

# *Round 25 Workforce Training Fund Awards*

## *By Region*

<i>APPLICANT NAME</i>	<i>TOWN</i>	<i>GRANT AMOUNT</i>	<i>NUMBER OF EMPLOYEES TO BE TRAINED</i>	<i>TRAINING DESCRIPTION</i>
<b><i>Western</i></b>				
Atkins Fruit Bowl, Inc	Amherst	\$6,430.00	3	We propose to train three employees in a new and expanded food preparation course by sending them to the Food for Thought Consulting in Naperville, IL. They will be trained for set-up, including menu planning, purchasing product, preparing for food prep sessions and taking care of overall management of the department.
Berkshire Group, Ltd.	South Hadley	\$21,000.00	5	There are two training proposals in this training grant submittal; they are following: 1. Initial training will entail Management Overview Training for Key Staff Members and Functional Support Personnel. 2. Level I and II Documentation Development Training for Key Staff Members and Functional Support Personnel. 3. Level III Documentation Development Training for Key Staff Members and Functional Support Personnel. 4. Auditor Skills Training for Key Staff Members & Functional Support Personnel
Berkshire Medical Center	Pittsfield	\$233,970.00	20	RN to BSN Online Mobility Program offered by the School of Nursing at UMass Amherst. The RM to Bachelor of Science in Nursing mobility program is a learner-centered web-based instruction designed to meet the needs of RNs with other life responsibilities.
Creative Machining & Molding Corporation	Westfield	\$28,500.00	11	ISO Overview, Gap Assessment, Management Planning Workshop, Procedure Development Training, New Procedure Training, Lead Auditor Training and Measurement, Analysis and Improvement.
Dns Enterprises Ltd	Pittsfield	\$3,150.00	45	We propose three training sessions over a 24 month period. Each session will train 15 Personal Care Homemakers over 21 hours.
Greylock Credit Union	Pittsfield	\$33,370.00	8	This proposal requests funding assistance for technical training. The Information Systems (IS) team will be trained in the following: 1) Microsoft.Net; 2) Microsoft SQL; and 3) SharePoint Portal.

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INTELICOAT TECH IMAGE PRODUCTS	South Hadley	\$64,954.00	172	Re:Safestart-is a 5 module advanced safety awareness program, delivered over the course of approx. 8 weeks. Re:Lean-The first part of this 2 part program would begin with our Senior VP, a former consultant and Lean trainer, certifying, over a 4 week period, our Operations Director as trainer. This would be part of the company match. The trainer would then deliver a 5 unit program beginning with Lean and leading into Value Stream Mapping, Kaizen, 5S and CEDAC. This would take approx. 18 mos.
KANZAKI SPECIALTY PAPERS INC	Ware	\$112,900.00	88	To meet planned business and workforce expansion goals we must provide: 1. Training in implementing modern Lean Six Sigma methods and practices. 2. The leadership training necessary to identify opportunities for improvement and drive organizational change; and supervisory training required to implement Lean Six Sigma on the shop floor and within key support organizations. 3) The advanced paper manufacturing production skills needed to exploit this opportunity.
Mastex Industries, Inc.	Holyoke	\$68,532.00	70	Mastex proposes to train its entire workforce to implement a Lean Manufacturing system to remain competitive in the global automotive industry. The company proposes to: 1. assemble a Mastex Lean Team consisting of mangers from Marketing, Human Resources, TS, Operations, Lab Analysis, Engineering, and Senior Management certify then in Implementing Lean Manufacturing, Value Stream Mapping, Five S+1 (eliminate mess), Setup Reduction, and Kaizen (black belt) through Worcester Polytechnic.
National Vinyl Products, Inc.	Chicopee	\$82,700.00	62	Training #1, Lean Manufacturing for 62 employees. Training #2, Training and Development for 12 employees. Training #3, Work Place Math for 40 employees. Training #4, Advanced Skills for 4 employees. Training #5, Customer Service Training for 15 employees. Training #6, Writing for 20 employees. Training #7, Leadership Development for 12 employees.
