



# **2015-17 Job Skills Program**

July 1, 2015 - June 30, 2017

## **Progress Report to the Legislature**

December 2016

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## **Purpose of the Job Skills Program**

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 industry and educational institutions that 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 2013 ESHB 1247, which reads in part:

Beginning January 1, 2014, and every year thereafter, the college board shall provide the legislature and the governor with a report describing the activities and outcomes of the state job skills program.

At the time of the submission of this report, 18 of the 40 projects started in FY 2016 were still in progress and on schedule to be completed on or before the deadline of June 30, 2017. 19 projects were started in FY 2017, with additional funding round scheduled for projects' start date of January 1, 2017.

Along with the activities and outcomes of the completed projects, this report includes descriptions of the projects currently in progress. Outcomes of these projects will be updated at the end of FY 2017 and provided as part of next year's Report to the Legislature.

## **Program Funding**

The Job Skills Program (JSP) was funded at \$5,450,000 from the education legacy trust account for FY 2016 and FY 2017 of the biennium.

\$5,450,000 of the education legacy trust account - state appropriation is provided solely for administration and customized training contracts through the job skills program.

## **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 serves to develop the skills of new and existing workers, retain and grow living wage jobs, and help companies improve their competitiveness to strengthen Washington's economy.

### **Job Skills Priorities**

Strategic 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 serving areas where:

- there is a shortage of skilled labor to meet businesses' needs;
- upgrading employee skills is necessary to avoid layoffs;
- training incumbent workers for advancement creates new vacancies;
- new businesses or industry clusters need a skilled labor pool; and
- communities are struggling with high unemployment.

### **Shared Investments**

JSP is a dollar-for-dollar matching grant program, and at least 50% of training expenses are covered by the business through cash and/or in-kind payments. Businesses with reported Gross Business Income of less than \$500,000 are exempt from the dollar-for-dollar match. In the 2013-15 biennium, for every dollar of the state's investment, the private sector invested \$1.82. In the 2015-17 biennium the businesses are on track to contribute at the comparable rate.

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 pay substitutes to maintain production during training activities. Other in-kind employer contributions include materials, training supplies, management and supervisor time spent planning and coordinating the training, and specialized equipment contributed for training.

### **Workforce Training Customer Advisory Committee**

The State Board for Community and Technical Colleges utilizes the Workforce Training Customer Advisory Committee made up of representatives from business, labor, and public and private educational institutions to guide program decisions. A Job Skills sub-committee meets via conference calls to review, provide input, and recommend applications for Job Skills grants. Representatives of the Department of Commerce and the Workforce Training and Education Coordinating Board also participate in the review process.

## **PROJECT RESULTS AND PROGRAM DATA**

Each Job Skills project identified desired outcomes and provided information on those outcomes after the completion of training. Outcomes are unique to each project, quite varied, and often the complete results of training are not fully realized until well after the reporting period. Details on individual projects can be found beginning on page 7.

Due to the legislative change that allowed projects to continue from the first to the second year of the biennium, some of the projects started in FY 2016 have not been completed by this report's due date. Colleges and businesses have until June 30, 2017 to complete the training and spend JSP awards.

## 2015–2016 Job Skills Projects by Industry

Business Name	Industry	Grant Amount	# of Co's	Trainees
	<b>Manufacturing</b>			
Aerojet Rocketdyne	Aerospace	\$217,626	1	190
Aerospace Manufacturing Technologies (AMT)	Aerospace	\$52,050	1	122
AvTech Tyee, Inc.	Electronics/High Tech, Aerospace	\$123,600	1	144
Bellmont Cabinets	Wood/Paper Products	\$88,700	1	113
BodyPoint	Medical Devices	\$108,913	1	44
Cascade Gasket	Aerospace	\$63,000	1	87
CrunchPak	Food Processing	\$162,851	1	230
Cubcrafters	Aerospace	\$68,037	1	47
DCG One	Other: Displays, Commercial Printing, Packaging	\$74,989	1	88
DeLaval	Other: Milking Equipment	\$65,200	1	24
EKOS Corp	Medical Devices	\$89,700	1	55
Esterline Technologies Corporation	Aerospace, Electronics/High Tech	\$133,900	1	150
Fibro Corporation	Wood/Paper Products, Packaging	\$95,000	1	56
Hampton Lumber	Wood/Paper Products	\$77,588	1	29
Hexcel	Aerospace	\$155,100	1	200
Himalayan Dog Chew	Food Processing	\$49,500	1	36
HySecurity	Electronics/High Tech	\$118,800	1	58
Mega Machine	Other: Custom Fabrication	\$59,215	1	55
Moses Lake Industries	Chemicals	\$98,063	1	128
Northwest Motor Service	Other: Industrial Maintenance	\$55,000	1	18
Oxbo International	Harvesting Equipment	\$52,730	1	89
REC Silicon	Chemicals	\$142,165	1	351
Royal Window and Door Profiles	Wood/Paper Products	\$41,400	1	67
SAFE Boats International	Marine Vessels	\$58,934	1	50
Seaport Steel	Steel	\$98,471	1	35
Simpson Door	Wood/Paper Products	\$18,217	1	10
Spectralux Avionix	Aerospace, Electronics/High Tech	\$60,504	1	48
Takata Airbags	Chemicals, Automotive	\$150,673	1	181
Terex	Other: Aerial Lifts	\$150,780	1	160
Umbra Cuscinetti	Aerospace	\$50,432	1	27
<b>Subtotal for Manufacturing:</b>		<b>\$2,781,138</b>	<b>30</b>	<b>2892</b>
	<b>All Other Industries</b>			
Lineage Logistics	Transportation/Logistics	\$48,409	1	11
Northwest Hospitals	Hospitals and Clinics	\$28,181	1	73
Samaritan Health	Hospitals and Clinics	\$140,541	1	467
T&A Supply	Retail/Wholesale	\$84,900	1	60
The Part Works, Inc.	Retail/Wholesale	\$52,980	1	26
<b>Subtotal for All Other Industries:</b>		<b>\$355,011</b>	<b>5</b>	<b>637</b>

