Q2 EVENT & TOUR

TRAIN & DEVELOP

YOUR FUTURE MFG. WORKFORCE
THANK YOU TO OUR SPONORS

WorkOne Southwest

AXIOM™
Marketing • Advertising • Interactive

IVY TECH COMMUNITY COLLEGE
PURPOSE STATEMENT

To work collaboratively to create a vibrant and attractive manufacturing environment in Southwest Indiana that results in improved revenue and profitability and an increase in manufacturing sector jobs.
EXECUTIVE COMMITTEE

Chris Brack – Vice Chair
President
George Koch Sons, LLC

Shannon Brewer, CPA
Vice President
Harding, Shymanski & Co., P.S.C.

John Burant – Chair
Vice President, Innovation
Flanders

Stephani Catt
Vice President, Operations
Uniseal, Inc.

Dave Conner
CFO
Anchor Industries, Inc.

Tim Dolletzki
Central Services Manager
Alcoa Warrick Operations

Thad Goings
GM, Assembly and Conveyence
Toyota Motor Manufacturing, Indiana, Inc.

Jim Heck
Executive Director
Grow Southwest Indiana Workforce

Joe Castrale
GM, Mt. Vernon Site
SABIC

Matthew Nix – Peer Group Chair
Owner
Nix Companies

Matt Weinzapfel
Vice President, Engine Manufacturing
Jasper Engines & Transmissions

#tsmaleadership
Workforce/Talent Development & Shared Learning Overview

Tim Hayden
Vice President & COO, Southwest Indiana Chamber

www.swinchester.com/tri-state-manufacturers-alliance
Jasper Engines & Transmissions
Leadership Training

Mark Balsmeyer  Lean Director
Kate Schwenk  Human Resources Generalist

#tsmaleadership
Current Training Programs

The Who, the What, and the How
JET Leadership Development History

- Toyota Model
- Change development paradigm
- Find candidates/JLC
- Improve soft skills/DP
- Build Lean knowledge/LTM
- TL/GL DOJ
- Succession Planning
Team Leader Checklist

- First step towards leadership
- 6 Months of Training/Classes
- Hands on and Technical training for TL Position
- Coordinated by People Services, classes taught by JASPER SMEs
<table>
<thead>
<tr>
<th>Introduction to Program</th>
<th>People Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>Safety Team</td>
</tr>
<tr>
<td>Associate Relations</td>
<td>People Services</td>
</tr>
<tr>
<td>Special Order Form</td>
<td>Purchasing Associate</td>
</tr>
<tr>
<td>ESOP/401K</td>
<td>CEO</td>
</tr>
<tr>
<td>Infinity</td>
<td>Production Support Division Manager</td>
</tr>
<tr>
<td>Tank Titration and Chemical Usage</td>
<td>Environmental Manager</td>
</tr>
<tr>
<td>Book Review - It's Your Ship</td>
<td>Gas Engine/Transmission Division Manager</td>
</tr>
<tr>
<td>Big Picture Thinking</td>
<td>Gas Engine/Transmission Division Manager</td>
</tr>
<tr>
<td>Business Financial Literacy</td>
<td>Accounting Associate</td>
</tr>
<tr>
<td>JPS</td>
<td>Lean Manager</td>
</tr>
<tr>
<td>JPS - (Lunch is Provided)</td>
<td>Lean Manager</td>
</tr>
<tr>
<td>Maintenance 202</td>
<td>Kent Buechler</td>
</tr>
<tr>
<td>Maintenance 203 and OM Program</td>
<td>Maintenance Manager</td>
</tr>
<tr>
<td>Audits - QMS 201</td>
<td>Internal Auditor</td>
</tr>
<tr>
<td>Problem Solving - (Lunch is Provided)</td>
<td>Quality Department</td>
</tr>
<tr>
<td>Problem Solving - (Lunch is Provided)</td>
<td>Quality Department</td>
</tr>
<tr>
<td>Servant Leadership</td>
<td>People Services</td>
</tr>
</tbody>
</table>
Jasper Leadership Challenge

- Included in the Team Leader Checklist
- 14 weeks of classes-2 Levels
- Level 1-History, Culture, JASPER’s Internal and External Customers, Team Building
- Level 2- Leadership and Management Classes
- Coordinated by People Services, classes taught by Upper Management and Executives
## June-October
### Level 1