Nu Visions Manufacturing, LLC	Springfield	\$153,000.00	252	To train 8 engineering employees in advanced quality and process improvement techniques using Motorola's Six Sigma methodology. Our stated goals of reducing, variability, waste, and business risk demand a comprehensive set of tools for measuring process variability and the waste that it creates. The statistical tools for gauging process variability will become part of a standard NU Visions toolset. The leadership team and select engineers will help drive the metrics for our program.
SPFLD Teachers Credit Union	Springfield	\$46,084.00	31	We propose to train all STCU employees in customer service and sales skills; to train supervisors to manage and coach staff to deliver consistent and outstanding customer service, and to train cross-functional groups to utilize process improvement problem-solving skills to develop consistent processes within the credit union.
Sonoco Products Company	Holyoke	\$90,784.00	68	To meet planned business and workforce expansion goals we must provide: 1. Training in implementing modern Lean Six Sigma methods and practices. 2. The leadership training necessary to identify opportunities for improvement and drive organizational change; and supervisory training required to implement Lean Six Sigma on the shop floor and within key support organizations. 3) The improved language skills needed to exploit this opportunity, from both a company and individual perspective

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THE BERKSHIRE GAS CO	Pittsfield	\$71,205.00	124	Our proposed training plan consists of four basic topic areas, including Managerial Development, Customer Service, Information Systems and Technical training. The high points of each will be comprehensive programs in leadership, stellar customer service, internal information systems and accident prevention training. We will also have a group involved in a train the trainer program for the future of our internal training efforts and sustainability.
Universal Forest Products Eastern Division Inc.	Belchertown	\$101,300.00	113	The proposed Lean Manufacturing Training Program for Universal Forest Products Eastern Division Inc. (UFP) will include: Lean Training, Value Stream Mapping, Kaizen, Train the Trainer, Introduction to Performance Metrics, and Job Instructions. This training will improve the daily business decision making in our manufacturing departments and is designed to ensure the success and sustainability of our program. The Train the Trainer program will allow our supervisory staff to continue.
W.F Young, Inc.	East Longmeadow	\$19,121.00	10	The Effective Personal Productivity training, provided by Leadership Dynamics, Inc., is an 8-week, in-house program that will teach 10 employees how to efficiently and effectively establish their high pay-of activities, manage projects and set goals. The training will give employees the tools they need to quickly launch new products and marketing promotions, which is necessary to achieve the expected annual revenue growth of 10%.
<b><i>Total for region</i></b>	<b>16</b>	<b>\$1,137,000.0</b>	<b>1082</b>	
<b><i>Central</i></b>				
ASTRAZENECA LP	Westborough	\$236,693.00	669	"Lean" is about reducing variability and waste, and improving operational efficiency. This training plan includes a basic curriculum for all Westborough employees plus a set of unique curricula for targeted employees based on the impact of lean to their jobs. Specifically, the current training plan is categorized into five phases; Intro to Lean concepts, utilization of lean-specific tools, integration into daily operations (includes formal coaching), measuring impact, and sustainability.
BEMIS ASSOC INC	Shirley	\$174,960.00	188	The training plan will consist of sessions focused on Lean Manufacturing techniques. The beginning of the training will focus on providing the principles of Lean Manufacturing. We will then move into training on Lean tools like 5s, value stream mapping, Kanban, Continuous Flow, Set-up Reduction, etc. The purpose is to utilize these tools with real projects during the training sessions in a team atmosphere to create real sustainable continuous improvement activities using the skills of our team
Central One Federal Credit Union	Shrewsbury	\$88,850.00	78	Central One Federal Credit Union (Central One) has developed a training program that supports the implementation of a new information / core processing system. All employees will receive training in this initiative, ranging from core processing to electronic imaging, commercial loan processing, member relationship management, business intelligence, and report writing.

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Holden Nursing Home, Inc.	Worcester	\$311,480.00	36	LPN program and RN degree program.
INDUS POLYMERS CHEM INC	Shrewsbury	\$34,932.00	34	The training will teach employees Lean manufacturing principles to help our team improve all processes in the company from the processing of customer orders to the manufacturing of our products. Classes to include a number of modules including Introduction to Lean, 5S, Value Stream Mapping, Cellular Design, Kanban, Pokayoke-Mistake proofing and problem solving. Every team member will be part of a group that will go through the training as teams to understand the tools and apply them.