## 2015–2016 Job Skills Projects at a Glance (Cont.)

	<b>Consortia:</b>			
APICS Supply Chain Management	Manufacturing: Aerospace (4), Wood/Paper Products (1)	\$60,300	5	15
Oneonta Starr Ranch	Agriculture (1); Food Processing (1)	\$22,500	2	65
Property Management Consortium	Housing (2)	\$26,850	2	27
Six Sigma Consortium #1	Manufacturing: Aerospace (2), Wood/Paper Products (1), Food Processing (1); Hospitality (1)	\$52,800	5	11
Six Sigma Consortium #2	Manufacturing: Aerospace (4), High Tech (3), Food Processing (1)	\$49,200	8	15
<b>Subtotal for Consortia:</b>		<b>\$211,650</b>	<b>22</b>	<b>133</b>
<b>Totals:</b>		<b>3,347,799</b>	<b>57*</b>	<b>3662</b>

\* Duplicated count. Several companies engaged in multiple projects, including individual trainings and consortia participation. Unduplicated count is 51.

## 2015-2016 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 2015-16, all JSP applications were made through community and technical colleges.

### Distribution by Region

<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)	24	60%	1866	51%	\$1,993,139	59.54%
Balance of State – West	6	15%	225	6%	\$327,950	9.80%
Balance of State – East	10	25%	1571	43%	\$1,026,710	30.67%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>3662</b>	<b>100%</b>	<b>\$3,347,799</b>	<b>100%</b>

### Distribution by Employer Size

Employer Size by Number of Employees in Washington	Number Companies Served	Percent Companies Served	Number of JSP Trainees	Percent of JSP Trainees	Percent of Washington Workforce Employed in Same Size*	JSP Funding Awarded
Small (1-50)	6	11.76%	202	5.52%	39.53%	\$439,779
Medium (51-250)	22	43.14%	713	19.47%	26.43%	\$1,007,632
Large (251+)	23	45.10%	2747	75.01%	34.04%	\$1,900,388
<b>Total</b>	<b>51**</b>	<b>100%</b>	<b>3662</b>	<b>100%</b>	<b>100%</b>	<b>\$3,347,799</b>

### Distribution of Companies by Industry

Manufacturing 42 companies		All Other Industries 9 companies
13 - Aerospace	7 – Wood/Paper Products	2 - Healthcare
5 – Electronics/High Tech	3 - Chemicals	2 – Retail/Wholesale
4 – Food Processing	10 – Other Including: Medical Devices, Marine, Custom Fabrication, etc.	5 – Other Including: Housing/Real Estate, Transportation, Hospitality , Agriculture

\* Source: Washington Employment Security Department, 2015 Q1

\*\* 40 JSP projects engaged 51 individual companies (unduplicated count), including four JSP consortia projects that trained employees from 20 companies. Several companies participated in multiple projects.



## 2015–2016 Individual Project Descriptions and Outcomes

Forty projects were started between July 1, 2015 and June 30, 2016. Twenty two of them were completed by this report's submission date, and others are on schedule to be completed prior to the June 30, 2017 deadline. Following are brief descriptions of each project along with the number of trainees, state and business investments, and selected outcomes taken from the projects' final reports. Projects are listed in alphabetical order first by county and second by business name.

### 2015-2016 Completed Projects

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#### Big Bend Community College

##### Lineage Logistics

Trainees: 11

#### Grant County

Grant: \$48,409  
Spent: \$45,696  
Match: \$56,044

Lineage Logistics is a warehousing and logistics company that distributes fruits and vegetables to distribution centers and retail outlets. The company determined the need for their employees to obtain commercial driver's licenses (Class A) in order to continue providing transportation services to local potato processors.

#### Outcomes:

- All participants who have completed their training have passed their CDL tests and are now certified drivers.

*This Job Skills grant allows us to better serve our customers with certified truck drivers. With the newly obtained certifications we expect to see a heightened awareness around safety. As a company, having professional drivers will ensure our customers are receiving the highest level of service we can offer. The certification also allows us to position ourselves to take on new business that would require further travel than what we are currently doing.*

**Deb Langshaw**  
Compliance Manager  
Lineage Logistics

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#### Big Bend Community College

##### Moses Lake Industries

Trainees: 128

#### Grant County

Grant: \$98,063  
Spent: \$95,171  
Match: \$105,369

Moses Lake Industries (MLI) is a manufacturer of chemicals for the semiconductor industry. MLI and Big Bend Community College developed a training plan that included courses in Basic Chemistry for its Chemical Operators, as well as MS Office, Project Management, and Leadership training for operators, leads, and supervisors.

*The JSP grant has allowed us to expand our training program at MLI; it has been a blessing. We are a smaller company in Moses Lake with a pretty good in-house training program. However, the grant has allowed us to reach new levels of training for our employees [...] We have had great success with different courses. [...] We take great pride in providing our customers with exceptional customer service. In order to keep up with their needs, we all must continue to expand our knowledge. Training is one of the best ways to do that. We are extremely grateful for the grant and the opportunities it has provided.*

**Garrett Watkins**  
Copper Division Manager  
Moses Lake Industries

**Outcomes:**

- Turnover rate reduced from 13% to 6.4%
- Several temporary part-time employees expanded their skills and were hired for full-time permanent positions.