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>INSTRUCTOR(S)</th>
<th>CLASS LENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kickoff</td>
<td>Kate Schwenk</td>
<td>3:15-4:30</td>
</tr>
<tr>
<td>History/Culture...&quot;The Rolling Desk&quot; Book Review</td>
<td>Matt Weinzapfel</td>
<td>4:15-6:45</td>
</tr>
<tr>
<td>Remanufacturing/Our Industry...How Does What You Do Impact Everything?</td>
<td>Rod Mundy</td>
<td>4:15-6:15</td>
</tr>
<tr>
<td>Value of Unique Benefits</td>
<td>Ben Mundy</td>
<td>4:15-6:00</td>
</tr>
<tr>
<td>COPE-Team Building</td>
<td>Mark Balsmeyer, Craig Leuck, Jason Pieper</td>
<td>4:15-8:15</td>
</tr>
<tr>
<td>Internal Customers &amp; External Customers</td>
<td>Jimmy Corbin, Zach Bawel</td>
<td>4:15-6:30</td>
</tr>
</tbody>
</table>
# June-October

## Level 2

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter(s)</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;The Leadership Secrets of Santa Claus&quot; Book Review</td>
<td>Doug Bawel</td>
<td>4:15-6:45</td>
</tr>
<tr>
<td>Leadagement</td>
<td>John Schroeder</td>
<td>4:15-8:15</td>
</tr>
<tr>
<td>&quot;Walk Awhile In My Shoes&quot; Book Review</td>
<td>Mike Schwenk</td>
<td>4:15-6:15</td>
</tr>
<tr>
<td>Basic Pl/Conflict Resolution</td>
<td>Kyle Lueken</td>
<td>4:15-6:45</td>
</tr>
<tr>
<td>基本 Pl/冲突解决</td>
<td>Luke Bawel</td>
<td>4:15-6:45</td>
</tr>
<tr>
<td>Generational Differences and Presentation Advantage</td>
<td>Brian Dale/Rich Olson</td>
<td>4:15-6:45</td>
</tr>
<tr>
<td>Accountability/Personal Values/Common Communication Courtesy</td>
<td>Kevin Powell, Audra Dilger, and Chip Morris</td>
<td>4:15-6:45</td>
</tr>
<tr>
<td>Personal Money Management</td>
<td>Anthony Seng</td>
<td>4:15-6:15</td>
</tr>
<tr>
<td>** Invite a Guest **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JLC Panel Discussion</td>
<td>Ryan Dooley</td>
<td>4:15-6:15</td>
</tr>
<tr>
<td>JLC Presentations</td>
<td>Participants</td>
<td>4:15-6:15</td>
</tr>
<tr>
<td>GRADUATION</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Group Leader Checklist

- 4 Months of Training/Classes
- Hands on and Technical training for GL Position
- Coordinated by People Services, classes taught by JASPER SMEs
# February-May

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>People Services</td>
</tr>
<tr>
<td>Interviewing &amp; Assoc. Selection</td>
<td>People Services/Ben Mundy</td>
</tr>
<tr>
<td>Dayforce/Timesheets/SmartSearch</td>
<td>People Services</td>
</tr>
<tr>
<td>JPS (Lunch is provided)</td>
<td>Mark Balsmeyer</td>
</tr>
<tr>
<td>Associate Relations/Dev. Path</td>
<td>Susan Remke</td>
</tr>
<tr>
<td>Safety</td>
<td>Jill Vollrath</td>
</tr>
<tr>
<td>Performance Appraisals</td>
<td>People Services</td>
</tr>
<tr>
<td>Predictive Index</td>
<td>TBA</td>
</tr>
</tbody>
</table>
Development Path

- Must have completed TL Checklist and JLC
- Continuing education for all leaders at JASPER
- Individualized Pathways chosen by the Associates themselves along with a few required courses
- Ties in JASPER’s Goals and JPS Lean Management
- Coordinated by People Services, classes taught by a variety of parties-JASPER SMEs, outside experts, conferences, etc.
Development Path Levels

- Professional (non-leadership role)
- Team Leader
- Group Leader
- Division Manager
## Example: Manager Level

<table>
<thead>
<tr>
<th>Class/Activity Title</th>
<th>Circle One:</th>
<th>Date Scheduled:</th>
<th>Date Completed:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Anti-Harassment <em>(myjazper.com-Education and Training-Online Training)</em></td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  Executive Involvement <em>(Sign up on Training Calendar)</em></td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3  Affirmative Action <em>(Sign up on Training Calendar)</em></td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4  Covey: Speed of Trust <em>(Sign up on Training Calendar)</em></td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  Outlook Refresher-Franklin Covey Excerlator</td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6  JPS Training Matrix</td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7  Choose 1 JPS related Class/Activity:</td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8  Choose 1 Safety Class/Activity:</td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9  Choose 1 Elective Class/Activity:</td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Choose 1 Elective Class/Activity:</td>
<td>Online / Live</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Alcoa University

Lori Counts
Senior HR Generalist
Alcoa University is a structured process to train and develop core leadership, process and decision making skills in our current and future leaders. The program creates a network for these leaders to promote future success.

