



2010 Job Skills Program

Report to the Legislature

December 2010

*State Board for Community and Technical Colleges
Workforce Education Department
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PREFACE

Job Skills Program Legislation

The Washington State Legislature finds that it is in the public interest of the state to encourage and facilitate the formation of cooperative relationships between business and industry and educational institutions which provide for the development and expansion of skills training and education consistent with employment needs.

Since 1983 the Job Skills Program (JSP) has funded customized training designed to meet the needs of business and industry and to provide or retain gainful employment opportunities for new hires and incumbent workers.

Purpose of This Report

This Job Skills Program Report is submitted by the State Board for Community and Technical Colleges (SBCTC) to the Washington State Legislature in fulfillment of 2009-10 ESSB 6444, Sec. 603(2) which reads in part:

SBCTC shall make an annual report by January 1st of each year to the governor and to the appropriate policy and fiscal committees of the legislature regarding implementation of this section, listing the scope of grant awards, the distribution of funds by educational sector and region of the state, and the results of the partnerships supported by these funds.

Program Funding

The Job Skills Program is funded at \$2,725,000 from the state general fund for each FY 2010 and FY 2011 of the biennium. In FY 2010, in order to preserve JSP funds for use in training projects, only \$50,000 was expended for program administration with the remainder for administration and support drawn from other SBCTC funds.

\$2,725,000 of the general fund--state appropriation for fiscal year 2010 and \$2,725,000 of the general fund--state appropriation for fiscal year 2011 are provided solely for administration and customized training contracts through the job skills program.

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The JSP grant has been an excellent partnership of state and industry that resulted in Tyee Aircraft's [ability] to compete in the global aerospace market. The training provided through this grant reinforced our employees' understanding of ... [principles], which will result in more efficient operations.

Jimmy Paige
Vice President and General Manager
Tyee Aircraft

Section 1

EXECUTIVE SUMMARY

In 2009-2010, the economic downturn brought noticeable changes in how Washington firms utilized the Job Skills Program. New plant openings and expansions were rare. Instead, the majority of participating firms requested training assistance to prevent layoffs by assuring workers gain needed skills; advance workers through further development; help weather the downturn through waste reduction; improve production processes; and ultimately to better position firms for global competition. Several common themes were evident in this year’s projects.

Up Skill / Back Fill

Several companies made a conscious effort to “grow their own” during this time by up-skilling existing workers with the intention of promoting them and backfilling their vacated positions. Retention and advancement of existing workers was thus enhanced, as was the potential for increased wages. As orders picked up, several companies were then able to add entry-level workers as demand merited.

This training allowed us to be more competitive in the global marketplace, keep jobs, and stabilize our workforce. In fact, we hired eight new employees during the training and those positions are directly attributable to the JSP training we received.

Tyler Hagen
Assistant Operations Manager
Kaas Tailored

Manufacturing Principles

Twenty-nine of the 44 projects reaped a range of benefits by training employees in contemporary manufacturing principles including lean manufacturing, continuous process improvement, theory of constraints, and Six Sigma principles. In several instances, layoffs were

The lean training allowed us the opportunity to view our processes in an organized way. The result is a more lean and efficient operation. The grant helped our family business stay competitive in a really difficult market.

Linda Thomas
CEO
Wilcox Farms, Inc.

prevented or hiring was possible because of the significant cost savings that resulted from employees learning and applying these principles in their workplaces. IMPACT Washington (formerly Washington Manufacturing Services), a provider of lean training, collaborated with community and technical colleges across the state to deliver training in all regions.

Industry Certifications

JSP funded certification training in ISO 9001/AS 9100, ISO 14001, Lean Enterprise Certificate, and Six Sigma. Because training of this nature can be expensive for a single company, the creation of a cohort of trainees from several companies helps maximize the benefit of the state’s investment. Green River Community College and the Center for Applied Manufacturing (CAMPS) led the way in forming JSP training consortia that served 27 companies in three separate projects. Clark College formed two consortia that served six companies.

Project Results

Each project identifies desired outcomes, and then provides information on those outcomes at the end of the year. Outcomes are varied and unique to each project, and often the full results of training are not fully realized until well after the reporting period. A composite of this year's results includes the prevention of layoffs; improved global competitiveness; increased sales through improved customer relations; and industry certifications that lead to increased market share. One company is now planning to bring outsourced work back to Washington. Also, the colleges attained new curriculum; faculty development; student internships; and additional training contracts. Details on individual projects can be found in Section 5.

More Served

The formation of strategic training consortia and company-wide offerings helped broaden the exposure of JSP-funded training. In addition, careful use of funds by colleges coupled with cash match from business partners helped some colleges significantly exceed their projected number of trainees.

Overall, projects used an average of \$58,900, down from the previous year's average award of \$69,100. The total number of completed projects was 44, up from 37 the prior year. Total number of companies served was 73, up from 47 with more funds going to small and mid-sized firms. The number of total trainees rose to 4,873, up from 2,911.

Comparison of Final FY 2009, Final FY 2010, and Mid-year FY 2011

	2008-2009 Final	2009-2010 Final	2010-2011 as of mid-year Dec 2010
Total Requests Made:	\$3,706,181	\$3,132,976	\$3,015,555
Total Awards Made:	\$2,969,137*	\$2,810,397*	\$2,525,900
Total Number of Projects:	37	44	30
Total Number of Companies:	47	73	61
Total Awards Spent:	\$2,480,538	\$2,593,697	pending
Total Private Investment (Match):	\$3,193,810	\$4,723,727	\$4,255,356 est.
Number of Trainees:	2,911	4,873	2,674 est.
retrained workers:	828	2,499	Pending
new hires:	194	63	Pending
skills upgrades:	1,889	2,311	Pending
State Investment per Trainee:	\$909.28	\$532.25	\$944.61 est.
Private Investment (Match) per Trainee:	\$1,170.76	\$969.37	\$1,591.38 est.
Total Investment per Trainee:	\$2,080.04	\$1,502.63	\$2,535.99 est.
*Awards exceed \$2,725,000 when unspent funds are re-awarded to other projects.			

Section 2

PROGRAM OVERVIEW

About the Job Skills Program

Attracting, developing and maintaining a skilled workforce is a challenge faced by many employers in Washington's targeted industry clusters. Washington's Job Skills Program (JSP) serves to develop the skills of new or existing workers; retain and grow living wage jobs; and help companies improve their competitiveness to strengthen Washington's economy.

The shift in our age demographics has moved many employees into new roles without benefit of skills training. The JSP grant gave us the opportunity to provide significant training to our employees in an efficient and cost effective manner. Having instructors come to our site and use our facilities is a huge plus.

Chuck Madison
VP Human Resources
Port Townsend Paper Company

Economic Development

As an economic development tool, JSP provides support to businesses in need of employee training and development. Washington often finds itself in competition with other states when an out-of-state firm is selecting a new site. The Job Skills Program can be used to help a new firm hit the deck running with a well-trained workforce. Economic development and workforce development offices often include JSP in the incentive package created to attract new employers with good-paying jobs.

The training was really good. I liked learning math because I'm not good with numbers. Now it makes more sense.

Trainee
CJR Construction

Job Skills also works in a shrinking economy by providing needed resources to businesses seeking to prevent layoffs. For those employees at risk for losing their jobs due to technological or economic changes, employee training can make the difference between remaining with the company or being let go. Job Skills provides

short-term training generally customized to meet a business's specific needs. Training is typically delivered at the work site while employees are on paid time.

Job Skills Priorities

Industry clusters are supported by the Job Skills Program whenever possible, and awards are spread to all corners of the state including rural areas.

Job Skills resources are also concentrated:

- where there is a shortage of skilled labor to meet businesses' needs;

The JSP program was of great benefit to our organization in both training and skill building. The program brought in resources that not only had the skills, but the outside perspective to help guide us in improving the way we manufacture products.