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**Big Bend Community College  
REC Silicon**

Trainees: 351

**Grant County**

Grant: \$142,165  
Spent: \$142,164  
Match: \$167,583

REC is a producer of advanced silicon materials, supplying high-purity polysilicon and silicon gases to the solar and electronics industries. A significant number of employees received promotions from production into supervisory roles, but were lacking fundamental supervision skills. In order to ensure the success of the new supervisors and to prepare production workers for advancement opportunities, the company identified a need for structured training that included Project Management, Supervision, Leadership, and other topics. Employees also received training in Electrical Energy Basics and Lean/Six Sigma.

***REC employees benefited greatly from the courses offered through this Job Skills grant. A large number of participants took part due to the variety of the topics offered. I can't say enough about the opportunities provided to our less experienced and future leaders through the offerings that focused on 'soft skills'. These specific areas are exactly what our employees have been seeking. Additionally, in our manufacturing industry, Lean and Six Sigma principles have been identified as essential in our efforts to improve efficiencies and eliminate waste. Delivering training to assist in building a stronger and broader understanding of these principles to our employees is viewed as an important part of our path forward.***

**Barb Shimek  
Human Resources Manager  
REC Silicon**

**Outcomes:**

- 22 employees were promoted to positions of higher responsibility. REC expects 13 additional promotions by the end of 2016.
- Lean principles are being successfully integrated into the organization.
- Energy-related injuries reduced from 5 per year to 0 in 2015-16.

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**Big Bend Community College  
Samaritan Healthcare**

Trainees: 467

**Grant County**

Grant: \$140,541  
Spent: \$115,122  
Match: \$117,755

Samaritan Healthcare (hospital and clinics) received a grant for a comprehensive training in nursing skills, patient safety, Lean, and other topics. The goals of the project included internal growth for its employees, cost reduction, staying current on care, and improving customer satisfaction.

*The JSP grant has been extremely beneficial for our hospital. We were able to bring in speakers and education that we would not otherwise have been able to afford. The grant helped us provide education and training to all levels of staff at Samaritan.*

**Becky DeMers  
Chief Quality Officer/Chief Operations Officer  
Samaritan Healthcare**

**Outcomes:**

- Improved efficiency in hiring new employees. 82 new hires joined the hospital during the grant period.
- Turnover rate decreased from 12% to 9.2%.
- Percentage of patients seen in less than 10 minutes improved from 20.8% to 85.3%, exceeding the pre-training goal of improving the rate to 70%.
- Customer satisfaction improved from 35% to 56.7%.
- Quality improved from 14.31% harm rate to 13.59%.

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**Big Bend Community College  
Takata Airbags**

Trainees: 181

**Grant County**

Grant: \$150,673  
Spent: \$150,673  
Match: \$171,476

Takata Airbags is a supplier of safety parts to the auto industry. Company's Moses Lake plant employs over 500 people in airbag manufacturing and testing. Due to new product demands brought on by the large scale recall, the company was in need of training for its new hires in assembly and propellants. Training in Chemistry and Supervision was also requested.

*The JSP grant made it possible to bring college-level chemistry instruction to the facility. The onsite location and schedule made the course amenable to prospective students.*

**William Osborne  
EHS Manager  
Takata**

**Outcomes:**

- 93 new employees were hired during the course of the grant; 15 Lead positions were filled.
- Turnover rate was reduced from 3.3% to 2.5%
- Training provided professional growth opportunities and wage progression for the participants: 6 operators were promoted to Lead. 6 employees promoted from Lead to Supervisor. 53 new Operators progressed to the Operator 2 level. Employees promoted from Operator 1 to Operator 2 received a wage increase from \$13.87/hr. to 16.33/hr.

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**Grays Harbor College**  
**Simpson Door**

Trainees: 10

**Grays Harbor County**

Grant: \$18,217  
Spent: \$15,450  
Match: \$27,644

Simpson Door designs and fabricates interior and exterior doors for commercial and retail markets. The company employs 210 at its McCleary site and determined a need to develop a cohesive training program in Leadership and Supervision for its employees. The training focused on developing their existing employees into supervisory positions and enhancing the skills of current supervisors.

*Staying competitive requires many approaches. A key approach is to upgrade the skills of employees. With the recent doubling of our frontline supervisors the JSP grant enabled us to provide essential leadership and supervisor skill training to help build a stronger team [...] Simpson Door continues to rely on the strong partnership with Grays Harbor College as we continue with the skill development of our employees.*

**Tanya Dierick**  
**Director of HR, Compliance and Risk**  
**Simpson Door**

**Outcomes:**

- 4 employees promoted to higher levels of responsibility.
- Wage progression for participants ranged from 3% to 17% after the training.
- Trainees improved skills in conflict management, employee evaluation, decision making, and planning and time management.

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**Green River College**  
**Bellmont Cabinets**

Trainees: 113

**King County**

Grant: \$88,700  
Spent: \$86,897  
Match: \$92,253

Bellmont Cabinets is a manufacturer and wholesaler of cabinetry. The focus of the training has been Lean, computer skills, leadership, and supervision.