- Target audience (Students) – Superintendents, Area Coordinators and Emerging Talent

- Subject Matter Experts (Professors) – The professors were selected based on subject knowledge and/or an opportunity for improvement for them through teaching.

- Dean of each school determines priorities, assigns professors and assists with class content.

- Professors develop material, course syllabus and determine when the course will be offered and appropriate number of students per class.

- Students work with their Manager to prioritize their enrollment in courses that support their development needs.

- Over a 2 – 3 year program, students will progress their competence from none/low, novice, proficient to subject matter expert based on their demonstration assessed by the professor.
Each Student Manages Their Own Development Plan

**Superintendent / Area Coordinator Development Plan**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Original Date: 1/1/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Training Begin:</td>
<td>Revised Date:</td>
</tr>
</tbody>
</table>

**Purpose of this Document**

To provide a standard training package by recognized experts for critical skills required to be successful in the role. Document not intended to replace role/department specific training.

**How to use this document**

1. SME - only plant recognized subject matter experts can sign off on level of competency.
2. This is a multi-year development plan.
3. Candidate’s supervisor shall provide guidance to timing and color target for each competency.
4. Candidate is accountable for contacting SME and arranging training to advance to desired competency.
5. Alternate SME’s should be sought out to prevent delays. Alternates to be approved by primary SME (approved SMEs in comments of column F)

**Competency ratings**

None/Low - candidate has never attended formal training on the topic. No working knowledge.
Novice - has had formal training, but limited results without using help chain / others to deliver results. Good team member.
Proficient - attend formal training and has at least 5 examples where skill was used to attain positive results. Can lead results alone.
SME - recognized at the plant as a training resource on the topic -- example: mentors and/or trains others outside own department
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Brief Description</th>
<th>Class Time</th>
<th>SME</th>
<th>Date of Last Evaluation</th>
<th>Evaluation Comments - see text box for more comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>Dean: Kuhn</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>people / team development 101</td>
<td>the role of the leader is to develop talent</td>
<td>2 hours</td>
<td>K. Hall</td>
<td></td>
<td></td>
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<tr>
<td>people / team development 201</td>
<td>the role of the leader is to develop talent</td>
<td>4 hours</td>
<td>K. Hall</td>
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<tr>
<td><strong>Change Management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Moving a group from “Here” to “There” 8 hours</td>
</tr>
<tr>
<td><strong>Change Management-Individuals</strong></td>
<td>tools and process for change</td>
<td>4 hours</td>
<td>K. Hall</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Change Management-Union</strong></td>
<td>tools and process for change</td>
<td>2 hours</td>
<td>T. Dolletzki</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Leadership habits</strong></td>
<td>practices, reading, behaviors</td>
<td>9 hours</td>
<td>J. Kuhn</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Decision making</strong></td>
<td>Principles for Team Management</td>
<td>1 hour</td>
<td>K. Black</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>what does winning look like</td>
<td>2 hours</td>
<td>E. Hemmersbach</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Union Relations</strong></td>
<td>rules of engagement (line view)</td>
<td>3 hours</td>
<td>K. McMillen</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Improving performance</strong></td>
<td>tools and process for change</td>
<td>4 hours</td>
<td>K. McMillen</td>
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<td></td>
</tr>
<tr>
<td><strong>Holding people accountable</strong></td>
<td>tools and process</td>
<td>1.5 hours</td>
<td>L. York</td>
<td></td>
<td></td>
</tr>
<tr>
<td>leaders grow leaders</td>
<td>tools and expectations</td>
<td>8 hours</td>
<td>K. Hall</td>
<td></td>
<td></td>
</tr>
<tr>
<td>team member</td>
<td>part of elite team of leaders</td>
<td>2 hours</td>
<td>K. Hall</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>External Communication</strong></td>
<td>Impacting Alcoa’s Reputation</td>
<td>3 hours</td>
<td>K. Fluegel</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee Communication</strong></td>
<td>Using your inside voice</td>
<td>8 hours</td>
<td>K. Fluegel</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Time Span of Control</strong></td>
<td>Balancing and Challenging</td>
<td>1.5 hours</td>
<td>J. Kuhn</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Time Management</strong></td>
<td>Planning/Prioritize</td>
<td>1 hour</td>
<td>L. York</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vision, Alignment, Setting Goals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E. Quinley</td>
</tr>
<tr>
<td><strong>Floor Auditing for Expectations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E. Quinley</td>
</tr>
</tbody>
</table>
Sample Syllabi

Observation Skills and A3 Thinking

4 hour course
Up to 6 participants
Course Offering: 3-4 times a year based on need
One session of hands-on observation with a coach, bring a copy of A3 developed in the past

Instructor Contact

Instructor: Sherry Shen
Office Location: Building 860, Room 226
Phone: 812-202-3175
Email: Sherry.shen@alcoa.com

Purpose of the Course:
Shop floor observations and strategic planning are two basic building blocks for continuous improvement. This course covers observation skills and A3 thinking.

