laboratory (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 PL training. All PL training will have a trainer-to-trainee ratio of 1:1 and PL training may not exceed this ratio.

Siemens will utilize PL as a delivery method to deliver Manufacturing Skills training to Fitters/Welders, Straighteners, CNC Machinists, Equipment Operators, Certified Welding Inspectors, Assemblers, Blasters, Painters, Spacklers, Primers, and Robot Operators. Production is expected to be slowed by half and material waste will increase during training. PL training will supplement Class/Lab training to strengthen employees' understanding of how to perform production manufacturing and equipment related tasks. At a cost of approximately \$400,000, Siemens built a Welding Education Center where welds can be taught in a laboratory setting. Welders will be required to meet a qualification standard in laboratory training prior to receiving PL training on the production floor. To build upon skills obtained in classroom training, other occupations will receive PL training for their specific job duties.

Incumbent Staff in Job Number 1 and Job Creation Staff in Job Numbers 2 and 3 will receive between 0-60 hours of PL training. PL trainers will observe, coach, and mentor the trainee as the trainee completes the production task. After a specified number of successful completions of the task, the trainer will determine that training has been completed and that the trainee is competent in the task.

Computer-based Training (CBT)

CBT is capped at 50% of total training hours per trainee. CBT will be provided to supplement Siemens' curriculum, and for some training topics is a more convenient means of delivering basic training. Trainees in Job Numbers 1 – 3 will receive between 0-60 hours of CBT.

Commitment to Training

Siemens represents that ETP funds will not displace the existing financial commitment to training. The annual training budget for Sacramento ranges from approximately \$500-700K. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Siemens has upgraded its WEC since the prior project with ETP. The Company has dedicated three in-house experts to train incoming welders at this facility in Sacramento.

Impact/Outcome

Training will allow Siemens to meet production requirements for recently agreed upon production contracts. With the expansion of the Sacramento facility and training of its staff, Siemens will be able to maintain and increase market share within their industry.

Temporary to Permanent Hiring

Trainees in Job Number 2 and Job Number 3 come under Panel guidelines for "temporary-to-permanent" employment. Siemens plans to retain these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by Siemens. Until then, Siemens will not receive progress payments.

All temporary-to-permanent staff will be placed by the staffing company Superior Group, located in Sacramento. This company has posted a full time recruiter and project manager on-site at the Siemens facility.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET09-0500	Sacramento	05/01/09 – 04/30/11	\$74,880	\$23,413 (31%)

ET09-0500 – Training funded under the prior contract was solely for the occupation of Fitter/Welder. Siemens found it extremely challenging to recruit job candidates. Siemens uses many welds that are specific to its production line, and are not taught in welding schools. Even after on-site training, many of these workers were unable to perform the specific welds; nor were they able to pass the AWS qualifications test which is a prerequisite to full-time employment.

The current proposal includes multiple occupations in addition to Fitter/Welder. As well, Siemens has developed an extensive workforce “headcount plan” for the next three years, with training scheduled around production times as needed to meet estimated manufacturing demand. In accordance with this plan, Siemens will hire an estimated 192 production employees in occupations other than welders.

To ensure there are sufficient candidates to fill the expected 60 new Fitter/Welder positions (Job Numbers 2 and 3) Siemens has helped develop two recruitment pipelines in the Sacramento area. These are the College Coalition and Boot Camp programs, as discussed earlier in the current proposal. To ensure welders are hired into permanent full-time positions, Siemens has also invested in a Welding Education Center (WEC) in Sacramento, also discussed earlier.