James J. Herlihy Insurance Agency Inc.	Worcester	\$48,000.00	28	Level Seven Training Program: Participants will actively participate in interactive classroom training, on-the-job case analysis studies, productivity, efficiency, quality standards and personal accountability training, and will include learning, understanding and applying skills in the following areas: transformational planning; leadership; communicative strategies; high performance work systems; decision-making; client loyalty; change strategy and relationship based sales strategy.
Leominster Credit Union	Leominster	\$117,900.00	118	Leominster Credit Union (LCU) training plan will focus on team work and collaboration, leadership development and sales and service. These programs will address principles of good supervision with enhanced management skills, the importance of a developing effective communication skills in order to build a more cooperative environment through team work and an ongoing effort to improve the sales culture and mindset around business development, client retention and optimizing sales management.
MILLBURY FEDERAL CREDIT UNION	Millbury	\$48,625.00	68	After conducting a needs assessment with our staff, it was determined that we need to pursue a training program that emphasizes world-class training skills. The recommended programs includes Customer Service Training for all 68 managers and employees, Management Training for 18 managers and supervisors, and Sales Training for 29 managers and sales/customer service employees. A Customer Service Train-the-Trainer workshop for one employee is also included. Please see Attachments A-C for details.
MILLBURY NATIONAL BANK	Millbury	\$20,900.00	22	This program been tailored to meet our specific needs. The focal point of the educational initiatives will be on behavioral-based selling and customer service. Participants will develop and practice skills for customer service within a behavioral selling system. Sequential sessions will teach participants the skills for questioning; the social, discovery, qualifying and confirmation phases of selling; aligning buying motives with features and benefits, and trial closing and closing techniques.
POLUS CENTER FOR SOCIAL & ECO DEV INC	Worcester	\$45,600.00	35	This trng plan includes 4 areas that align w/our strategic plan to expand services & diversify funding sources: Health Care (Issues in Aging for Human Services) for 14 prog dirs & direct care emps; Mgt/Ldshp trng for 15 mgrs, prog dirs & high potential emps; & Lean Retailing (Overview, Value Stream, Kaizen) & Customer Service for 17 store emps & mgrs. This trng will help us expand programs to include Elder Services & improve the profitability of our earned income business, The Country Store.

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Plexus Services Corporation	Ayer	\$197,249.00	176	The plan focuses on areas that align with corporate vision and planning to address the training needs of our local workforce. As we implement Lean Six Sigma across operations we will train and certify 30 employees to Green Belt status. We will also provide Six Sigma Yellow Belt training to every employee so all are familiar with Six Sigma and how it can be used for quality and productivity improvements. Ten employees will attend APICS training and receive certification in FRIM, CPIM and/or CS
SOUTHBRIDGE SAVINGS BANK	Southbridge	\$125,300.00	155	Southbridge Savings Bank (SSB) proposes a training program that includes 3 categories: personal skills, management skills, and sales and service. Employees will receive training in professional habits, business writing, presentation skills, work place professionalism, and time management. Management training will cover goal setting and performance management as well as leadership development. Finally, employees will receive extensive training in customer service and consultative sales.
WORCESTER CREDIT UNION	Worcester	\$31,000.00	38	The proposed training plan includes guidance through leadership development and improved sales and sales management skills. This training plan will focus on developing the professionalism and management abilities of the appropriate staff members. Secondly, this plan will teach customer service representatives in successful sales and cross-selling techniques. Managers will also receive training in managing a successful sales team.
<i><b>Total for region</b></i>	<b>13</b>	<b>\$1,481,489.0</b>	<b>1645</b>	
<i><b>North East</b></i>				
ARC Technologies, Inc.	Amesbury	\$111,325.00	111	We will provide training in Lean Manufacturing to all levels of our organization, beginning with training in Advanced Lean principles & methodologies, for all our product line teams. This training will provide the needed skills and knowledge for the elimination of waste, which will make ARC Technologies more productive and more competitive. Mass MEP will provide interactive Lean training to all levels of the company and NECC will provide the soft skills training that will support the.