Course Outline:

I. A35 Overview
   i. 3 types of problems
   ii. Roles in use
   iii. A35 ideal
II. Observation Skills
    i. Watch a video clip, and debrief what you see
    ii. Barriers for observation
    iii. Observation techniques
    iv. Learn by doing
    v. Share shop floor observation experience, learning and barriers
III. A3 Thinking
    i. A3 Introduction
    ii. Rate your own A3
    iii. Share learning
IV. Introduction of Hoshin A3 process

Results — What does winning look like

2 hours
Up to 5 participants
3-4 times a year based on need
Prerequisite - None

Instructor Contact

Instructor: Ed Hemmingsbach
Office Location: Building 1, Room 202
Phone: 812-853-4297
Email: ed.hemmingsbach@alcoa.com

Purpose of the Course:
In this class you will learn what management looks for in a leader while focusing on the details of balancing business objectives and stakeholder priorities to make successful business decisions.

Course Outline:
- Discussion of what group thinks the answer is
- Review multiple stakeholders
  - Regulators
  - Shareholders
  - Customers
  - NGO’s
  - Employees
- Discuss what each of the above groups want
- What we want from each group
- Discuss why the “how” matters as much as the “what” Matrix
- Where are we?
  - Benchmarking
- Roadmap and A3
- What I look for in a Superintended
- What top management looks for in a leader
- Summary
Early Success Factors

- Define the need, gain sponsorship and start recruiting Deans and Professors
- Layout a long term plan for individuals to prioritize courses to meet their own developmental needs
- Grow Subject Matter Expert skills as well, developing teaching material, presenting to a group, assessing competence
- Hold alignment review with all Deans to ensure consistent message and continuity without duplication or conflict between courses.
- Take advantage of external materials available – don’t reinvent the wheel, supplement your message with TedTalk, Youtube videos, publications…
- Make it a big deal – create a logo, hold a kick off session, provide binders and notebooks to students
- Get started and make adjustments, don’t wait until it is perfect
Overview of the first two months

April – 12 Classes offered, 192.5 credit hours earned
May – 10 Classes offered, 276 credit hours earned

**MAY CLASSES**

<table>
<thead>
<tr>
<th>Course</th>
<th>Filled Seats</th>
<th>Credit Hours Earned</th>
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</thead>
<tbody>
<tr>
<td>5/2/18 ABS: Observation and A3 Thinking</td>
<td>6</td>
<td>24</td>
</tr>
<tr>
<td>5/3/18 Leadership: Leadership Habits</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>5/7/18 ITAS: Automation</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>5/9/18 Leadership: Leaders Grow Leaders</td>
<td>7</td>
<td>56</td>
</tr>
<tr>
<td>5/15/18 Technical Support: Rolling</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>5/22/18 Rolling: Process Overview/Tour</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5/16/18 Leadership: Union Relations</td>
<td>8</td>
<td>24</td>
</tr>
<tr>
<td>5/31/18 Reliability Excellence: Overview</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td>5/24/18 ABS: Observation and A3 Thinking</td>
<td>6</td>
<td>24</td>
</tr>
</tbody>
</table>

Total 71 276
Surveys are sent to participants after each class with 9 questions as well as a section for comments.

Sample Comments

1. Enjoyed the interaction with others. Would like to see or discuss more real manufacturing experiences.

2. I liked the open classroom discussion.

3. Excellent, was very interactive and answered a lot of questions. Liked mix of participants we learned from each other as well (ingot, hot mill, planning, engineering)

4. I think is was helpful and that the A3 information will help me going forward

5. Great passion around smelting. Great presentation and walk around.

6. I enjoyed the fact that there was a lot field observation. Ken had a very good method of teaching. I had all my questions answered. excellent training.

7. The course was above my expectations. I was prepared to go through the fatality prevention system, that in fact would not be something completely new to me, but the approach was much more engaging. it was a very good coaching overall.
Next Steps

- Partnership with Tri-State Manufacturing Alliance (TSMA)
- Meet with the Deans in July to gather feedback/suggestions for improvement
- Competency Level Courses
- September – Rollout of Alcoa University for Technical Staff
Toyota Community College Partnership

Elaine Graber
Presentation
*Human Resources Organizational Development, Assistant Manager*

Chris Melvin
Panel Discussion
*Human Resources Organizational Development, Skilled Group Leader*
Advanced Manufacturing Technician Program
Problems for Manufacturing

THE SKILL RESOURCE PROBLEM
There are not enough sufficiently skilled workers in the U.S. hiring pool.