John Downs
Plant Manager
St. Gobain Performance Plastics

- where upgrading employee skills is necessary to avoid layoffs;
- where training incumbent workers for advancement creates new vacancies;
- where new businesses or industry clusters need a skilled labor pool; and
- in economically disadvantaged communities with high unemployment.

Shared Investments

As a dollar-for-dollar matching grant program, at least 50% of training expenses are covered by the business and are made through cash and/or in-kind payments. So by design, Job Skills projects are jointly funded by a JSP grant award and a matching private investment. Lasting working relationships develop between the business and the educational institution as both parties engage in the development of a training plan and bring resources and commitments to the table.

In FY 2010, employers provided the equivalent of \$1.82 in match (cash and in-kind) for every \$1.00 in Job Skills grant funding. At the forefront of in-kind matches are the wages paid to employees while they

are in training. In economic terms, these wages represent opportunity costs to the employer, who must either forego the productive contributions of those employees while they train or hire substitutes to maintain production during training activities. Other in-kind employer contributions include materials, training supplies, management and supervisor time spent coordinating and participating in training, and specialized equipment and supplies contributed for training.

The JSP grant has been an excellent partnership of state and industry that resulted in Tyee Aircraft's [ability] to compete in the global aerospace market.

Jimmy Paige
Vice President and General Manager
Tyee Aircraft

Transferable Skills

Job Skills trainees benefit personally by developing skills that will serve them in their current jobs as well as assist them with upward mobility. In almost all cases the skills trained through JSP are transferable or transportable to future employers.

A number of projects addressed the need for developing supervisors and managers. In some cases, JSP projects resulted in immediate promotions for trainees followed by the hiring of new employees to fill the newly vacated positions.

Workforce Training Customer Advisory Committee

The State Board for Community and Technical Colleges (SBCTC) utilizes the Workforce Training Customer Advisory Committee made up of representatives from business, labor, and public and private educational institutions to guide program decisions. The full committee meets to discuss and provide guidance on program policies. A Job Skills sub-committee meets monthly

via conference call to review, provide input, and recommend applications for Job Skills grants. A representative of the Department of Commerce also participates in grant reviews.

Partnerships and Collaborative Efforts

The Job Skills Program also provides opportunities for colleges to work together to better serve businesses across the state. In the past two years, as Green River Community College developed expertise in managing Job Skills projects, it brought on Olympic College, Wenatchee Valley College, and Everett Community College to help deliver training in locations closer to business partners. Renton Technical College partnered with Bellevue College to better serve its Honeywell partner in Redmond. This type of inter-college collaboration not only allows colleges to specialize in what they do best, but leads to improved efficiencies as well as better service state-wide for the business community.

***G**reen River Community College uses a consortium model which has proved highly effective, particularly when addressing the needs of aerospace, health, and other industry clusters within the region. JSP is the backbone of this model, which contributes significantly to economic growth and vitality in Washington State.*

Bob Embrey
Business Training Director
Green River Community College

Colleges that develop best practices in any aspect of managing JSP grants are encouraged to share their expertise with other colleges. Overall, the colleges have demonstrated an increase in shared expertise and collaborative projects among colleges, and more mentoring of new JSP project managers by experienced JSP managers.

***T**he Job Skills Program provides Clark College with a valuable resource for partnering with our WDC to support local business and industry with customized training.*

Todd Oldham
Corporate & Continuing Education
Clark College

Economic Development Councils (EDCs) are involved in bringing Job Skills partnerships to fruition, starting at the earliest stages of development. Projects also include new-hire training coordinated with WorkSource and Workforce Development Councils (WDCs) for recruitment and screening. For example, Centralia College helped their WorkSource partner bring on a new workforce for Millard Refrigerated Services, a manufacturing facility in

Lewis County. Southwest Washington WorkForce Development Council helped Clark College connect with several companies and form training consortia for the delivery of needed workforce training. Partnerships in this respect are win-win for all, benefiting the business, the employees, the supporting industries, and the educational community.

Section 3

2009-2010 Job Skills Projects at a Glance

	College	Business	Amount Awarded	Match Reported	# of Co's	Trainees
1	Bellingham Tech	Aluminum Chambered Boats	\$70,500	\$83,210	1	53
2	Bellingham Tech	Parts Warehouse	\$37,000		Pulled out	
3	Big Bend CC	Inland Tarp Corporation	\$61,200	\$79,759	1	39
4	Centralia College	Millard Refrigerated Services	\$27,420	\$281,285	1	45
5	Clark College	Columbia River Mental Health	\$29,700	\$35,292	1	32
6	Clark College	Logitech, ControlTek, Cadet	\$27,300	\$54,039	3	13
7	Clark College	Innovative CE, Cadet, Silicon	\$78,631	\$84,046	3	35
8	Clark College	TetraPak Materials	\$65,969	\$72,335	1	125
9	Grays Harbor Col	Grays Harbor Paper	\$36,000	\$37,440	1	237
10	Green River CC	AS9100 Consortium	\$58,500	\$72,075	5	69
11	Green River CC	Fiserve	\$42,700	\$58,472	1	35
12	Green River CC	Group Health Cooperative	\$28,900	\$86,226	1	89
13	Green River CC	Hytek Finishes	\$78,700	\$103,558	1	121
14	Green River CC	Kaas Tailored	\$30,900	\$29,179	1	109
15	Green River CC	Six Sigma Consortium #1	\$121,300	\$215,382	11	49
16	Green River CC	Six Sigma Consortium #2	\$117,000	\$242,432	11	42
17	Green River CC	Royal Doors & Windows	\$26,900	\$20,166	1	78
18	Green River CC	Sightlife	\$44,100	\$72,627	1	60
19	Green River CC	United States Gypsum - Ph 2	\$70,200	\$114,487	1	64
20	Highline CC	CRJ Construction	\$39,900	\$64,035	1	20
21	Lake Wash Tech	Bodypoint, Inc.	\$57,500	\$86,685	1	34
22	Lake Wash Tech	Tyee Aircraft	\$53,200	\$123,629	1	111
23	Lower Columbia	LifePort Interiors - Woodland	\$47,400	\$58,213	1	76
24	Lower Columbia	Longview Fibre Paper& Packaging	\$60,000	\$524,263	1	211
25	Lower Columbia	Steelscape, Inc.	\$36,500	\$54,105	1	10
26	Olympic College	KPS Health Plans	\$30,400	\$99,794	1	173
27	Peninsula College	Peninsula Daily News	\$2,027		Pulled out	
28	Peninsula College	Port Townsend Paper	\$52,600	\$88,398	1	105
29	Pierce College	Red Dot Corporation	\$87,400	\$102,200	1	65
30	Pierce College	Saint-Gobain Performance Plastics	\$81,500	\$92,557	1	92
31	Pierce College	Wilcox Family Farms	\$61,500	\$77,135	1	55
32	Renton Tech Col	Distant Lands Coffee	\$56,850	\$59,408	1	106
33	S. Puget Sound CC	Capital Medical Center	\$55,000	\$270,846	2	53
34	South Seattle CC	Hydra-Pro	\$60,600	\$70,960	1	24
35	South Seattle CC	Markey Machinery	\$82,400	\$99,810	1	36
36	Spokane IEL	Kinross Gold Corp	\$153,100	\$187,131	1	91
37	Spokane IEL	PAML	\$80,400	\$119,704	1	914
38	Spokane IEL	Purcell	\$46,000	\$57,435	1	93
39	Spokane IEL	The Factory Company	\$29,600	\$29,402	1	38
40	Spokane IEL	Union Pacific Railroad	\$107,000	\$155,801	1	203
41	Tacoma CC	Columbia Bank	\$47,100	\$69,424	1	143
42	Tacoma CC	Franciscan Health Systems	\$64,700	\$112,754	1	679
43	Wenatchee CC	Dolco Packaging	\$80,000	\$85,692	1	98
44	Wenatchee CC	Paine Electronics	\$17,500	\$29,470	1	86
45	Yakima Valley CC	Canam Steel Corporation	\$13,200	\$14,415	1	46
46	Yakima Valley CC	YV Farm workers Clinic - Ph 2	\$155,100	\$248,450	1	16
		Totals:	\$2,711,397	\$4,723,727	73	4,873

Section 4

2009-2010 Distribution of Grants

Distribution by Educational Sector

Job Skills grants may be awarded to eligible post-secondary institutions, which include community and technical colleges, public and non-profit universities and regional colleges/universities, and licensed private career schools and colleges located in Washington. In 2009-10, all JSP applications were made through community and technical colleges.