*We here at Belmont have really enjoyed seeing our employees get the opportunity to expand their skill set with Green River and their excellent instructors. Every time we complete a course, someone comes to me expressing their gratitude for developing skills beyond our day to day duties. The largest impact we have seen here at Belmont is that our culture has become a culture of growth, not only for the company but for our employees and their personal growth as well.*

**Tyson Young**  
**Production Manager**  
**Bellmont Cabinets**

**Outcomes:**

- Production increased by 5.4% from 520 cabinets per day to 550.
- Achieved a 42% improvement in rework.

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**Seattle College District**  
**Bodypoint**

Trainees: 44

**King County**

Grant: \$108,913  
Spent: \$107,499  
Match: \$143,974

Bodypoint is a wheelchair postural support device manufacturer, located in Seattle's urban core. The company is venturing into international markets and seeking ISO certification. Because the majority of Bodypoint's workforce consists of non-native English speakers, the training project included technical courses taught with the ESL emphasis. Students received training in advanced manufacturing, computer applications, blueprint reading, measuring, ISO, and Lean.

*The Kaizen teams created numerous efficiencies sufficient for Bodypoint to achieve their business plan this year. We have trained our workforce in Lean principles, which will support our company's efforts going forward.*

**Susan Kost**  
**Director of Business Operations**  
**Bodypoint**

**Outcomes:**

- As the result of the training, Bodypoint received ISO certification effective October, 2016. The company anticipates that expansion into international markets with increase growth by 30%.
- Employees skill enhancement and overall process improvement result in quality improvement with expected savings of \$400,000.

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**Green River College**  
**Cascade Gasket**

Trainees: 87

**King County**

Grant: \$63,000  
Spent: \$62,404  
Match: \$101,407

Cascade Gasket specializes in non-metallic seal, gasket, and clamp block parts for the aerospace industry. Its major customers include Boeing, Spirit, and AMT. The company and the college utilized JSP funds to create a training program for current and new employees through Training within Industry model (TWI), and to develop employees' skills in geometric dimensioning and tolerancing, project management, computer operations, customer service, and Lean.

*Cascade Gasket feels that training is essential for our organization's success. We hope the training that is offered to employees will not only give them the essential tools to achieve their goals, but also help with employee retention.*

**Jill Soria**  
**HR Manager**  
**Cascade Gasket**

**Outcomes:**

- 11 employees (5% of total headcount) were promoted to higher level positions.
- New employee training program enabled the company to fill vacancies (9) that previously went unfilled due to lack of qualified candidates.
- Average wage for production employees increased from \$13.71/hr. to \$15.04/hr.

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**Seattle College District**  
**DCG One (Phase 1)**

Trainees: 88

**King County**

Grant: \$74,989  
Spent: \$74,989  
Match: \$108,477

DCG One provides commercial printing, direct mailing, IT/web design, and other promotional services. The company has grown quickly in the last two years, consolidating four companies, and adding 80 new hires through the acquisition. Now employing 270, DCG One has incorporated this project into their strategic plan and has identified the training as a tool for improvement and stabilization, as well as professional growth for shop employees.

*When we received our grant from SBCTC for the Job Skills Program, we were very excited about the positive impact it could have on our company. But after completing Phase 1 of Lean Training and Implementation, I can honestly say that the results have far exceeded our expectations. Not only have we seen dramatic financial returns through waste reduction and reorganization, but our employees who were trained have truly learned the skills that will have a positive impact on our company and their professional lives far into the future.*

**Terry Storms**  
**CEO**  
**DCG ONE**

**Outcomes:**

- 13 new hires were added.
- Reduced bottlenecks by 96%
- Increased throughput by 30% or 225K per month.
- Achieved 82% reduction in lead time, improving on-time delivery from 75% to 96%.

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**Green River College**  
**EKOS Corporation**

Trainees: 55

**King County**

Grant: \$89,700  
Spent: \$86,881  
Match: \$126,189

EKOS Corporation pioneered the development and the clinical application of ultrasound accelerated thrombolysis, used for the treatment of vascular thrombosis. The company requested funding for Six Sigma training to improve their manufacturing capabilities.

*Our trainees now have refined analytical skills to identify root causes and execute detailed improvement plans, with a common language. The JSP grant allowed us to train more individuals than we would have otherwise. In addition, trainers were very knowledgeable and experienced, adjusting their pace to meet our specific needs.*

**Mike Wolniewicz**  
**VP of Engineering**  
**EKOS Corporation**

**Outcomes:**

- Employee headcount increased from 175 to 226
- Trainees enhanced skills in statistics, including regression, designed experiments, and product reliability analysis.
- Defects reduced by 50%.

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**Seattle College District**  
**Northwest Hospital & Medical Center**  
Trainees: 73

**King County**  
Grant: \$28,181  
Spent: \$23,469  
Match: \$28,232

Northwest Hospital and Medical Center offers services ranging from primary to highly specialized care. The hospital was looking to integrate ESL and computer training to prepare its non-native English-speaking employees for new electronic medical records (EPIC) roll out. The training used methodology similar to that employed in the state’s highly successful I-BEST (Integrated Basic Education and Skills Training) model, when basic skills and technical skills instructors are co-teaching.

**Outcomes:**

- 3 employees received an opportunity to transfer to higher – level positions
- Overall patient satisfaction increased from 73% to 79%.
- 100% of housekeepers are using computers to access EPIC on daily basis.
- Room turnover times have decreased and patient admission times from the Emergency room have decreased as the result of housekeeper’s effective use of technology in the workplace.