600,000
Unfilled skilled positions in the U.S.

The No. 1 unfilled job openings during the Great Recession?
Skilled Technicians

Skilled Labor Gap

Growth of Technology & Need for Skilled Technicians
Skilled Technician Pool
Problems for Manufacturing

Skilled production workers

- Finding candidates to enter initial screening process: 35% (Extremely challenging or Very challenging) + 31% (Moderately challenging) = 66%
- Finding candidates who pass our screening and/or probationary period: 47% (Extremely challenging or Very challenging) + 32% (Moderately challenging) = 79%
- Making position requirements appeal to qualified talent (e.g., shift work, plant environment): 28% (Extremely challenging or Very challenging) + 35% (Moderately challenging) = 63%
- Offering compensation that appeals to qualified candidates: 24% (Extremely challenging or Very challenging) + 32% (Moderately challenging) = 56%
- Finding sufficient human resources to develop and support talent acquisition: 23% (Extremely challenging or Very challenging) + 31% (Moderately challenging) = 54%
- Ability to retain the workers filled in this job category: 21% (Extremely challenging or Very challenging) + 26% (Moderately challenging) = 47%

Engineers, researchers, and scientists

- Finding candidates to enter initial screening process: 36% (Extremely challenging or Very challenging) + 30% (Moderately challenging) = 66%
- Finding candidates who pass our screening and/or probationary period: 27% (Extremely challenging or Very challenging) + 28% (Moderately challenging) = 55%
- Making position requirements appeal to qualified talent (e.g., shift work, plant environment): 24% (Extremely challenging or Very challenging) + 29% (Moderately challenging) = 53%
- Offering compensation that appeals to qualified candidates: 27% (Extremely challenging or Very challenging) + 30% (Moderately challenging) = 57%
- Finding sufficient human resources to develop and support talent acquisition: 20% (Extremely challenging or Very challenging) + 28% (Moderately challenging) = 48%
- Ability to retain the workers filled in this job category: 15% (Extremely challenging or Very challenging) + 24% (Moderately challenging) = 39%
More than just a technical skills gap

**Next Generation**

Skilled Team Member

- **Personally Ready**
  - 5 Professional Behaviors
    - Attendance/Initiative/Diligence/Interpersonal Skills/Teamwork/Communication
- **Competitively Ready**
  - 5 Manufacturing Core Capabilities
    - Safety Culture/Workplace Organization/Lean Manufacturing/Problem Solving/Machine Reliability
- **Totally Multiskilled**
  - Electrical / Fluid Power / Mechanics / Fabricator
- **Strong Math Capability**
  - Upper 1/3 Nationally
- **Strong Reading Capability**
  - Minimum 12th Grade Equivalent
- **Fast Technical Learner**
  - Can learn, apply, improve, learn again quickly
- **Uses & Learns with Digital Media**
  - Digital media is the preferred method
- **Strong Problem Solver**
  - Can fully explain problem solving and methods, including troubleshooting sub-process
- **Effective Verbal & Written Communicator**
  - Group & 1-on-1, develops high quality written material
- **Effective Interpersonal Skills**
  - A conflict resolver
- **Natural Teamworker**
  - Prefers working as part of a team
- **Qualified for the Next Level**
  - Has Associate Degree / All required company training complete

**TARGET: 100% of Maintenance Force**
NEXT GENERATION Technical Degree
Advanced Manufacturing Technician Program
Associate Degree in Applied Science

- 5 Straight Semesters

<table>
<thead>
<tr>
<th>1st Semester</th>
<th>2nd Semester</th>
<th>3rd Semester</th>
<th>4th Semester</th>
<th>5th Semester</th>
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<tr>
<td>Math</td>
<td>Writing</td>
<td>Science</td>
<td>Social Science</td>
<td>Public Speaking</td>
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<tr>
<td>Intro to Electricity Fluid Power</td>
<td>Motors Mechanics</td>
<td>Controls PLC</td>
<td>Welding &amp; Machining Drawings</td>
<td>System Troubleshooting Robots</td>
</tr>
</tbody>
</table>

General Education
Technical Core Areas
Manufacturing Floor Experience
Safety Culture
Manufacturing Core Exercises
The DNA of Manufacturing
Personal Behaviors

Characteristics When Hired
Communication and critical thinking skills
Multiskilled Technical Foundation
Floor experience and hands-on skill
Good safety practice on hire
SS understanding and practice on hire
Lean mg thinking and practice on hire
Problem solving thinking and use on hire
Understanding of maintenance practice on hire
Excellent worker behavior on hire
Totally Redesign the Learning Environment

The New Model School
For Manufacturing

MORE REALISTIC
Looks Like a Factory
Feels Like a Factory

MANUFACTURING SIMULATOR
Central Focus
Reason for Learning
Toyota Troubleshooting

TOYOTA LEARNING
Safety, TPS, 5S
Learning Lab

Make the
Place of Learning
look and feel like the
Place of Work

ORGANIZED BY
FUNDAMENTAL SKILL
Electricity / Fluid Power
Mechanics & Fabrication

PROCESS LEARNING
Students learn in a
structure sequence

Students Learn
the Right Way
the First Time
How do you Start??