Distribution by Region (2009-2010)

<i>Region</i>	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees by Region	Percent of JSP Trainees in Region	JSP Funds Awarded by Region	Percent of JSP Funds Awarded by Region
Puget Sound (King, Pierce & Snohomish)	21	48%	2,081	42%	\$1,311,850	49%
Balance of State – West	13	30%	1,168	24%	\$619,447	23%
Balance of State – East	10	22%	1,624	34%	\$743,100	28%
Total	44	100%	4,873	100%	\$2,674,397	100%

Distribution by Employer Size (2009-2010)

Employer Size by Number of Employees in Washington	Number Companies Served	Percent Companies Served	Percent of Washington Employers of Same Size ¹	Number of JSP Trainees	Percent of JSP Trainees	Percent of Washington Workforce Employed in Same Size ²	JSP Funding
Small (1-50)	17	23%	96%	310	6%	42%	\$398,620
Medium (51-250)	40	55%	3.5%	2,051	42%	27%	\$1,608,577
Large (251+)	16	22%	.5%	2,512	52%	32%	\$667,200
Total	73	100%	100%	4,873	100%	100%	\$2,674,397

Distribution of Projects by Industry (2009-2010)

Manufacturing: 75 percent of grant funding			All Other Industries: 25 percent of grant funding
Aerospace & Electronics - 8 projects	Food Production and Processing - 2 projects	Paper & Wood - 3 projects	Health Services & Hospitals - 7 projects
Marine Manufacturing - 3 projects	Construction Materials - 4 projects	Plastics - 3 projects	Insurance & Financial Services - 3 projects
Metal Extraction or Finishing - 4 projects	Other Manufacturing - 6 projects		Transportation & Distribution - 1 project

¹ Source: Washington Employment Security Department

Section 5

2009-2010 Individual Project Descriptions and Outcomes

Forty-four projects were completed between July 1, 2009 and June 30, 2010, training 4,873 employees in a wide range of topics and skills. Following are brief descriptions of each project along with number of trainees, state and business investments, and select outcomes taken from the projects' final reports. Projects are listed in alpha order first by college and second by business name.

Bellingham Technical College
Aluminum Chambered Boats
Sept 2009 – June 2010
Trainees: 53

Whatcom County
Grant: \$70,500
Spent: \$70,500
Match: \$83,210

Aluminum Chambered Boats manufactures specialty non-sinkable boats for military, law enforcement, security, and recreational purposes. Fifty-three employees received training. Courses delivered included lean manufacturing principles, computer skills, report writing, blueprint reading, and advance aluminum welding. The project was a continuation project from the spring of 2009.

The training has significantly improved our employee's ability to perform existing and future job requirements. This enhances ACB's ability to bid more contracts and to do so at competitive pricing while maintaining profitability.

Jim Moore
President
Aluminum Chambered Boats

Outcomes:

- The company is better able to compete in the global market place through the achievement of certifications and specifications required by federal contracts and other customers.
- Two key promotions resulted from this year's training.
- Welding training resulted in promotions or pay increases, and blueprint reading created a solid foundation for future contracts.
- Lean manufacturing training helped streamline the production line and build a quality process resulting in quicker throughput.

Big Bend Community College
Inland Tarp and Cover, Inc.
July 2009 – June 2010
Trainees: 29

Grant County
Grant: \$61,200
Spent: \$56,308
Match: \$79,759

Inland Tarp and Cover manufactures and distributes tarps and covers for agricultural needs, playing fields, structures and other uses. Training covered lean manufacturing and continuous process improvement, leadership, communication skills, and customer service.

A hearty "thank you" for assisting us ... to implement lean manufacturing training ... we have measurable improvement in productivity ... we have also added new employees. All this helped achieve a record sales month. Hopefully success stories like this will get around ... our [nation's] competitiveness worldwide depends on it.

Glen Knopp
President
Inland Tarp & Cover

Outcomes:

- Twelve new employees were hired.
- Four promotions were made.
- Wage increases averaged 2% to 5%.
- Productivity measures indicate a 27% increase.
- Customized training delivery allowed employees to attend leadership classes that they otherwise would not have been able to access.

Centralia College

Millard Refrigerated Services

July 2009 – March 2010

Trainees: 45

Lewis County

Grant: \$27,420

Spent: \$27,420

Match: \$281,285

Millard Refrigerated Services, a bread making, packaging, and distribution facility, opened a new facility in the port of Centralia which required the hiring and training of a new workforce. Forty-five new employees were trained in the technical skills needed to operate new production equipment and perform quality production operations.

As a new facility, we had many training requirements that were not in the budget yet beneficial to the safety and reliability of our employees and our plant. The JSP grant allowed us to complete most of our training.

**Roma Yates
HR Coordinator
Millard Refrigerated Services**

Outcomes:

- Forty-five individuals were screened and hired in collaboration with the local WorkSource partner.
- New hires were trained in the technical operation of industry specific equipment, associated safety and health measures, food handling and processing requirements, team and leadership principles, and selected computer skills.
- As a result of the project, Millard has partnered with the college to provide a future internship opportunity for a graduate of Centralia College.

Clark College

Columbia River Mental Health Services

October 2009 – June 2010

Trainees: 32

Clark County

Grant: \$29,700

Spent: \$29,614

Match: \$35,292

Columbia River Mental Health Services sought to improve efficiency of operations in a time of decreased reimbursement and shortage of professionals. Thirty-two trainees participated in rapid-improvement workshops designed to train lean methodology (efficiency), process improvement, and measurement.

As we worked our way through [the training] we have honed our skills and brought a new way of thinking to the agency ... our leadership became more transparent and has made a significant improvement in ... our results.

**Nancy Parker
Executive Director
Columbia River Mental Health Services**

Outcomes:

- Trainees learned how their customers define value; how to analyze a stream of activities; how to eliminate non-value added activities; and develop metrics.
- One improvement project reduced throughput time from 720 hours to 48 hours.
- Clinic queues were reduced from a maximum of 30 waiting clients to no more than five at any given time.
- Additional projects to reduce waste, rework, complexity, defects, and delays continue to be identified and carried out.

Clark College

Cadet, ControlTech, Logitech

August 2009 – June 2010

Trainees: 13

Clark County

Grant: \$27,300

Spent: \$27,261

Match: \$54,039

Three manufacturers in Clark County formed a training consortium to receive training in Six Sigma Green Belt.

Outcomes:

- Training resulted in the formation of improvement teams and projects.
- One project team reduced a rework cycle from 26 to 15 days.
- Another project team reduced incomplete change orders in new product development from 35% to 5%.
- Another project team reduced the value of test rework-in-process from \$69,000 to \$40,000.
- Another project team reduced average manufacturing cost of new products by 12% thereby increasing the profit margin.

Clark College went above and beyond expectations. The assistance and willingness to meet our needs was outstanding and allowed us ... this great opportunity ... where training is sometimes difficult to get or is too costly especially during this time of economic crisis.

Deena Plaisance
Quality and Service Manager
Logitech

Clark College

Consortium: Innovative Composite Engineering,

Cadet Manufacturing Company, Silicon Forest Electronics, Inc.