AZONIX CORPORATION	Billerica	\$42,720.00	44	The training plan will cover training on lean manufacturing tools to our entire workforce and consist of 6 elements: 1. Mgt Overview and policy deployment 2. Intro to Lean Manufacturing 3. Value Stream Mapping 4. 5S-Workplace Organization 5. Continuous Flow with Standardized Work 6. Kanban
Butler Bank	Lowell	\$44,400.00	54	The proposed training plan includes training in interaction styles, problem solving, supervision skills and interpersonal relationships. We will provide 'train the trainer' skills including courses in creating outstanding classes and learning theories. In addition, courses in consultative selling, business development, communicating with customers, dealing with difficult customers and working as a team to satisfy customers will be taught.

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COATING SYSTEMS INC	Lowell	\$31,200.00	52	To understand ISO 9001 quality system expectations, customer and regulatory requirements and how to build quality systems and processes. To understand the processes required to attain high quality for our clients. We will learn how to define and document procedures for standardization, set quality objectives and train our internal auditors to monitor our performance with the end goal of ISO 9001 registration.
COMTECH PST HILL ENGINEERING DIVISION	Topsfield	\$41,000.00	18	The training plan is primarily based on what is needed for Hill to achieve compliance to the Quality Standard ISO 9001. The elements of training include: exec. mgmt training in the implementation of ISO 9001; employee training on the standard; team implementation training on the required processes, systems and documentation; training of internal ISO 9001 auditors, problem solving and project management; Secondly, training is planned for improving the competencies of the employees in AutoCAD
CONQUEST BUSINESS MEDIA INC	Beverly	\$41,798.00	40	Our assessment of our employee training needs, customer satisfaction data, and key business measures has confirmed the proposed training plan. This plan includes sales training for 31 employees; management development training for 15 managers and supervisors; and customer service training for everyone (all 40). These three training programs will help us to continue our business expansion. Please see the Attachments to this Application (mailed) for more details on each of these training programs.
Cortron Inc.	Methuen	\$48,000.00	41	AS9100Training consists; Principles of a Quality Management System-educating on key characteristics, advantages, and impact of, Development of a QMS-learn how to properly document a QMS via a manual & procedures as related to AS9100B.Implementation/Management of QMS-learn to effectively implement a Quality System. Internal Quality Auditing for Continual Improvement-learn skills necessary to conduct and complete quality audits to address non-conformities and how to document opportunities for improvement
DANVERS BANK	Danvers	\$33,800.00	45	Participants were selected based on their current positions in the Bank and the natural progression of these positions to next level of management. The training will provide these employees with the necessary skills to progress in their jobs. They will attend 8 training workshops over a 12 month period. Each workshop a new topic will covered. The topics are organized into Leadership Development, which includes time mgmt, meeting facilitation, HR issues, communication, change mgmt and writing.
FULFILLMENT PLUS MAILING SOLUTIONS	Haverhill	\$45,675.00	42	Training on: 1.Principles of a Quality Management System-educating on key characteristics, advantages, and impact of ISO 9001. 2.Development of the QMS-learn how to properly document a QMS via a quality manual, procedures. 3.Implementation and Management of QMS-learn to effectively implement a Quality System. 4.Internal Quality Audit for Continual Improvement- learn skills necessary to conduct and complete quality audits to address non-conformities and document opportunities for improvement.
GES US (NEW ENGLAND) INC	Lowell	\$107,205.00	140	All employee groups, including management, administrative, professional and production to receive various training over a two year period, with a focus on Toyota Production Methods. Training to be administered by GBMP, and topics will include Lean, 5S, Value Stream Mapping, Continuous Flow, Kanban, Problem Solving, Pokayoke, and Six Sigma. Company performance goals have been established to evaluate overall effectiveness of training program.

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INTERNATIONAL LIGHT INC	Peabody	\$47,250.00	28	We would like to integrate the quality principles and discipline that ISO 9001:2000 provides along with company practices. The proposed ISO training will be conducted in an integrated fashion with existing practices. The training is broken down into modules that have been designed to help ILT implement both ISO in the most efficient and effective manner possible. ISO training consist of 4 modules and once conducted should have ILT well on its way to becoming a true leader in the industry.