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:

MANUFACTURING SKILLS

General Manufacturing Skills

- ✦ Work Orders and Work Order Numbering
- ✦ Work Packages
- ✦ Identifying Drawings
- ✦ Non-conforming Material (red-tag)
- ✦ Autocrib Usage
- ✦ Calibration System
- ✦ Print Reading
- ✦ Bills or Materials and Part Numbers
- ✦ Measuring Devices
- ✦ Measurement and Measuring Devices
- ✦ Torque
- ✦ Drill and Tap
- ✦ Recycling
- ✦ Tool Selection and Usage
- ✦ Understanding Takt Time

Equipment & Safety Training

- ✦ Forklift Driving
- ✦ Crane Operation
- ✦ Fall Prevention / Protection
- ✦ Respirator Training and Fitting
- ✦ Pallet Jack Operation
- ✦ Aerial Lift Operation
- ✦ Rigging
- ✦ Kumbruch
- ✦ Electrical Safety
- ✦ Chop Saw
- ✦ Table Saw
- ✦ Lockout / Tag out

Welding

- ✦ Welding Module 1
- ✦ Welding Module 2
- ✦ Blueprint Reading
- ✦ Weld Symbols
- ✦ Welding Procedure Specifications (WPS)
- ✦ Measurement Methods and Equipment
- ✦ Layout Techniques
- ✦ Weld Rework Techniques
- ✦ TIG Welding
- ✦ Weld Joint Configurations

- ✚ Fundamentals of Welding Techniques
- ✚ Mathematics for Welding Techniques
- ✚ Introduction to Welding
- ✚ Introduction to Welding Metallurgy
- ✚ Welding Inspection
- ✚ Shielded Metal Arc 1 Welding (stick)
- ✚ Shielded Metal Arc Welding 2 (stick)
- ✚ Advanced Pipe Welding in Shielded Metal Arc
- ✚ Gas Tungsten Arc Welding
- ✚ Gas Tungsten Arc Welding – Pipe
- ✚ Flux Core Arc Welding
- ✚ Symbol Reading, Layout and Fabrication
- ✚ Welding Equipment Maintenance
- ✚ Code Welding
- ✚ PAPR Helmet
- ✚ Stainless Steel Welding
- ✚ Metric Tolerancing
- ✚ Euronorm
- ✚ American Welding Society (AWS) Certification

Machining and Measurement

- ✚ Faro Arm Measurement
- ✚ Principles of CNC Programming
- ✚ Clamping
- ✚ Laser Tracking
- ✚ Dual Arm CMM
- ✚ Fundamentals of Wheel Pressing

Electrical Sub Assembly

- ✚ Read and Interpret Engineering Electrical Drawings
- ✚ Read and Interpret Engineering Wire Lists
- ✚ Use of Metric Measurement Devices
- ✚ Use and Calibration of Torque Measurement Tools
- ✚ Identification of Wire Types
- ✚ Wire Stripping Techniques and Common Tools
- ✚ Wire Crimping Techniques and Common Tools
- ✚ Installation of Cable Clamps and Cable Ties
- ✚ Harness Boards
- ✚ Electrical Assembly Methods

Final Assembly

- ✚ Read and Interpret Engineering Assembly Drawings
- ✚ Use of Metric Measuring Devices
- ✚ Use and Calibration of Torque Measurement Tools
- ✚ Identification of Hardware Types
- ✚ Proper Hardware Applications
- ✚ Identification and Use of Common Non-Powered Hand Tools
- ✚ Drilling Techniques
- ✚ Proper Use of Tapes and Dies
- ✚ Assembly Methods

Finishing

- ✦ Adhesion / Surface Prep Prior to Paint
- ✦ Paint Materials
- ✦ Paint Processes
- ✦ Paint Equipment
- ✦ Paint Work Instructions
- ✦ Paint Quality Assurance
- ✦ Adhesion / Surface Prep Prior to Bonding
- ✦ Adhesive Materials
- ✦ Adhesive Processes
- ✦ Adhesive Equipment
- ✦ Adhesive Work Instructions
- ✦ Adhesive Quality Assurance
- ✦ Sand Blasting Equipment, Set-up, and Processing Parameters

Warehouse

- ✦ Receive and Stock Material
- ✦ Pick Lists and Work Orders
- ✦ Cycle Counting
- ✦ Stock Purge
- ✦ Material Delivery Zones

Production Planners & Production Controllers

- ✦ Manufacturing BOM Creation
- ✦ Creating, Opening, and Closing Work Orders
- ✦ Material Status Investigation