August 2009 – June 2010

Trainees: 34

Clark County

Grant: \$78,631

Spent: \$78,211

Match: \$84,046

Three manufacturers in Clark County formed a training consortium for a Lean Enterprise Certificates Program (LECP).

Outcomes:

- Employees successfully completed the exam for Bronze Certification through the Society of Manufacturing Engineers.
- The work projects that were required in order to apply the training resulted in a number of significant and measurable

The LECP training has benefited us by helping accelerate our company culture towards the Lean culture. A direct impact from the training is that we have a new value stream offering to our customers.

Peter Wong
Chief Operating Officer
Silicon Forest Electronics

benefits including reductions of 50%, 60%, and 100% in WIP (work in process) in three areas; a 93.5% reduction in a setup time; and significant reductions in non-value added activities.

- The velocity of work flow was significantly improved which will translate to more on-time orders and improved competitiveness.

Clark College

TetraPak Materials

September 2009 – June 2010

Trainees: 125

Clark County

Grant: \$65,567

Spent: \$65,567

Match: \$72,335

Clark College designed and delivered seven core topics identified by TetraPak as necessary to upgrade their workforce skills and assist in succession planning. Included were basic and advanced computer topics, manufacturing communication, production leadership, and technical training for production operators.

Annual survey for employee feedback had a decrease of “non-participation” employees from 59 in September 2009 to 6 in June 2010. This is a significant improvement!

Pam Stanley
Education and Training Leader
TetraPak Materials

Outcomes:

- At the completion of the training TetraPak had added 11 employees and was building a case for business expansion.
- Productivity measures showed reductions in raw material inventory, claims, costs, waste, as well as improvements in process efficiencies and on-time deliveries.
- As a result of the training TetraPak has referred other companies to Clark College and continues to use the college as a training partner.
- The training investment enabled Clark College to further develop curriculum that can be used with other local companies.

Grays Harbor College

Grays Harbor Paper

September 2009 – June 2010

Trainees: 237

Grays Harbor County

Grant: \$36,000

Spent: \$36,000

Match: \$37,440

Grays Harbor Paper, a manufacturer of paper products, used a subcontractor to create a plan to achieve ISO14001 certification in “green” manufacturing. JSP funded a part of the project in which all employees received “awareness” training an element required for ISO 14001 certification.

Before this training people were not aware that all jobs include energy and compliance implications associated with paper manufacturing. To achieve our sustainability goals, ISO 14001 certification is mandatory.

John Pelligrini
Powerhouse Operations
Grays Harbor Paper

Outcomes:

- Employees now better-understand internal auditing which has led to improved processes, procedures, and corrective actions.

Green River Community College
AS9100/ISO9001 Consortium:
Centerline Machine, Three Sigma, Pacific Torque,
Gompf Brackets, Jet City Laser
October 2009 – June 2010
Trainees: 69

King County
Grant: \$58,500
Spent: \$58,500
Match: \$72,075

A group of five aerospace manufacturers joined to form a consortium for AS100/ISO9001 training. Classes in technical writing and train-the-trainer added additional value to the project.

This training has provided our company with the tools to implement a quality management system for our business in advance of a registration audit. Moreover, it has kindled a flame for education and ... lifelong learning.

Lee Gompf
President
Gompf Brackets

Outcomes:

- All participating companies developed new quality policies and began to identify and implement process improvements.
- Participants also received train-the-trainer training in order to effectively share the lessons of AS100/ISO9001 in their respective companies.
- Follow-up: Two companies are currently in Stage 2 of the two-stage certification process; two are in Stage 1, and a fifth company is holding the certification process until 2011.

Green River Community College
Fiserv

July 2009 – June 2010
Trainees: 35

King County
Grant: \$42,700
Spent: \$42,700
Match: \$58,472

Fiserv, a provider of print and mail services for financial institutions, needed training to retain market share, remain competitive, and retain jobs in an increasingly competitive market. Lean principles and computer skills training were provided.

Since the training, our associates are better equipped to solve problems on their own. We have [already] experienced efficiency improvements resulting in a 5% increase in net operating profits that were driven by associate ideas.

Jeffery Davis
Operations Manager
Fiserv

Outcomes:

- Company maintained its level of employment in 2009 and 2010.
- As a result of the training, employees began making suggestions to management for improvements which were implemented to great effect.
- Fiserv now looks to GRCC as source for education and training needs.
- Company reports it is committed to keeping operations in state, and with the efficiencies gleaned from the training is better able to remain competitive.

Green River Community College
Group Health Cooperative

August 2009 – June 2010
Trainees: 89

King County

Grant: \$28,900
Spent: \$27,714
Match: \$86,226

This project with Group Health was designed to help increase the pace of change and improvement across the organization. Training was delivered in lean principles, problem solving, process improvement, and project management.

Outcomes:

- As the lean training got underway, attendance to the sessions swelled to almost double the number of planned lean trainees. Training costs were held stable.
- Employees learned how to analyze and find waste and are now putting that training into practice.
- Trainees learned to translate customer requirements into metrics and are apply techniques to develop a culture of continuous improvement.

You did a good job of teaching a group that ranged from new project managers to those with extensive experience. ... it is clear that the tools introduced supplement our current project management techniques and strengthen our consulting approach.

Diane Schairer
Improvement Promotion Office
Group Health Cooperative

Green River Community College
Hytek Finishes

July 2009 – June 2010
Trainees: 121

King County

Grant: \$78,700
Spent: \$78,700
Match: \$103,558

Hytek, a supplier of specialized metal finishes, received training in lean manufacturing principles to maintain service and quality, and reduce job loss. Additional topics delivered included project management, workplace communication, technical writing, MS Excel, customer service, and blueprint reading.

Outcomes:

- Hytek retained each position it had when the project started, thus achieving its goal off 100% retention.
- The completion rate for Lean 101 was 87% of all Hytek employees.
- Computer software training supported the efficient migration from an older version to a new version of software.
- Lean training reduced travel (walking) distance by 50% for a total of 663.4 miles per year.

Our employees are now able to see “waste” as they have not seen it before and become more valuable in teams and the overall workplace. Our supervisors are more confident with the tools they’ve learned and are able to help or lead more effective process improvement events.

Jack Louie
Learning and Development Specialists
Hytek Finishes

Green River Community College**Kaas Tailored**

August 2009 – June 2010

Trainees: 109

King County

Grant: \$30,900

Spent: \$28,873

Match: \$29,179

Kaas Inc., a manufacturer of high quality furniture and upholstery for aerospace and specialty retailers, sought continuation of training in lean manufacturing in this Phase 2 project. With the economic downturn, Kaas hoped to retain and prepare workers for growth when demand returned.

This training has allowed us to be more competitive in the global marketplace, keep jobs, and stabilize our workforce; in fact, we hired eight new employees during the training and those positions are directly attributable to the JSP training we received.

Tyler Hagen**Assistant Operations Manager****Kaas Tailored****Outcomes:**

- This year, the company was able to achieved 100% retention of the workers selected for training; none were laid off.
- Over 25% of the trainees received wage increases as orders increased.
- The added skills of value stream mapping enabled the workforce to assist with improving efficiencies and cost containment.
- The project provided the college with additional curriculum and instructor relationships that will be used in future training contracts.

Green River Community College**Royal Window and Door Profiles**

March 2010 – June 2010

Trainees: 78

Snohomish County

Grant: \$26,900

Spent: \$20,166

Match: \$20,166

Royal Window and Door Profiles is a manufacturer of vinyl extrusions for window and doors. The company sought training to help increase decision authority of factory workers. Training included ESL for manufacturing, supervisor communication skills, and an overview of lean manufacturing principles.

Pointing out problems without presenting solutions doesn't help much, I understand that now so am looking at things differently when I speak up.