MARK RICHEY WOODWORKING AND	Newburyport	\$20,201.50	33	<p>Train the Trainer-18 managers and job captains will learn methods and best practices needed to train all employees in crucial skills required to perform cross functionally in the most efficient and effective manner.</p> <p>Microsoft Project-12 trainees from numerous departments to receive advanced training in MS Project Management for using this proven high-performance software.</p> <p>Inventor/Advanced AutoCAD/3D Model-software training for 10 members of the drafting team in Advanced design practices.</p>
PerkinElmer, Inc.	Salem	\$80,550.00	82	Perkinelmer Optoelectronics (OE) proposes to provide a training program that focuses on two areas: communications and technical competencies. In total, eleven separate training activities are planned. On communications, training in goal setting, perf. management, and effective communications are provided. Our technical program, computer applications, data collection / acquisition, blueprint reading, train the trainer, vacuum systems, glass working, wire bonding, and mold design will be held.
ROCKPORT MORTGAGE CORPORATION	Gloucester	\$33,500.00	18	Training will take place in 2 formats: company-wide group sessions and one on one with trainer. Focusing equally on the organization as a whole (embedding training orientation, sales structures, operating procedures) and individuals (specific to actual work demands and knowledge gaps) increases sustainable learning. The proposed training plan will include implementing an in-house, extensive sales program that will have significant impact on productivity, competitiveness and efficiency.
SHEP COMPANY INC	Lawrence	\$14,256.00	28	Our goal is to replace a manual process for material and job order tracking, which is labor-intensive and requires manual data collection, with a fully automated real time system. Our training plan involves using a train the trainer approach where our consultant will train a project team of 4 employees in material tracking, job tracking and bar coding operations and they will retrain our other employees.
Service Chemical, LLC	North Andover	\$31,800.00	10	Service Chemical, LLC would like to establish and maintain an ISO 9001 Quality Management System, becoming ISO Certified for the following programs: Gap Assessment, ISO Overview, Management Planning Workshop, Procedure Development Training, New Procedure Training, Lead Auditor Training, Measurement, Analysis & Improvement.
<b>Total for region</b>	<b>16</b>	<b>\$774,680.50</b>	<b>786</b>	

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<b><i>Boston</i></b>				
ADVANCED THERMAL SOLUTIONS INC	Norwood	\$62,020.00	30	Our 2 year training effort will focus on engineering tools to improve our product and processes, with the focus of reducing production costs and streamlining our operations. The implementation of a new ERP system will also be initiated to enable our company to move from a job shop to a true production facility. Front Line Leadership will be given for supervisors who will take on new roles as the company grows. See attachment for further descriptions and details of our proposed training.
AccuRev, Inc	Lexington	\$38,177.00	43	Our training plan will cross all departments within the organization. We plan to create our program around specific software technical programming and testing training, Sales, Marketing and leadership training. Our goal is to enhance our current training with more advanced training provided by external vendors. The training plan will use any funds if awarded by the grant over a 24 month time frame. In addition, during the 24 month period there will be continued internal training courses.
Add Inc.	Cambridge	\$109,125.00	153	The course is designed to teach our staff the key skills for effective communication, conflict resolution and leadership. Participants will learn, understand and apply the three listening styles method of communication and how to delivery information for results. Sessions will teach participants key skills, traits and methodologies for effective conflict management and resolution, as well as, the skills and traits for effective leadership throughout all positions of the organization.
Axia Ltd.	Boston	\$64,800.00	30	Axia proposes training that will not only allow us to build skills needed to expand our business but also improve relationships with our clients. Our employees will receive professional skills development in Negotiations, Time Management, Business Writing and Proofreading. To increase client satisfaction and repeat business, our employees will receive management / communications training in Leadership, Team Building, Project Management and Developing & Delivering Presentations.