• Employers get together, form a board (Pres/VP/Secretary/Treasurer), decide on curriculum and find partnering Community College/University to partner with (College partner will most likely have to add faculty).

• Employers and college faculty go to AMT Academy to learn how to implement (2 weeks in July every year, taught by Toyota).

• In August FAME employers go into schools and recruit students into the program.

• Interviews/offers done no later than Feb.

• Students here start in the summer so they can acclimate to work before starting classes in August.

• Formal AMT Orientation should be with ALL students.
Program Selection

• Must be college ready (Test into or already have college credit for College Algebra and Eng Comp)
• Interview (Scored and heavy influence for offer)
• PLTW student is preferred
Make Every Development Minute Count

**Weekly Schedule**

- **M** - WORK
- **T** - SCHOOL
- **W** - SCHOOL
- **Th** - SCHOOL
- **F** - WORK

**40+ Hours Per Week**

**5 Work/School Semesters**

**2 Work Semesters**

<table>
<thead>
<tr>
<th>SEMESTER 1</th>
<th>SEMESTER 2</th>
<th>Work Only</th>
<th>SEMESTER 3</th>
<th>SEMESTER 4</th>
<th>SEMESTER 5</th>
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</thead>
<tbody>
<tr>
<td>1st Fall Semester</td>
<td>1st Spring Semester</td>
<td>1st Summer Semester</td>
<td>2nd Fall Semester</td>
<td>2nd Spring Semester</td>
<td>2nd Summer Semester</td>
</tr>
<tr>
<td>~16 weeks</td>
<td>~16 weeks</td>
<td>~12 weeks</td>
<td>~16 weeks</td>
<td>~16 weeks</td>
<td>~12 weeks</td>
</tr>
</tbody>
</table>

**Work Start (June)**

- Holiday Break
- Semester Break

**GRADUATION**
Results

• 85% Completion rate from all companies
• 100% job placement even if not with sponsoring company (No contracts so students are not required to stay and employer not required to hire)
• Already have 6 graduated Toyota AMT’s promoted to Team Leader
• Started as Toyota program and now have 8 additional partnering companies. (Over 300 companies nation wide)
Sabic / Ivy Tech Partnership

Scott Kempin
Manager of Workforce Development and Continuous Improvement
IVY TECH PROCESS OPERATIONS PROGRAM
MEETING A LOCAL NEED FOR THE CHEMICAL INDUSTRY

Presentation at TSMA event - June 26, 2018
AGENDA

- Understand the environment we are experiencing in the Chemical industry
- Actions we took to implement a strategic, sustainable solution
- Update on where we are now and what's next
CURRENT ENVIRONMENT
CURRENT CHALLENGE FOR CHEMICAL INDUSTRY IN NORTH AMERICA

- Significant Attrition Due to Retirement
- Attracting New Employees with Right Capabilities
NORTH AMERICAN MANUFACTURING OUTLOOK

TWO THINGS ARE HAPPENING:

Baby Boomers are saying goodbye to their jobs in construction, manufacturing and engineering

Younger generations are seeking careers outside of these industries

“The Silver Tsunami”
Current senior employees are retiring at an accelerated rate over the next 10 years

“Due to baby-boomer retirements and economic expansion, it is estimated that over the next decade, nearly 3.5 million manufacturing jobs will likely need to be filled, and the skills gap is expected to result in 2 million of those jobs going unfilled.”
CHEMICAL INDUSTRY OUTLOOK

- Plant safety, efficiency, stability and cost are directly related to employee skill level.

- Qualified candidates for open positions are difficult to locate.

- Skills development curve is longer for employees in chemical industry.

- External benchmarking confirms that developing formal college curriculum - that is targeted at the chemical industry - is an emerging standard across the industry.
A SUSTAINABLE SOLUTION FOR THE FUTURE
SABIC’S COMMITMENT IN SOUTHWEST INDIANA

➢ Will take a leadership position to **support the development** of a local program

➢ Provide significant funding to launch a program that offers opportunity for SABIC and other chemical companies in the surrounding region

➢ Act as catalyst to **partner with** Ivy Tech to:
  - Build the program
  - Reach out to other chemical / like companies in the region to **develop an alliance**

➢ We envision a program that includes:
  - NAPTA* certified content
  - Program that includes scholarships and internships