Operator

The project has benefited all and positioned us for growth and expansion.

Michael Burrows**Plant Safety/HR Administrator****Royal Window and Door Profiles****Outcomes:**

- The company retained 100% of it workforce. The project was viewed very favorably by the employees, thus also serving as a retention tool.
- Forty-five ESL students were taught basic workplace communication.
- Sixty-seven employees were trained in lean principles.
- New curriculum was developed and now available to the community & technical colleges.

Green River Community College**Sightlife**

October 2009 – June 2010
Trainees: 60

King County

Grant: \$44,100
Spent: \$34,328
Match: \$72,672

Sightlife, an eye bank and member of the medical industry, sought training in lean principles and implementation, leadership and supervision, and customer service to improve the efficiency and efficacy of its operation.

We are excited about giving our employees some more tools to work with.

Tom Miller
Director of Clinical Services
Sightlife

Outcomes:

- Going into the project, productivity/efficiency was identified as a desired outcome. The following result was noted: "Sightlife not only met their goal to increase the number of corneas provided for transplant, but improved on 2008 numbers by nearly one third. In 2009, we provided more than 4,000 corneas for transplant, meeting the need in our region and helping fill gaps across the united State and in 32 other countries."
- "Job Skills program helped the staff to become more efficient and increase their capacity while maintaining the strictest standards of quality."

Green River Community College**Six Sigma Consortium (Group 1)**

Achilles USA, Aerojet, AIM Aviation Renton, Inc., Avtech Corp., Brandrud Furniture, Inc., Grakon International, Inc., Medtraonic Physio Control, Precision Machine Works, Inc., Synsor Corporation, TMX Aerospace, and Protective Coatings, Inc.

July 2009 – June 2010
Trainees: 49

King County

Grant: \$121,300
Spent: \$121,003
Match: \$215,382

This eleven-member constortium of manufacturers received Six Sigma Black Belt training designed to focus on process improvement and varience reduction in the manufacturing environment. Participants also received train-the-trainer training to learn and develop the skills needed to further distribute information in their respective companies.

This was an excellent course for individuals wishing to apply statistical methodologies to enhance their decision-making processes.

David Baublits
CEO
Precision Machine Works

Outcomes:

- Forty-nine individuals from eleven companies started with no Six Sigma skills, participated in the 128-hour course, and earned certificates of completion.
- Seven individuals achieved their Black Belt Mastery Certificates and another nine are very near completion. The remaining group is still conducting and evaluating project work required for certification.
- Of the individuals who received train-the-trainer courses, 14 have delivered training to 28 additional co-workers in their respective operations.

- The college has become known to all consortium partners as a source of high-quality employee training and development.

Green River Community College

King County

Six Sigma Consortium (Group 2) : BE Aerospace, Contour Aerospace, Grant: \$117,000
 NIC Global Manufacturing Solutions, Medtronic Physio Control, Skills, Inc. Red Dot Corp., Orion, PCube Solutions, LLC, Northwest Center, Nish Northwest, Norgen-GT Development Corp.

February 2010 – June 2010
 Trainees: 42

Spent: \$117,000
 Match: \$242,432

This eleven-member constortium consisting of both aerospace and healthcare companies received Six Sigma Black Belt training designed to focus on training in process improvement and achieving efficiency gains. Participants also received train-the-trainer training to learn and develop the skills needed to further distribute information in their respective companies.

The JSP training has had a big impact on our employees as they're able to tackle projects better and have gained the ability to understand statistical process control. Things like that are huge for us ... employees now understand how data can actually drive actions which is changing our culture.

Jason Michaud
Director Regulatory Compliance
BE Aerospace

Outcomes:

- Forty-two individuals from eleven companies started with no Six Sigma skills, participated in the 128-hour course, and earned certificates of completion.
- Nine individuals achieved their Black Belt Mastery Certificates and eleven more are very near completion. The remaining group is still conducting and evaluating project work required for certification.
- Of the individuals who received train-the-trainer courses, ten have delivered training for a total of 20 additional co-workers in their respective operations.
- The college has become known to all consortium partners as a source of high-quality employee training and development.

Green River Community College

King County

USG (United States Gypsum)

Grant: \$70,200
 Spent: \$70,200
 Match: \$114,487

July 2009 – June 2010
 Trainees: 64

USG, a producer of wallboard, joint compounds, building plasters, and cement board continued training to upgrade employee skills in teamwork, production process improvement, supervisory skills, leading change, and project management.

The [curriculum] was awesome, and Cass [the instructor] did an excellent job presenting. Great tools to take with us for future use!

Lead Worker

The [training] was practical, relevant and I feel empowered to take on the multitude of tasks I've been assigned.

Cassandra Nelson
HR Director, USG

Outcomes:

- Company maintained a stable workforce with a retention rate in excess of 95%.
- Trainees gained many transferable skills that led to improved metrics in waste reduction, changeover times, error rates, and response time to customers.
- Cost savings per year resulting from above improvements is estimated at \$290,100, and thus helpful in maintaining a stable workforce in a down economy.

Highline Community College

King County

CRJ Construction

Grant: \$39,900

September 2009 – June 2010

Spent: \$35,298

Trainees: 20

Match: \$64,035

CRJ Construction installs high performance floorings and coatings and sought help with the development and delivery of a customized training program that would be effective with a diverse workforce.

The training was really good. I liked learning math because I'm not good with numbers. Now it makes more sense.

CJR Trainee

The benefits are a well-structured program that can be implemented multiple times for new or existing employees to increase their abilities.

**Andrew Jaillet
President
CJR Construction**

Outcomes:

- Employee retention remained at 100% and four employees were promoted.
- Three new employees were hired during the training project.
- A formal training program was designed and executed and can be used again to develop employees for advancement.
- Training was adapted to the needs of ESL employees and additional work materials developed to address language barriers.

Lake Washington Technical College

King County

Bodypoint, Inc.

Grant: \$57,500

October 2009 – June 2010

Spent: \$57,500

Trainees: 34

Match: \$86,685

Bodypoint, Inc. a manufacturer of wheelchairs and medical equipment systems, sought training in blue print reading, quality and manufacturing process improvement, inventory control, ESL, and mathematics to improve efficiency and provide needed skills to individuals at risk for losing jobs.

Employees are much more confident in their communication, computer and measuring skills. Each understands company process and their relationship to their organization as a whole.

**Susan Kost
Director of Business Operations
Bodypoint, Inc.**

Outcomes:

- Increased employee engagement and job improvement is reflected in the new 99% retention rate.
- Four trainees were promoted and three new employees were hired during the grant period with a fourth new hire pending.
- Wage increases have been budgeted.
- Process improvement training resulted in reduced cycle times, more level work loads with reduced overloads, and a transition to paperless processes.
- Process improvements have positioned the company for overseas expansion and a projected 50% increase in revenue over the next five years.

Lake Washington Technical College

Tyee Aircraft

July 2009 – June 2010

Trainees: 45

Snohomish County

Grant: \$53,200

Spent: \$49,369

Match: \$123,629

Tyee Aircraft, manufacturer of aircraft parts, sought training in lean manufacturing principles, technical training in math, blue print reading, machine operation, ESL and workplace communications.

The JSP grant has been an excellent partnership of state and industry that resulted in Tyee Aircraft's [ability] to compete in the global aerospace market. The training provided through this grant reinforced our employees' understanding of the benefits and importance of eliminating waste which will result in more efficient operations.

Jimmy Paige

Vice President and General Manager

Tyee Aircraft

Outcomes:

- Employee turnover was reduced from 5% to 3%.
- Four employees were promoted as a result of the training.
- Training resulted in improved processes, and improved skills in mathematics, blue print reading, and language.
- Process training helped the company ensure that FAA quality standards are met in preparation for increased work on the Boeing 787.