COMARK CORP.	Medfield	\$27,000.00	47	Basic Lean Manufacturing concepts and hands-on application of Lean Manufacturing techniques to eliminate waste from the manufacturing process: 1) Basic Lean Manufacturing Awareness Training with simulation for key supervisory, technical and production employees. 2) Value Stream Mapping to identify the waste in the process and identify the Kaizens needed to eliminate said waste. 3) Basic Kaizen Awareness for Kaizen team members. 4) Multiple Kaizen days focused on eliminating the identified waste.
DSM NeoResins, Inc.	Wilmington	\$49,316.00	91	All employees will participate in initial training (led by GBMP) covering the basics of Lean Principles. This will be followed up by all employees participating in 5S: Workplace Organization and Problem Solving Tools. All training will include hands-on work at our site - tackling current issues. Next step will be to have a smaller group of employees attend additional training in Value Stream Mapping and Mistake Proofing. These employees will then train their peers.

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DST International North America	Boston South	\$49,195.00	25	The training plan aims to advance project management, investment performance analysis and software testing qualifications. The project management training for managers is based on PRINCE2 methodology and consists of CBT & classroom training with certification exams. The performance training for consultants consists of CBT delivered by CFA Institute with certification exams. The testing training for all consists of ISTQB & DSTi Test Method classroom training, certification exams & coaching.
Fiber Innovations, Inc.	Walpole	\$54,700.00	32	We propose to improve product quality with Six Sigma Green Belt & Academy Level, and Kaizen training. Various project management classes such as Project Risk Mgmt, Managing Outsourced Projects, & Effective Project Schedule Mgmt are also included as well as Effective Decision Making & Implementation, Maximizing Team Performance & Performance Across Teams, Brainstorming & Meeting Skills, Financial Decision Making. Training in Microsoft Project 2003 will aid in effective scheduling.
Foster-Miller, Inc.	Waltham	\$247,430.00	188	The plan focuses on three types of training: Project Management, Leadership, Technical Skills and Lean Six Sigma (See Section IX for further details and Attachments A-C for Detailed Budget Information, Trainer and Training Descriptions). Such training will serve our immediate and long-range goals to manage projects effectively, nurture our current and future leaders, provide the manufacturing infrastructure needed for Foster-Miller to become a world-class manufacturing company.
GARELICK FARMS LLC	Franklin	\$156,852.00	118	Proposed training plan will include: 1)Team Building including courses in handling team conflict, working as a team to improve quality and understanding interaction styles; 2) Supervision including courses in motivating, communication, coaching and mentoring, conflict management and goal setting, and; 3)Training and Development to develop internal training capability including courses in experiential learning, creating outstanding classes, learning theories and measuring training effectiveness.
Genzyme Corporation	Cambridge	\$240,538.00	318	This training project will serve Genzyme Corporation's operational business units in the following areas: Clinical research, Biomedical Operations, and Quality Systems. Each of these departments plays a vital role within the product development pipeline at Genzyme, and all are faced with the challenge of embracing and maximizing the use of new technologies to manage their respective portions of the product development path. The training plan focuses primarily on specific training needed.
HMFH ARCHITECTS INC.	Cambridge	\$40,960.00	25	The training plan at HMFH is intended to deploy Building Information Management(BIM)software for the architectural staff in the firm. This new software is rapidly revolutionizing production methods of the profession and requires the acquisition of an entirely new set of skills. The software will be taught by an external expert who has the trainees apply new skills to actual projects. Separate sessions will be held for management and our new in-house BIM Manager.
HOLOGIC, INC	Bedford	\$193,3340.00	152	Our success will depend on strengthening the Lean skills of mfg and the leadership/mgmt skills of our mgmt team. We are under increased pressure to reduce costs and improve delivery. Lean manufacturing is a tried and tested methodology that will help us respond swiftly and profitably to customer demands. Our managers received basic management training in the past, but due to 3 acquisitions this year, our managers require stronger leadership skills to lead a company almost doubled in size.

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HOUSING FAMILIES INC	Malden	\$40,200.00	45	Negotiation Skills/Conflict Mgt for 45 case mgrs, housing coordinators, and supvs; Supervisory Skills for 7 supvs; and Personal/Team Mastery (Diversity in the Workplace: Increasing Productivity) for 45 case mgrs, housing coordinators, and supvs. This training will help us reduce turnover by improving mgmt practices, help address conflict & diversity issues, and will help us be more competitive by teaching us how to negotiate for resources from a wide range of stakeholders.