*North American Process Technology Alliance
PROCESS OPERATIONS CURRICULUM

- **Indiana**
  - **Ivy Tech East Chicago Process Operations program**
    - Program in existence for 10 years
    - Major Partners – BP & Praxair
    - Direct translation to Evansville Campus

- Meets a Regional Need:
  - Valero, Mead Johnson, Country Mark, Green Plains partnering with SABIC
  - Support adding local program
  - Launching a program **Advisory Council made up of Ivy Tech and Regional companies** to help shape program and its effectiveness
# IVY TECH EVANSVILLE CAMPUS PROCESS OPERATIONS PROGRAM

## Curriculum

<table>
<thead>
<tr>
<th>COLLEGEWIDE CURRICULUM OF RECORD</th>
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<tbody>
<tr>
<td>SCHOOL OF TECHNOLOGY</td>
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</tr>
<tr>
<td>Process Operations</td>
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<tr>
<td>TECHNICAL CERTIFICATE</td>
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<tr>
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<td>Concentration Code: PRO</td>
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<table>
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<tr>
<th>GENERAL EDUCATION CORE - 3 CREDITS</th>
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<tr>
<td>MATH 122 Applied Technical Mathematics</td>
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<table>
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<th>OTHER INSTITUTIONAL REQUIREMENTS - 1 CREDIT</th>
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<td>ADMF 101 Key Principles of Advanced Manufacturing</td>
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<td>ADMF 102 Technology in Advanced Manufacturing</td>
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<td>CHEM 101 Introduction to Chemistry</td>
<td>3</td>
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<tr>
<td>INDT 113 Basic Electricity</td>
<td>3</td>
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<tr>
<td>PROC 131 Introduction to Process Technology</td>
<td>3</td>
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<tr>
<td>PROC 132 Process Technology I (Equipment)</td>
<td>3</td>
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<tr>
<td>PROC 133 Process Technology II (Systems)</td>
<td>3</td>
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<tr>
<td>PROC 231 Safety Health and Environment I</td>
<td>3</td>
</tr>
<tr>
<td>PROC 235 Process Instrumentation I</td>
<td>3</td>
</tr>
<tr>
<td>PROC 234 Process Troubleshooting</td>
<td>3</td>
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</tbody>
</table>

| TOTAL CREDITS | 34 |

- 1 year Technical Certificate to start
- Potential to grow program and curriculum to Associate’s Degree
- Ensure program is directly related to unique needs of the chemical industry
PROGRESS UPDATE
2018 STATUS - PROCESS OPERATIONS PROGRAM IN SOUTHWEST INDIANA

✓ Letters of support submitted from 5 area companies - Jan

✓ Curriculum developed - Feb-Mar

✓ Launch recruiting efforts with high schools and Ivy Tech - March

✓ Commission of Higher Education approval - April

✓ All lab and classroom equipment on order - April, delivery late July

✓ Public Announcement - April

  ○ Arrangements for Federal Financial Aid Assistance - underway

✓ Recruiting and marketing - in progress now - Spring/Summer ’18

  ○ Launch program Fall 2018
RECRUITING & MARKETING EFFORTS

Earn a Process Operations Technical Certificate in 1 Year at Ivy Tech
Start at $20+ per hour*

Want a Career in a High-Wage, High-Demand Field? Like to work with your hands?

You will start in Ivy Tech's Industrial Technology program using the most recent industrial technology theory and practices from real-world instruction. Through local industrial partnerships, Ivy Tech is providing skills to students to fill current and upcoming positions in our community. 90% of your class time will be spent in a hands-on manner, applying knowledge gained in classes, preparing you for your next step into the field. The program encourages critical thinking and problem solving, while providing an in-depth study of the theories and skills.

Jobs Available
For Skilled Individuals
Scholarships
Internships with Local Industry
Be Important to Your Team
Use your hands and mind to apply creative and analytical insight for solutions to industry problems

Your Future Employers
Completing this Ivy Tech Process Operations Certificate will prepare you with skills to enter the workforce in a high-wage, high-demand field. These employers are developing their future workforce.

- Ivy Tech Job Fair
- College 101/High School outreach
- PeachJar email flyer to parents in EVSC, WCSC
- Flyers distributed to Connection Coaches
- www.Ivytech.edu + Facebook
- News release/Public announcement
- Face to Face with students in Ivy Tech Technology programs
- Targeting regional events - Summer
WHAT’S NEXT

• Publicize the opportunities available

• Use the Advisory Council to make strategic decisions to support driving public interest

• Support training curriculum with adjunct professors

• Recruit, Recruit, Recruit

• 1st class begins mid-August 2018
Next Level Jobs Funding Opportunity

Jim Heck

Executive Director at Grow Southwest Indiana Workforce
About Next Level Jobs
Meet the Challenge

NextLevel Jobs is part of Gov. Holcomb’s Next Level Indiana agenda focusing on high-priority sectors and high-demand jobs. Two grants, Work Ready Grant & Employer Training Grant, launched in August 2017.