*Through an exceptional partnership with SEIU 1199 Training Fund, Literacy Source, and Seattle Community Colleges, Northwest Hospital was able to access a Job Skills grant to provide employees a comprehensive 22 hour computer literacy training course that not only allowed Environmental Services staff to successfully implement EPIC, and also enriched them with a new skill set that could assist them in further developing their careers and positively impacting their lives.*

**Juan Escalante**  
**Director of Environmental Services**  
**Northwest Hospital**

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**Green River College**  
**T&A Supply Company**  
Trainees: 60

**King County**  
Grant: \$84,900  
Spent: \$79,709  
Match: \$190,078

T&A Supply Company markets and distributes flooring and floor installation accessories to dealers, lumber yards, home improvement retailers, designers, and other customers. The company is transitioning from distribution-only to manufacturing of their own flooring brand. With growth and expansion they have found a need to streamline production and distribution. Additionally, 15% increase in employee headcount creates a need for training for new supervisors.

**Outcomes:**

- Sales increased by \$606,000 during the course of the training.
- Savings of \$1,116,400 are attributed to the Kaizen events.

*The benefits and impacts the Job Skills grant has had on T&A Supply company are plenty [...] We have completely rearranged our manufacturing of flooring samples to help reduce redundancy. With the right people in the room we were able to identify gaps which required new hires to help bottlenecks and slowdowns [...] Being able to effectively look at the process and reduce the number of errors was a key takeaway from the lean events.*

**Mary Strecker**  
**Operations Manager**  
**T&A Supply Company**

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**Seattle Colleges**  
**The Part Works, Inc.**

Trainees: 26

**King County**

Grant: \$52,980  
Spent: \$51,900  
Match: \$56,978

The Part Works, Inc. is a supplier of plumbing and industrial repair parts. The company employs 26 workers and competes with large out-of-state retailers for business. The Part Works' prime advantage is the staff's expertise and technical knowledge related to their products. The company, however, needed to establish processes and structures to serve their customers more accurately and efficiently.

**Outcomes:**

- Two new positions were created and filled
- Sales increased by 8.2%

*We were losing customers at a consistent rate. The ERP system was wasting labor by the hour and in some positions by as much as 30% as well costing in PR and cancelled orders due to lost orders. As a result of Lean training we are now poised for growth and morale and teamwork have improved significantly.*

**Oly Welke**  
**Sales and Marketing Manager**  
**The Part Works, Inc.**

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**Seattle Colleges**  
**Umbra Cuscinetti**

Trainees: 27

**King County**

Grant: \$50,432  
Spent: \$50,432  
Match: \$115,607

As a tier one supplier to Boeing, Umbra Cuscinetti designs and produces aerospace and industrial screws, ball bearings, and other precision-movement products. Umbras' goal for participation in the JSP training was to improve capacity, realize their strategic planning objectives, and grow.

**Outcomes:**

- A key customer complaint was resolved with the visibility gained in the Kata management process. This allowed the company to grow, rather than continue to spend energy working on non-value added activities for the customer.
- Delivery times reduced, product is 0 days late to customers, down from 42 days late.

*The training provided through the JSP grant was invaluable to a fundamental shift in the way Umbra Cuscinetti runs its business. The training enabled us to reduce cost through behavioral change catalyzed by data driven metrics and champion our manufacturing floor toward a more efficient, safe, and productive environment. We are seeing an immediate impact in the leadership development of our people, finding more opportunities for our employees to take ownership of the business and drive results.*

**Jennifer Mazur**  
**HR Specialist – Training and Development**  
**Umbra Cuscinetti, Inc.**



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**Tacoma /Pierce /Clover Park Colleges**  
**SAFE Boats International**

Trainees: 50

**Pierce County**

Grant: \$58,934  
Spent: \$57,753  
Match: \$77,591

SAFE Boats International manufactures vessels for military, law enforcement, fire and rescue, and other agencies. The training request consisted of three certification courses: Marine Electrical, Marine Corrosion, and Marine Systems. Upon completion of each course, participants sat for an exam to earn a 5-year industry credential.

**Outcomes:**

- Turnover was reduced from 12 (quarterly) to 5, exceeding the pre-training goal.
- Quality increased/number of defects reduced by 25%
- 41 participants were certified by ABYC.

*SAFE Boats International has greatly benefited from this training. In the marine industry it is difficult to find individuals who have American Boat and Yacht Council (ABYC) specific training. By achieving this grant, and by being able to put a portion of our technicians, installers, and supervisors/managers through this training, our customers have the greatest benefit. Not only will our boats have highly skilled individuals producing them, but also our technicians that fly around the world completing the maintenance work on these boats, will possess a larger skill set to be able to accomplish their missions in a timelier, more cost-effective manner*

**Danielle Tudor**  
**Human Resources Manager – Tacoma Facility**  
**SAFE Boats International**

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**Cascadia College/Everett Community College**  
**Aerospace Manufacturing Technologies (AMT)**

Trainees: 122

**Snohomish County**

Grant: \$52,050  
Spent: \$52,050  
Match: \$66,210

AMT is a producer of structural parts for the leading original equipment manufacturers in the large business and regional jet markets. AMT was seeking training in MS Excel and Geometric Dimensioning and Tolerancing (GD&T) for over a hundred employees with the goals of increasing inspection skills, leading to better retention and promotion, as well as increases in efficiency and savings.

*The benefit to our employees is that they feel valued that AMT is investing in their skillset and their future. Many people share with me how they can now do their job with more skill and more efficiency with what they learned in the training. These skills make our employees more valuable and therefore increase their earning potential.*

**Matt Washburn**  
**Training Manager**  
**Aerospace Manufacturing Technologies**

**Outcomes:**

- Increased retention by 6%, meeting the goal.
- Achieved savings of \$12,000 per year through more efficient inspection.
- Added eleven new hires to the team, and expect to hire fifty additional employees.