Kayem Foods, Inc.	Chelsea	\$48,814.00	402	The proposed training plan Kayem Foods is requesting funding for is focused on building quality improvement through customer focus, total involvement, measurement, systematic support, and continuous improvement for three groups of: 1) 30 Managers & 12 Technical/Professionals, 2) 2 In-House Facilitators, and 3) 360 Employees. The managers and professional/technical employees will attend 3 days of training, and front line employees will all attend 8 hours of training. Please see the Attachment.
MA/COM	Norwood	\$43,750.00	30	The training plan will consist of a customized Workplace ESOL program provided by the Massasoit's PDC Program. The Training Provider and the Plant Trainer at Tyco will develop a course outline that will suit the needs of the company including workplace communication and vocabulary. An assessment test will be given for those interested in participating in the program in order to place the employees in the appropriate ESOL training levels.
MassBank	Reading	\$145,350.00	153	MassBank will train all employees in a comprehensive, pro-active customer service sales and effective communications program:
NORTHERN BANK & TRUST CO	Woburn	\$113,010.00	120	Northern Bank & Trust Company's (NTSC's) looks to launch a training initiative that includes leadership, sales and customer service, and technical skills development. Each of these training programs is needed to expand employee's skills and to meet NTSC's strategic business plans for growth. This program supports NTSC's long term business goals, and will involve virtually our entire workforce to one degree or another. See Attachment 2 for detailed listing of training activities to be provided.
ONE STOP BUSINESS CENTERS INC	Burlington	\$56,690.00	41	Leadership to 1)provide better communication/teamwork; 2)administer effective performance appraisals; 3)employ beneficial/constructive feedback; 4)assure that the right people are in the right jobs; 5)address ineffective performance and 6)understand the value of empowerment. CPI geared to Customer Service to provide the best solutions to service failures, develop new processes/standards in Cust Serv. and other critical areas, and to develop a program and train all employees on Customer Service.
PRECISION COATING CO INC	Dedham	\$49,016.00	49	Precision plans to implement a comprehensive continuous improvement, lean manufacturing training program to help remedy the current weaknesses in the day to day operations of our company, thereby improving productivity, and reducing lead times. Current weaknesses and limitations include, but are not limited to, set-up times, process consistency and wasteful steps which this training will address. All employees will participate in the improvement process and will be the key to it's success.

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PREMIER YACHTS INC	Boston - Back Bay	\$39,940.00	83	Based on feedback from our employees and working with our chosen training vendor we have designed a multi-faceted sales and customer service training program that will include the following components: Sales Management Excellence, Professional Sales Skills Development, Closing the Deal, Sales Skills, and Customer Service.
Pearson Education	Boston - Back Bay	\$295,200.00	1,40	With a foundation of technical training programs set in place, Pearson Education's training initiatives for 2007 ? 9 will focus upon improving our business processes and the way in which we do business. This ?Content Management? initiative will require Pearson to provide a wide array of training of employees, and will involve nearly our entire workforce. Training will include Process Improvement, Technical Skills Development, and Soft Skills training. See Budget narrative for listing of courses.
Raytheon Company, Network Centric Systems (NCS)	Marlborough	\$80,328.00	189	NCS strategic training for its technical workforce identifies unique organizational and individual training to align with marketplace needs. NCS employs Personal Development Plans (PDPs) to help identify individual needs from a list of unique training goals by engineering discipline. The intention is to apply targeted training across a large engineering organization for maximum effectiveness.
SCIENTIFIC SYSTEMS CO INC	Woburn	\$45,900.00	36	Management-will include 10 modules that focus on teaching skills needed to manage all facets of a business. Modules include communication/listening, conflict management, leadership, teamwork, time management, coaching, organizational excellence. Program Mgt-8 modules-customer communication/listening, project mgt techniques/reporting, technical report writing. Customer Mgt-4 modules customer mgt techniques, customer communication, questioning and discovery techniques, and customer presentations.