Lower Columbia College

Lifeport Interiors

September 2009 – June 2010

Trainees: 76

Cowlitz County

Grant: \$47,400

Spent: \$37,851

Match: \$58,213

Lifeport Interiors, a manufacturer of utility aircraft interiors components and armor systems, sought training in lean manufacturing from Impact Washington to assist in improving competitiveness. Plans were also made for the college to conduct job analyses of positions and the skill levels required.

Lifeport Interiors declined to provide a statement.

Outcomes:

- Outcomes were sought in improved retention rate and cost savings.
- At the time of grant reporting the business deemed it too early to measure the desired outcomes; however Lifeport indicates it is confident that the training will have a significant impact on their future cost of doing business.
- Lifeport participated in a campus hiring event for graduates of LCC.

Lower Columbia College

Longview Fibre Paper & Packaging

April 2010 – June 2010

Trainees: 211

Lewis County

Grant: \$60,000

Spent: \$59,753

Match: \$524,263

Longview Fibre Paper and Packaging, a paper manufacturer, sought training in papermaking and paper machinery. The college worked with a specialty subcontractor to develop and deliver training in the principles of papermaking, paper machine theory, and practical information on industry best practices and equipment operating principles.

The opportunity to partner with the college through the JSP allowed us to address our strategic training plan. Higher skill and knowledge levels in all positions throughout the organization helped people recognize how their performance assists with safety and environment performance, improved process operation, cost reduction, and profitability.

Bruce Warrick
Mill Training Manager
Longview Fibre Paper & Packaging

Outcomes:

- Forty-eight new employees were hired.
- Trainees report that operating errors are reduced through their deeper understanding of the paper making process.
- Operators report reduced downtime with improved problem-solving skills.
- The college now has new curriculum that can be used with other industry partners.

Lower Columbia College

Steelscape

March 2010 – June 2010

Trainees: 10

Cowlitz County

Grant: \$36,500

Spent: \$33,063

Match: \$54,105

Steelscape produces metallic-coated and painted steel coils for the construction market in the US and Canada. Its workforce was in need of training in performance improvement and performance management to better support workforce growth.

There is no doubt that [the training] provided new knowledge and skills that will improve the communication quality and effectiveness ... yielding increased credibility and bottom line impact.

Don Ammons
VP Human Resources
Steelscape

Outcomes:

- The training provided new knowledge, skills, and approaches to performance management that will improve both communication and negotiation skills.

- The college broadened faculty skills through on-site training observation and participation.
- College training curriculum was enhanced through the project.
- The college was able to approach the company for internship placement.

Olympic College

KPS Health Plans, Inc.

September 2009 – June 2010
 Trainees: 125

Kitsap County

Grant: \$30,400
 Spent: \$29,863
 Match: \$99,794

KPS Health Plans is a small local health insurance company working to remain successful in a highly competitive industry. Training was delivered in process improvement implementation and organization leadership.

These skills helped me build a better work community. Thank you!
KPS Employee

Throughout the grant period it was well known that all participants were engaged in the learning process and were using their newly acquired skills in their daily work.
Denese Rhea Day
Manager Org. Training & Development
KPS Health Plans

Outcomes:

- Trainees gained transferable knowledge and skills in lean operations, supervision, leadership, and train-the-trainer.
- Customer satisfaction increased four percentage points as measured before and after the training program.
- Claims settlement within 30 days improved from 89% to 93%.
- New curriculum can be used by the college in future business partnerships.

Peninsula College

Port Townsend Paper Company

August 2009 – June 2010
 Trainees: 105

Jefferson County

Grant: \$52,600
 Spent: \$49,162
 Match: \$88,398

Port Townsend Paper Company, a producer of pulp and paper products, sought training in welding, computer skills, paper machine operation/certification, crane operation, rigging training, and supervisory skills.

The shift in our age demographics has moved many employees into new roles without benefit of skills training. The JSP grant gave us the opportunity to provide significant training to our employees in an efficient and cost effective manner. Having instructors come to our site and use our facilities is a huge plus.
Chuck Madison
VP Human Resources
Port Townsend Paper Company

Outcomes:

- New skills standards and competency checks were developed for the Paper Machine Operator job class. These standards will be share with other colleges which have elements of paper and pulp training.
- On-site delivery of training saved an estimated \$50,000 in travel expenses and employee time.

- The training has enabled PTPC (the largest employer in the Jefferson County) to remain more competitive in the global market. This in turn keeps good family wage jobs in this community.

Pierce College

Red Dot Corporation

August 2009 – June 2010
 Trainees: 65

King County

Grant: \$87,400
 Spent: \$85,352
 Match: \$102,200

Red Dot Corporation is a designer/producer of heating, ventilation, and conditioning systems. Training was sought and delivered in ESL, supervisory skills, computer skills, MS Office applications and lean manufacturing principles.

I am confident that Red Dot will be a better company, and a stronger one, as a result of the Pierce College training. I cannot thank you enough for your efforts in this program.

Gary Wilson
Production Manager
Red Dot Corporation

Outcomes:

- Eighty-eight new hires were reported for the grant period.
- Two promotions were given.
- Five employees gained wage increases.
- Twenty-seven employees received an Intensive English Program.
- Productivity measure of “parts per hour” had improved by 24% at the end of training.

Pierce College

St. Gobain Performance Plastics

August 2009 – June 2010
 Trainees: 92

Pierce County

Grant: \$81,500
 Spent: \$80,302
 Match: \$92,557

St. Gobain Performance Plastics, a manufacturer of polymer products, sought training in lean manufacturing principles, ESL, computer skills, and project management in order to better to respond to new customer requirements.

The JSP program was of great benefit to our organization in both training and skill building. The program brought in resources that not only had the skills, but the outside prospective to help guide us in improving the way we manufacture products.

John Downs
Plant Manager
St. Gobain Performance Plastics

Outcomes:

- Internal work order on-time increased by 10%.
- On-time delivery and overall equipment efficiency are expected to gain improvements over more time.

Pierce College**Wilcox Family Farms**

July 2009 – June 2010

Trainees: 55

Pierce County

Grant: \$61,500

Spent: \$60,830

Match: \$77,135

This 100-year old dairy operation is transitioning to organic and natural egg products in order to remain competitive and tap into emerging markets. The change requires new skills for employees and new operational practices in order to protect the environment and animal welfare while improving efficiencies and sustainability. Training was delivered by Impact Washington in lean operations and process improvement.

The lean training allowed us the opportunity to view our processes in an organized way. The result is a more lean and efficient operation. The grant helped our family business stay competitive in a really difficult market.

Linda Thomas
CEO
Wilcox Farms, Inc.

Outcomes:

- One promotion occurred; other employees are being groomed to advance into new positions as the company plans to expand.
- Process improvement training resulted in a realized savings of \$891,400.
- Through this project the company increased market share in a new product area that will provide revenue growth in 2010 and 2011.

Renton Technical College**Distant Lands Coffee**

March 2010 – June 2010

Trainees: 106

King County

Grant: \$56,850

Spent: \$56,850

Match: \$59,408

Distant Lands Coffee, a roaster and distributor of private label coffee, sought to better meet market growth by upgrading skills of the entire workforce. Training for all levels of the company included ESL, computer skills, manufacturing principles including lean and root cause analysis, machine operation, electrical troubleshooting, and supervisory skills including Spanish for supervisors.

The training and practical business experience that the educators brought to our organization has been invaluable. Classes were appropriate for our business model and tailored to fit our employees' most critical needs. This has enabled professional growth throughout the organization and laid a foundation for many years to come.

Shawn Anderson
Director of Continuous Improvement
Distant Lands Coffee

Outcomes:

- Pre and post test evaluations averaged a 27% gain in skills and knowledge.
- Overall equipment efficiencies measured before and after training indicate improvements of up to 60%.
- Training resulted in the company exceeding its cost savings goal of \$800,000.

- As a direct result of the training, advancement opportunities were created for several participants.