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**Green River College/Everett Community College**  
**Himalayan Dog Chew**

Trainees: 36

**Snohomish County**

Grant: \$49,500  
Spent: \$49,410  
Match: \$51,471

Himalayan Dog Chew is a small but growing Mukilteo business that distributes its products (dog chews, treats, and toys) to about 5,000 retailers nationwide. The company requested funding for Six Sigma Green and Yellow Belt, Supervisory Team Lead, Statistics, ESL for Manufacturing, and other courses to increase quality and efficiency and to become more competitive in the pet treat business.

*The Job Skills Program has enabled our company to give opportunities and accomplishment to our employees that otherwise would have not been able to advance their knowledge and skills. Our employees have gained a renewed sense of teamwork and understand the importance of continuous improvement due to the Six Sigma courses they have completed. Overall, the Job Skills Program is a great way to bring people, companies, and communities together to grow and evolve.*

**Samantha Bryant**  
**Human Resources Manager**  
**Himalayan Corporation**

**Outcomes:**

- 7 new hires joined the company during the course of the training, increasing company size from 48 to 55 employees.
- Reduced waste by 5% by applying Lean principles to production.

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**South Puget Sound Community College**  
**Mega Machine**

Trainees: 55

**Thurston County**

Grant: \$59,215  
Spent: \$55,399  
Match: \$80,015

Mega Machine is located in Tumwater, WA and produces parts for overhead cranes, as well as other components per customer specifications. The company has reached capacity in its facility and in order to reach production goals and order timelines, they needed to increase efficiency. Mega Machine requested training in value stream mapping and lean principles to address waste reduction, improve process flow, reduce costs, and improve quality.

*As it turned out this training came at a transitional time and we are pleased with the results. A major customer cancelled a contract forcing us to lay off some employees. With the support of SPSCC and Impact Washington, the process improvements achieved are supported by new SOPs that will help us as we build our business with current and new customers. We have rehired 2 employees and plan to rehire others as our business improves.*

**Larry Lasmanis**  
**Owner**  
**Mega Machine**

**Outcomes:**

- Reduced lead time from 48 to 5 days, resulting in significant improvement in on time deliveries.
- Developed a New Work Order Release process resulting in 30% improvement in efficiency by establishing documented process requirements.
- Developed on-the-job training for new hires for CNC Mills and Lathes Operators.

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## Consortia Projects

Training consortia help maximize the benefit of the state's investment by bringing together a small number representatives from several companies to receive training in Lean, Six Sigma, ISO, and other topics. Training participants also receive train-the-trainer preparation, to support the trainees in the further deployment of the newly developed expertise with their respective companies.

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### Oneonta Starr Ranch Consortium: Custom Apple Growers, Custom Apple Packers

Wenatchee Valley College

Trainees: 65

#### Chelan County

Grant: \$22,500

Spent: \$22,500

Match: \$27,146

Oneonta Starr Ranch and Custom Apple Packers integrate growing, packing, and shipping operations for apples, cherries, stone fruit, and other conventional and organic crops. Employees participated in the training project that focused on leadership and personnel management for front line supervisors, many of whom have not had formal education in these areas. Upon completion of the training, supervisors are able to demonstrate ongoing improvement and increased confidence in leading, coaching, and communicating with employees.

*I couldn't place a dollar amount on the value of the leadership trainings we've received through the JSP grant. Our first-line supervisors and managers are performing at a new level entirely.*

**Anne Guerrero**  
**Human Resources**  
**Oneonta Starr Ranch**

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### Six Sigma Consortium # 1:

#### A&G Machine, Graphic Packaging, Schwartz Brothers, Starbucks, Toray Composites

Green River College

Trainees: 11

#### King & Pierce Counties

Grant: \$52,800

Spent: \$52,689

Match: \$75,770

Participants in the consortia received Six Sigma Black Belt training, supplemented by Statistical Functions in Excel and Train-the-Trainer. Participants received training in principles of Six Sigma Black or Green Belt training, and brought their expertise back to their companies to create teams and guide Six Sigma projects with the goals of enhancing the LEAN production techniques already in place, improving bottom line, and increasing customer satisfaction. All companies involved in the training had limited experience with LEAN/Six Sigma, and are committed to continuous improvement as part of their overall business strategy. Individual outcomes for each company vary.

*Three associates from my company, which manufactures composite material, recently attended the Six Sigma Green/Black Belt classes to further our understanding of statistics, reliability, and to assist in solving some of the defect, optimization, and reliability problems experienced by various departments. The Six Sigma instructor provided in-depth explanations of how, when, and why, enabled the students to go beyond the use of the tools and move forward with the working knowledge of the Six Sigma material.*

**Mark Haller**  
**Toray Composites**

**APICS Supply Chain Management Consortium:  
Cadence Aerospace, Toray Composites, Cascade Gasket,  
Weyerhaeuser, Hexcel Corporation  
Green River College**

Trainees: 15

**King County**

Grant: \$60,300  
Spent: \$54,696  
Match: \$87,145

Five companies formed a consortium to receive cost-effective training in supply chain management and logistics. The training was aimed at improving the skills of employees involved in procurement, management, and disposition of all of the materials that companies need in order to make their products. In addition to learning these critical skills, the program gives each student the opportunity to take five APICS exams, resulting in the awarding of the nationally recognized CPIM credential (Certified in Production and Inventory Management).