COMPUTER SKILLS

- ✦ eSlic Software
- ✦ JDE Software
- ✦ Materials Addressing System

CONTINUOUS IMPROVEMENT

- ✦ Problem Solving and Decision Making
- ✦ Kaizen Training
- ✦ 5S
- ✦ Lean Manufacturing
- ✦ Lean Manufacturing Methodology
- ✦ Understanding Waste
- ✦ Value Stream Mapping
- ✦ Standardized Work
- ✦ Lean Sigma Yellow Belt
- ✦ Lean Sigma Green Belt
- ✦ Statistics with Minitab
- ✦ Product Quality and Control
- ✦ Key Performance Indicators

- ✚ Creating Continuous Flow
- ✚ Kanban Control
- ✚ 5 Why's and Root Cause Analysis

HAZARDOUS MATERIALS

- ✚ Emergency Response Team Training
- ✚ Hazardous Materials Handling, Labeling, Storage and Disposal
- ✚ Completing Material Safety Data Sheets (MSDS)
- ✚ Hazardous Materials Clean-up

MANAGEMENT SKILLS (Managers Only)

- ✚ Employee Engagement
- ✚ Coaching Skills
- ✚ Establishing Performance Objectives
- ✚ Developmental Planning
- ✚ Dynamic Leader
- ✚ Developing High Performance Teams
- ✚ Key Management Skills

OSHA 10/30 (Certified OSHA Instructor)

- ✚ OSHA 10 (Requires completion of 10 hours)
- ✚ OSHA 30 (Requires completion of 30 hours)

LITERACY SKILLS

- ✚ Vocational English as a Second Language
- ✚ Basic Math, Reading and Comprehension Skills

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER).

Productive Lab Hours

0-60

MANUFACTURING SKILLS (1:1 Trainer-to-Trainee Ratio)

- ✚ Light Rail Carshell Welding
- ✚ Locomotive Carshell Welding
- ✚ Coach Welding
- ✚ Bogie Welding
- ✚ Blasting
- ✚ Painting
- ✚ Cladding
- ✚ Bonding
- ✚ Spackling
- ✚ Electrical Sub Assembly
- ✚ Light Rail Final Assembly

- ✚ Locomotive Final Assembly
- ✚ Coach Final Assembly
- ✚ Bogie Final Assembly
- ✚ DITMCO Testing
- ✚ Static Testing
- ✚ Dynamic Testing

CBT Hours

0-60

BUSINESS SKILLS

- ✚ How to Run Meetings Efficiently (30 minutes)
- ✚ Leading a Brainstorming Session (30 minutes)
- ✚ Developing Team Performance (30 minutes)
- ✚ Successfully Running a Training Course (45 minutes)
- ✚ Understanding the Process of Conflict (45 minutes)
- ✚ Monitoring Delegation (30 minutes)
- ✚ High-Impact Communication: Shaping Your Message (30 minutes)
- ✚ Communicating – Connecting to People (30 minutes)
- ✚ How to be Assertive in Difficult Situations (30 minutes)
- ✚ Day-to-day Management of a Planned Change (30 minutes)
- ✚ Supporting your Team Members through Change (30 minutes)

MANAGEMENT SKILLS

- ✚ A Basic Grounding in Effective People Management (60 minutes)
- ✚ Using Different Management Styles (30 minutes)

MANUFACTURING SKILLS

- ✚ Hot Work / Welding Safety (25 minutes)
- ✚ Shop Safety (30 minutes)
- ✚ Personal Protective Equipment (40 minutes)
- ✚ Hearing Conservation (30 minutes)
- ✚ Back Injury Prevention (25 minutes)

CONTINUOUS IMPROVEMENT

- ✚ Identifying the Root Cause of a Performance Issue (30 minutes)
- ✚ Lean Manufacturing Introduction (60 minutes)
- ✚ 5S Introduction (60 minutes)
- ✚ Standardization Work Introduction (60 minutes)
- ✚ DMAIC Problem Solving Introduction (60 minutes)

OSHA 10/30 (Certified OSHA Instructor)

- ✚ OSHA 10 (Requires completion of 10 hours)
- ✚ OSHA 30 (Requires completion of 30 hours)

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 excluding OSHA 10/30, HAZWOPER or HAZMAT. PL is capped at 60 hours per-trainee.