South Puget Sound Community College

Providence Health System & Capital Medical Center

November 2009 – June 2010

Trainees: 53

Thurston and Lewis Counties

Grant: \$55,000

Spent: \$54,396

Match: \$270,846

This consortium of health care providers sought development for employees to ensure their continued contribution and employment. Training in human relations, leadership, and performance coaching were be delivered to employees who have risen through their technical ranks but not had commensurate training in leading and managing effectively.

We appreciate the opportunity ... to build skills. Our ability to develop leaders directly translates to improved employee engagement with is tied to increased patient satisfaction. This has been an invaluable resource for those lucky enough to participate.

S. Meenk
VP Human Resources
Providence Health Systems

Outcomes:

- Pre and post assessments show an average 40-point gain the primary human relations skill that was addressed. Other assessments show desirable and significant improvements in conflict management scores.
- The college and businesses have established a continued partnership for future training.

South Seattle Community College

Hydra-Pro Marine Cranes & Equipment

September 2009 – June 2010

Trainees: 24

King County

Grant: \$60,600

Spent: \$57,559

Match: \$70,960

Hydra-Pro, an engineering and consulting firm specializing in hydraulic systems and deck machinery, sought to continue training in lean manufacturing and add technical training topics in this phase 2 project. Technical skill training included print reading and weld symbols, layout and fabrication, hydraulics, and electrical theory. Phase 1 started in March 2009 so continuation into FY 2010 was deemed appropriate.

Once again the training we received was outstanding. It was nice ... to receive a more hands-on approach to our training. I am very excited to say that all the training we received has greatly improved the business practices at Hydra-Pro, Inc.

Jennifer Cresap
VP Operations
Hydra-Pro, Inc.

Outcomes:

- Lean manufacturing training greatly reduced the time needed to train new employees; significantly reduced non-value added time in production; and resulted in an estimated \$117,100 savings per year.
- Hydra-Pro donated materials to the college that can be used in the electrical and hydraulics programs.

South Seattle Community College**Markey Machinery**

July 2009 – June 2010
Trainees: 36

King County

Grant: \$82,400
Spent: \$82,400
Match: \$99,810

Markey Machinery, a manufacturer of marine machinery, sought to train its workforce in the principles of lean manufacturing and ISO-9001 certification.

Outcomes:

- Pre and post testing assessments demonstrated 20 to 22 percentage point improvements.
- Productivity gains occurred in all training cohort groups with a combined reported annual cost savings of \$124,500.
- As the training improves production efficiency and the related cost savings, the company plans to gradually return work to its Washington site that is currently outsourced to Korea.

We are seeing the benefits right away. It [the JSP project] was a good approach, involved everybody at the company, and created strong buy-in to the improvements we undertook. As we head to ISO certification, the lean training program has made a huge difference in our ability to get things done right.

Robert LeCoque
Vice President/ Service
Markey Machinery

Spokane Institute of Extended Learning**Kinross Gold Corporation**

July 2009 – June 2010
Trainees: 91

Ferry County

Grant: \$153,100
Spent: \$153,100
Match: \$187,131

Kinross Gold, a mining company, sought training to provide technical skills needed in its operation as well as basic computer skills. Classes were delivered in computer applications, basic electrical and CNC training, mechanical theory, hydraulics, Six Sigma for mining, and leadership.

Outcomes:

- Promotions were granted to 15% of the workforce in 2010 with more promotions slated for 2011.
- Equipment usage went from 40% to 80%.
- New curriculum was developed that can be further used by the college.
- Faculty development resulted from the opportunity to work directly with the business to develop customized curriculum.

Partnering with the IEL in delivering the JSP training allowed us to offer a breadth and depth of content that would not otherwise be possible. Nearly everyone in the organization had the opportunity to participate in training to enhance their skills. The instructors made the effort and sacrifice to come to our remote operation which was key to the success of the program.

Zach West
HR Generalist
Kinross Gold

- The company provided cash match to be used towards a vocational skills training center located in Republic, Washington.

Spokane Institute of Extended Learning

PAML Pathology Associates Medical Laboratory

August 2009 – June 2010

Trainees: 914

Spokane County

Grant: \$80,400

Spent: \$80,046

Match: \$119,704

PAML, an operator of health care laboratories, sought phlebotomy and laboratory training for existing employees. Also planned were classes in computer skills, finance for non-managers, innovative thinking, and workplace communications.

Working with the IEL was a positive experience. We were able to partner and provide valuable communications training to the majority of our Washington PAML employees. We do not have the internal resources to reach so many employees – the services offered were invaluable.

Karen Riba
Training and Education Manager
PAML

Outcomes:

- The phlebotomy and lab training was not executed as planned due to changes in staff and the original training agreements. The project was scaled down accordingly and re-scoped to deliver the remaining topics.
- The company reported 41 promotions and wage increases for 36 individuals.

Spokane Institute of Extended Learning

Purcell Systems, Inc.

August 2009 – June 2010

Trainees: 93

Spokane County

Grant: \$46,000

Spent: \$45,992

Match: \$57,435

Purcell Systems is a manufacturer and designer of outdoor cabinet and equipment enclosures. The company sought training in computer skills, technical writing, workplace communications, leadership, customer service, and lean manufacturing.

The Job Skills Program has been the best concerted effort the company has experienced in its history. Employee satisfaction is up, turnover is down, and overall quality and operational metrics have increased during the period in which the company participated in the program.

Chris Holt
Human Resources Director
Purcell Systems

Outcomes:

- The company has witnessed a decrease in overall turnover and an increase in job satisfaction.
- On-time delivery reached an all-time high of 98%.
- New curriculum was developed that can be used by the college again.

Spokane Institute of Extended Learning
The Factory Company

October 2009 – June 2010
Trainees: 38

Spokane County

Grant: \$49,300
Spent: \$29,298
Match: \$29,402

The Factory Company, a manufacturer of large mining conveyor systems and oil field equipment, sought training for all employees in leadership, workplace communications, and lean manufacturing.

The president of the company was not available for comment.

The Factory Company

Outcomes:

- Impact Washington delivered the lean training, after which the company canceled the remainder of the JSP project.
- Anticipated metrics were not reported.
- The required amount of grant match against expenses was achieved; the remainder of the grant went unspent.

Spokane Institute of Extended Learning
Union Pacific Railroad

July 2009 – June 2010
Trainees: 203

Spokane County

Grant: \$107,000
Spent: \$107,000
Match: \$155,801

The Union Pacific Railroad sought training in operational efficiency, communications and teamwork.

Being part of this powerful and critical industry is a personal honor and privilege. I am intently looking forward to the next phase and the continued relations between the UPRR and the Community Colleges of Spokane Thank you for the opportunity.

Jeff Tinsley
Safety Coordinator
Union Pacific Railroad

Outcomes:

- Training conducted by the industry specialist who was hired by the college for this project, led to a cost savings initiative that was taken on by the trainees. This initiative resulted in a savings to the company of \$73,000 annually.
- Using a process and efficiency measurement tool specific to the industry, the improvement in daily efficiency as a result of the training was measured at 700%.
- The college received modularized training curriculum that can be modified to meet the needs of other industries and clients.

**Tacoma Community College
Columbia Bank**

July 2009 – June 2010
Trainees: 143

Pierce County

Grant: \$47,100
Spent: \$47,100
Match: \$69,424

Columbia Bank operates banking offices located in Western Washington and plans to open new offices in the coming three years. To support growth, Columbia sought training for frontline staff to support a pipeline of new leaders within the organization. The training included leadership, problem solving, critical thinking, management essentials and supervision, and workplace communications.

The JPS grant provided a leadership development opportunity for our employees that would have otherwise not been possible. As a result of the program we employees have moved into positions with more responsibilities and been promoted into management roles. This program provided the skills and tools for employees to become confident in their abilities and challenge themselves to reach their highest potential. This program has been invaluable to our company.