*APICS training has been virtually non-existent in the South Puget Sound region. While there was a class offered along the way here and there, it was never possible for an employee to attend a full series of APICS classes in a timely, organized fashion, making it nearly impossible to master the APICS CPIM certification. We had 4 employees attend the training and the value to our organization is intangible. The individuals who attended the classes make daily decisions that impact cost, quality, and schedule. Having a broader understanding of supply chain, and value stream, as well as terminology and techniques, will greatly impact their ability to make more educated decisions on a daily basis.*

**Janie Vigil**  
**Cadence Aerospace**

**Property Management Consortium:**

**Coast Real Estate Services, Quantum Management  
Everett Community College**

Trainees: 27

**Snohomish County**

Grant: \$26,850  
Spent: \$22,793  
Match: \$50,741

This partnership between Everett Community College and two property management companies involved training unemployed adults living in transitional housing. A cohort of eighteen students enrolled at the college for a 19-credit Certificate in Property Management. Participants completed 15 credits of coursework and a 100-hour internship worth 4 credits. Participating employers developed, conducted, and supervised the on-site training. All credits earned during this training can be applied towards an Associate in Business degree. 18 of the participants became employed by the business partners, earning on average 14.00/hr., plus housing benefits, such as free or reduced rent. 20% have been promoted within first 6 months from hire.

*Our company benefited by working with the diverse population of interns and seeing them each grow and increase their job skills in our corporate office and at our sites. They enriched our professional lives by seeing them gain confidence and knowledge in our unique industry. We had the opportunity to hire because of this program and they have become valuable members of our team, providing positive impact on others.*

**Jeanne M. Van Tighem, CPA**  
**Controller**  
**Quantum Management Services, Inc.**

## 2015-2016 Projects in Progress

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**Wenatchee Valley College**

**CrunchPak**

Trainees: 230

**Chelan County**

Grant: \$162,851

CrunchPak is the largest US supplier of sliced apples to grocery chains and restaurants. The company employs close to one thousand people in Cashmere, and is one of the largest year-round employers in the area. As the business is expanding and adding more shifts, CrunchPak identified needs in training employees in English, workplace Spanish, and Lean.

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**Wenatchee Valley College**

**Fibro Corporation**

Trainees: 56

**Chelan County**

Grant: \$95,000

Fibro Corporation manufactures packaging for the food industry from recycled paper, such as egg cartons. Fibro's largest client is Wilcox Farms, a recent JSP recipient. The company employs 55 in Wenatchee and has experienced difficulties finding employees with a sufficient level of manufacturing skills in the Wenatchee Valley area. This project will train Fibro's current employees in continuous improvement methodology.

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**Lower Columbia College**

**Northwest Motor Service**

Trainees: 18

**Cowlitz County**

Grant: \$55,000

Currently employing 18 in Cowlitz County, Northwest Motor Service is in the process of building a larger facility with the capacity to handle large projects, increase business, and add employees. The company has identified the need to implement Lean culture throughout the organization.

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**Cascadia College/Everett Community College**

**Aerojet Rocketdyne**

Trainees: 190

**King County**

Grant: \$217,626

Aerojet Rocketdyne employs over 500 people at its Redmond facility in small liquid engine manufacturing and liquid propulsion systems development. The company requested training in multiple areas from engineering and project management to assembly in order to improve efficiencies, reduce waste, and streamline supply chains. Courses in Lean Six Sigma, ASQ certification, APICS, IPC certifications for soldering, inspection, and wire cable harness assembly, as well as blueprint reading, electronics, and root cause analysis are part of the training plan.

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**Green River College/Skagit Valley College**

**Hexcel**

Trainees: 200

**King County/Skagit County**

Grant: \$155,100

Hexcel is a major supplier to the aircraft structures and interiors market for commercial and military aircraft. The company has experienced rapid growth, but tight aerospace labor market in Western Washington created the need for a comprehensive training program for new and incumbent workers. Hexcel partnered with Green River and Skagit Valley Colleges to provide manufacturing (general manufacturing, assembly, composites, and

lamination) training to 150 new employees, as well as supervision and lead training for 50 of its incumbent workers.

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<b>Green River Community College</b>	<b>King County</b>
<b>HySecurity</b>	Grant: \$118,800
Trainees: 58	

HySecurity, a designer and manufacturer of gate operators, requested funding for Lean training, as well as SharePoint, Excel, and leadership classes. The company is constrained in their ability to hire new workers and expand due to limitations in their physical space within their plant. Streamlining the process and freeing up floor space would allow them to expand production capacity, bring previously outsourced functions, such as inventory management, in-house, and hire new employees.

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<b>Cascadia College/Everett Community College</b>	<b>King County</b>
<b>Genie-Terex</b>	Grant: \$150,780
Trainees: 160	

Genie-Terex is a manufacturer of small portable material lifts with locations in Redmond and Moses Lake. The company requested training in Geometric Dimensioning and Tolerancing and ESL for Manufacturing for 166 of its employees.

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<b>Cascadia College/Everett Community College</b>	<b>King County</b>
<b>Spectralux Avionix</b>	Grant: \$60,504
Trainees: 48	

Spectralux Avionix employs 81 in manufacturing of flight deck electronics and data communications for commercial and private airplane manufacturers. Through previous Lean training, Spectralux has been able to significantly improve their quality rating, but further improvement is necessary. This JSP project includes courses in Six Sigma, ESL for Manufacturing, Statistics, and Project Management.