Two million Hoosiers need additional training to compete in the future workforce, and there will be millions of job openings due to retirements and the creation of new jobs in the next decade.

NextLevel Jobs will help meet that challenge.
Employer Training Grant 2.0
Demand Driven

Overseen by the Department of Workforce Development, the Employer Training Grant program offsets the costs employers assume when training employees in high-priority sectors and high-demand jobs:

- Advanced Manufacturing
- Building & Construction
- Health & Life Sciences
- Information Technology & Business Services
- Transportation & Logistics
- Agriculture

WorkOne Southerland
americanjobcenter
ETG: 2.0

Reimburses employers the costs of training up to $5,000 for each newly trained employee, hired and retained for 6 months

Cap of $50,000 per employer

These new amounts were recently approved by the Indiana General Assembly.
Training

Employers can use training providers on DWD’s eligible training provider list or third party providers.

The training plan must verify that it’s occupational skills training, aligns to an approved occupation, and is greater than 40 hours.
Occupations

More than 100 occupations are eligible for Employer Training Grants. Popular occupations include:

- Machinists; Welders; CNC Operators; Maintenance
- Farmers; Ranchers and Other Agricultural Mgrs.
- Electricians; Plumbers; Supervisors
- Nursing Assistants; EMTs; Community Health Workers
- CSRs; Bookkeeper, Accounting and Auditing Clerks; Sales
- CDLs; AMT; Bus and Truck Mechanics and Diesel Engine Specialists
Ease

Employer Training Grant 2.0
it’s as easy as 1... 2... 3...
apply in 1 minute... we’ll be in touch in 2 days... within 3 days you will be moving forward...

1-10 days
- Training Review
  You share plan; DWD reviews and approves (if applicable)
- HR Job Description
  You provide, DWD reviews and files
- Salary Range
  You provide; DWD documents
- Agreement Signed
  DWD shares all details; you review and sign; funding obligated

30-45 days
- WF
  DWD shares; you complete and return
- Direct Deposit
  DWD shares; you complete and return
- Training Invoice
  DWD shares; you track, retained

6-8 months
- Completed Invoice
  You submit trained, retained new hire details; DWD receives checks
- Payment
  DWD sends reimbursement funding to you; MT 30 days

APPLY AT NextLevelJobs.org and LET US PAY YOU for TRAINING!

WorkOne
Southwest
americanjobcenter
Payment

Employer provides employee level data for reimbursement, including name of newly trained employee, dates of the training, date of hire, and 6 month retention mark.

DWD crosschecks our agency’s database of wage record data to verify retention period prior to reimbursement to employer.

Take it to the next level!

For a stronger Indiana, we all want better jobs, higher wages and a more skilled workforce. Now, thanks to Indiana’s Workforce Ready grant, the training crucial to making this happen, could be paid for by the state.

Indiana’s Workforce Ready grants program, funded by the General Assembly as part of Governor Holcomb’s Next Level Indiana agenda can cover tuition costs for high-demand training programs in Advanced Manufacturing, Building and Construction, Health Sciences, IT & Business Services, Transportation & Logistics.

Click below to get started.

I’m a Next Level Job Seeker  I’m an Indiana Employer
ETG: FAQ’s

Are there restrictions when reimbursement is received?
No - employers have already invested money training in Indiana, the Employer Training Grant simply reimburses employers.

Is HR Orientation eligible?
No – training must align to an approved occupation and must be greater than 40 hours.

If we hire from outside Indiana, are we eligible?
Yes – this grant reimburses employers directly for training investment.

If we use SEF and/or WorkOne OJT, are we eligible?
Yes – however, the ETG may not be used for the same employee.
ETG: FAQ’s

What if we trained employees last year?
For this grant, *newly trained* employees must occur after 5/1/2018 and must receive a wage increase after training.

Is there a wage requirement for New Hires?
No – only your newly trained employees.

We had an Employer Training Grant last year, are we eligible?
Yes – we need to apply expanded grant funding to newly trained employees or new hires after 5/1/2018. We may not add training content to past agreements to reach new amount; employer maximum is $50k.

What is the deadline to Invoice DWD?
6/30/2019.
Contact Information

Jim Heck
WorkOne Southwest
jim.heck@workonesw.org
812-432-4505
Q & A PANEL SESSION
JASPER ENGINES • ALCOA
TOYOTA • SABIC

Submit questions at: Slido.com
Event code: #tsmaq2
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IVY TECH COMMUNITY COLLEGE
JOIN US FOR A TOUR OF IVY TECH

THANK YOU