Michael J. Nelson
VP, Director of Training and Education
Columbia Bank

Outcomes:

- The college created a tailored leadership development program for the banking industry that resulted in reduced time needed to groom qualified staff within the organization.
- Careful management of grant funds allowed for additional training to be offered to additional employees on the topic of customer service.
- Two promotions took place from the training group and more are expected or pending.
- The program resulted in college access to a pool of new instructors and subject matter experts.

**Tacoma Community College
Franciscan Health Systems**

July 2009 – June 2010
Trainees: 629

Pierce, Kitsap, and King Counties

Grant: \$64,700
Spent: \$64,700
Match: \$112,754

Franciscan Health Systems, a health care provider with multiple locations, sought to a build pipeline of leadership talent for long-term plans. A leadership development program was customized to meet the organization's specifications and delivered.

[O]ur nurses and therapists are highly trained and licensed in their particular craft... but in the area of leading clinical teams – it's not about technology The JSP allowed us to develop these skills in our front line staff in a time of shortened resources.

Bonnie Bush
Effectiveness Manager
Franciscan Health Systems

Outcomes:

- Fifty designated RNs and health care staff participated in the leadership program.
- In addition, workplace training was provided for 629 employees.

- Three promotions took place during the grant period. More are expected based on requisite skills, educational requirements, and experience.
- Pre and post assessments demonstrated improvements in skills as well as trainee confidence levels.

Wenatchee Valley College

Dolco Packaging

October 2009 – June 2010
 Trainees: 98

Chelan County

Grant: \$80,000
 Spent: \$73,166
 Match: \$85,692

Dolco Packaging, a manufacturer of polystyrene foodservice products, sought training in leadership, communication skills, and lean and manufacturing principles in order to remain competitive and retain jobs. Impact Washington delivered lean training.

The training ... though the JSP grant has had a huge impact. We have improved processes, decreased waste, and improved quality, ... however, the largest impact of all was on our employees ... and the overall focus on "one team one direction."

Danielle Fisher
Human Resources Manager
Dolco Packaging

Outcomes:

- Retention of trainees was 100% at the end of the grant period.
- Productivity and efficiency measures demonstrated improvements in changeover times, inventory reduction, and reduced downtime.
- The college established a long-term relationship for further training purposes.

Wenatchee Valley College

Paine Electronics

April 2010 – June 2010
 Trainees: 86

Douglas County

Grant: \$17,500
 Spent: \$17,156
 Match: \$29,470

Paine Electronics, a manufacturer of custom instrumentation and electronics, sought training for its entire workforce in the Theory of Constraints (managing bottlenecks). A Train the Trainer program was added to help deploy the training throughout the workforce in the future.

This Job Skills grant give the small business man an opportunity to level the field and compete with much larger companies that have the ability to budget [training] for new or proven concepts.

Tom Lenz
General Manager
Paine Electronics

Outcomes:

- Eight-six employees received training in order to improve the production process and position the company to retain market share and grow.

Yakima Valley Community College**Canam Steel, Inc.**

January 2010 – June 2010
Trainees: 46

Yakima County

Grant: \$13,200
Spent: \$8,480
Match: \$14,415

Canam Steel provides steel fabrication of structures, joists, decks, and bridges. The company sought training in technical skills for its production workers.

This training has assisted us with our growth plans. Since the beginning of the program, we have retained and promoted or transferred several incumbent workers, enabling us to hire approximately fifteen new employees. Our hire of new employees continues on a steady course.

Jesse Rodriguez
Human Resource Manager
Canam Steel

Outcomes:

- Training in blue print reading was delivered to 46 employees.
- Training allowed for retention and promotion plus the company was able to hire 15 new employees.
- Skills training added to employee potential and the possibility of wage increases within the company.

Yakima Valley Community College**Yakima Valley Farm Workers Clinic**

January 2010 – June 2010
Trainees: 16

Yakima County

Grant: \$155,100
Spent: \$146,717
Match: \$248,450

Yakima Valley Farm Workers Clinic continues the two year project of up-grading its nursing assistants to medical assistants. In addition to credit bearing classes the target audience benefited from additional support in language and study skills.

The benefits afforded to YVFWC are tremendous. At every level, from physician to patient, our ability to provide excellent care is positively enhanced through this program.

Yakima Valley Farm Workers Clinic

Outcomes:

- Wage increases come as YVFWC nursing assistants advance to positions as medical assistants.
 - Trainees advanced English skills, study skills and college readiness through addition support training and college services.
 - YVFWC will provide externships for future YVCC students.
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Section 6

2010-2011 Job Skills Projects at a Glance

Next Year's Report

As one of the state's few tools to address incumbent worker training, the Job Skills Program remains oversubscribed. To date thirty projects listed below have been funded for FY 2011. Remaining funds are currently being held for anticipated new plant openings in Moses Lake, Satsop, and Grays Harbor. Should those projects not materialize within this fiscal year, a waiting list of alternate projects stands ready.

JSP	College	Business	Grant Amount	Projected Match	# of Co's	Trainees
1	Bellingham Tech	Heath Tecna	\$168,700	\$344,080	1	137
2	Clark College	Xtremz	\$41,400	\$58,276	1	24
3	Green River CC	Charlie's Produce	\$84,600	\$18,800	1	359
4	Green River CC	Esterline Control Systems Korry	\$177,000	\$35,0174	1	288
5	Green River CC	Group Health	\$51,600	\$136,419	1	73
6	Green River CC	AS9100/ISO 9001 – Consortium (9)	\$92,700	\$117,074	9	63
7	Green River CC	Jamco America, Inc	\$82,500	\$107,303	1	126
8	Green River CC	North Star Ice Equipment	\$33,900	\$72,499	1	17
9	Green River CC	Six Sigma – Consortium (10)	\$120,900	\$171,670	10	35
10	Lake Wash. Tech	Aseptico International	\$30,700	\$51,066	1	40
11	Lake Wash. Tech	Data I/O	\$32,500	\$78,319	1	53
12	Lake Wash. Tech	Umbra Cuscinetti	\$32,000	\$110,126	1	50
13	Lower Columbia	Emerald Performance Materials	\$17,000	\$31,600	1	7
14	North Seattle CC	Serials Solutions	\$100,900	\$113,245	1	115
15	Pierce College	Carlson Paving	\$103,500	\$238,403	1	80
16	Pierce College	Composite Solutions	\$73,800	\$153,900	1	55
17	Pierce College	Mission Foods	\$100,000	\$134,688	1	225
18	Pierce College	Tactical Tailor	\$86,800	\$189,744	1	30
19	Pierce College	Tool Gauge Machine Works	\$89,800	\$123,766	1	86
20	Renton TC	Distant Lands Coffee	\$71,000	\$73,600	1	100
21	South Puget Sound CC	Providence Health & Capital Med.	\$124,800	\$722,446	2	100
22	South Seattle CC	Consortium: Long Term Care (14)	\$147,400	\$155,888	14	32
23	Spokane IEL	Aslin-Finch Company	\$30,000	\$42,455	1	80
24	Spokane IEL	Franz Bakery, Spokane	\$80,000	\$195,661	1	66
25	Spokane IEL	Inland NW Blood Center	\$77,500	\$146,293	1	172
26	Spokane IEL	Lloyd Industries	\$41,000	\$61,702	1	23
27	Spokane IEL	Sonderren Packaging	\$100,500	\$172,959	1	113
28	Tacoma CC	Green Mt Coffee Roasters	\$105,000	\$118,560	1	30
29	Walla Walla CC	Renaissance Marine Group	\$90,000	\$101,855	1	50
30	YVCC	Yakima Valley Farm Workers Clinic	\$138,400	\$195,712	1	44
		Totals:	\$2,525,900	\$4,255,356	61	2,673