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<b>Green River Community College</b>	<b>King/Pierce/Snohomish Counties</b>
<b>Six Sigma Consortium # 2: Skills, Inc, Starbucks, Aero Controls, Microscan,</b>	Grant: \$49,200
<b>Toray Composites, Aiphone Corporation, Cadence Aiospace, Zetec, Inc.</b>	
Trainees: 15	

Eight manufacturers, representing aerospace, food, and high-tech manufacturing, sought JSP funding to train their employees in the principles of Six Sigma. Training in Black Belt, statistical analysis, and train-the-trainer, is part of this project.

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<b>Centralia College</b>	<b>Lewis County</b>
<b>Hampton Lumber</b>	Grant: \$77,588
Trainees: 29	

Hampton Lumber, a high volume timber mill, is seeking training for 29 employees in Lean Manufacturing and Industrial Automation, with the main objective of improving production quality by reducing defects in sawmill, kiln, planner, sorting, and grading departments.

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**Skagit Valley College**  
**DeLaval**

Trainees: 24

**Skagit County**  
Grant: \$65,200

DeLaval is a manufacturer of milking equipment to the dairy industry. The company employs 50 in Mount Vernon. DeLaval requested funding to train its employees in Lean Manufacturing concepts and leadership. Several employees were recently promoted from operations to front-line leadership positions, and the company wants to ensure that new supervisors are effective in their new roles. Lean training will reduce costs, lead time, and non-value added steps.

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**Green River College/Everett Community College**  
**AvTech Tye, Inc.**

Trainees: 144

**Snohomish County**  
Grant: \$123,600

AvTech Tye, Inc. designs, develops, and manufactures electronic systems for the aerospace industry. The company has requested the following types of training: electrical soldering and machine operation for assembly employees, project management and computer training, and leadership skills for new supervisors.

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**Community Colleges of Spokane**  
**Seaport Steel**

Trainees: 35

**Spokane County**  
Grant: \$98,471

Seaport Steel, a Seattle-based manufacturer, is opening a location in Spokane. The company is requesting training for new employees, and a skills upgrade for the incumbent workers at both Seattle and Spokane locations. The comprehensive training plan includes training on laser-cutting machinery, metallurgy, ISO standards, Word, Excel, and Eniteo software, HEM saw, and soft skills.

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**Green River Community College/Everett Community College**  
**Esterline Technologies Corporation**

Trainees: 150

**Snohomish County**  
Grant: \$133,900

Esterline Technologies Corporation produces human machine interface hardware, software, and electronics for primary domestic and foreign aerospace markets. The company determined the need to upgrade the skills of their electronic assembly technicians. The largest share of the award is to train and certify employees in the industry standard for electrical assembly.

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**Green River Community College/Everett Community College**  
**Royal Window and Door Profiles, Plant 14**

Trainees: 67

**Snohomish County**  
Grant: \$41,400

Royal Window produces extrusions for window and door manufacturers. The need for training was determined in response to the company's recent growth, high turnover rate, and lack of standardized training for leads and supervisors. Training in quality control, workplace communication, Training-within-Industry (TWI), and supervisory courses are expected to lead to improved quality, reduced attrition, and increased promotional opportunities for the participants.

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**Bellingham Technical College**

**Oxbo International**

Trainees: 89

**Whatcom County**

Grant: \$52,730

Oxbo International develops, manufactures, and distributes agricultural harvesting equipment for food processing markets. The company requested assistance with funding for training in ISO 9001 and Lean in order to upskill employees in continuous improvement methodology, reduce defects, and improve delivery times. Oxbo estimates that the efficiencies gained through this training will lead to 3% increases in wages, as well as lead to promotions for its production staff.

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**Yakima Valley College**

**Cubcrafters**

Trainees: 47

**Yakima County**

Grant: \$68,037

Cubcrafters, a manufacturer of light sport aircraft, employs 153 in Yakima. The company is in need of mid-level managers with aviation manufacturing experience, as well as production employees who understand lean manufacturing concepts. The goal of courses in Lean, supervisory training, and project management is to aid in reducing turnover, improving productivity, and to expand the skills of the existing workforce, thus increasing sales and leading to new hiring in order to meet production demands.



## 2016–2017 Job Skills Projects at a Glance

### Next Year's Report

As one of the state's few tools to address new and incumbent worker training, the Job Skills Program remains in strong demand. As of December 2016, nineteen projects listed below were awarded funding for FY 2017.

	College	Business	Grant Amount	# of Co's	Trainees
1	Big Bend Community College	McCain Foods	\$158,661	1	255
2		Takata Airbags	\$86,750	1	143
3	Cascadia College	Aerospace Manufacturing Technologies (AMT)	\$175,248	1	225
4		Damar Aerospace	\$92,430	1	49
5	Grays Harbor College	Simpson Door	\$66,884	1	21
6	Green River Community College	Cascade Gasket	\$76,400	1	68
7		Lean Consortium	\$88,100	3	74
8		Natural Factors	\$59,700	1	148
9		Six Sigma Consortium	\$48,900	7	21
10		SNBL	\$63,100	1	87
11		Tri-Tec	\$83,300	1	30
12	Lower Columbia College	Lean Consortium	\$41,490	6	18
13		O-I Kalama	\$35,500	1	26
14	Seattle Colleges	Composite Solutions	\$90,740	1	90
15		DCG One	\$96,253	1	94
16		ISO Consortium	\$90,500	9	32
17		Qualitel	\$92,000	1	30
18	Tacoma Community College	SAFE Boats	\$104,930	1	81
19	Community Colleges of Spokane	AccraFab	\$50,000	1	165
			<b>\$1,600,886</b>	<b>40</b>	<b>1657</b>