Shuster Laboratories, Inc.	Canton	\$78,525.00	57	Continuous Process Improvement, including team building, to identify, formulate and implement solutions for delays, inefficiency and waste. Supervisory Leadership to enhance the effectiveness of our managers and supervisors with regard to employee development, job satisfaction and motivating toward productivity. Customer Service to ensure total awareness of customer needs and priorities for an organized and consistent response to customer inquiries. Train-the-trainer to sustain the programs.
Suffolk Construction	Boston - Allston	\$77,500.00	150	This course will teach participants skills for identifying destructive and constructive types of conflict. The participants will be taught five approaches to conflict and when to use each approach. The training will also include conflict resolution techniques. The participants will learn the characteristics, traits, and methods for effectively resolving conflict and the correlation between conflict resolution and the effectiveness of productivity.
THE COOPERATIVE BANK	Boston - Roslindale	\$49,500.00	74	Our company's proposed training plan has 3 elements: 1)Leadership training which includes courses in goal setting, motivating subordinates and coaching and mentoring; 2)Sales training which includes courses in creating a professional service experience, identifying customer needs and improving customer processes; and 3)Listening and Communication training including courses in active listening, verbal and non verbal communication and dealing with difficult people.



<i>APPLICANT NAME</i>	<i>TOWN</i>	<i>GRANT AMOUNT</i>	<i>NUMBER OF EMPLOYEES TO BE TRAINED</i>	<i>TRAINING DESCRIPTION</i>
CHECON CORP	North Attleboro	\$109,990.00	106	The training plan is intended to introduce and incorporate the concepts and practices of Lean Manufacturing within Checon Corporation. The entire organization will be trained in the benefits, principals, and terminologies of Lean Manufacturing. Personnel will receive training in the systems and tools that take Lean concepts and apply them to the day-to-day operations. GBMP uses a shop floor approach and we will introduce the tools and practice their applications as part of each training day.
Carlo Gavazzi Computing Solutions	Brockton	\$127,235.00	97	This plan includes ISO 14000 environmental training and certification, Statistical Process Control, Supply Chain Management, Supervisory Leadership, Management Tools For Quality Improvement, Leadership & Communication, Lean Office Training, and Customer Satisfaction & Focus training. This plan enables Carlo Gavazzi Computing Solutions to meet the requirements of our major clients, and to provide ongoing training to continue our commitment to keep all of our U.S. manufacturing in Brockton, MA.
FULLER CRAFT MUSEUM INC	Brockton	\$17,025.00	22	The training plan has 2 major components - Leadership Development for management & Employee Development for staff. The Leadership Development portion provides training that focuses on leadership with a particular focus on leadership fundamentals for managers, change management, cross functional cooperation and effective communications. Employee Development is a subset of this plan with an emphasis on change management, communications skills, time management and cross functional cooperation.
Innovative Spinal Technologies	Mansfield	\$62,350.00	49	This training will include 10 modules that focus on teaching skills needed to manage all facets of a business. There will be modules on communication and listening (2 sessions), change management (2 sessions), leadership traits and behaviors (1 session), teamwork (2 sessions, time and stress management (1 session), coaching (1 session), and organizational excellence (1 session).
Julius Koch USA - Southeastern Mass	Fall River	\$61,861.00	906	Building the competitiveness and viability of our companies through the implementation of basic literacy skills of associates and lean-continuous improvement competencies.
MX Consulting Services, Inc.	Raynham	\$37,500.00	18	MX training plan is a comprehensive "Call Manager-Unified Communications" certification program for Cisco Voice over IP technology qualification. Training consists of 20 highly-specialized classes specifically designed to provide state-of-the-art training for computer technology sales, service and support firms.  This intense, accelerated program leads MX personnel to Cisco IP Telephony certification credential status. A "Training Program Course Summary" is attached for review.
Ottaway Newspapers Inc.	Barnstable	\$7,100.00	21	The workshops are designed to comfortably transition "order takers" into effective sales performers; implementing a sales system, how to apply specific techniques; controlling the incoming sales process, assumptive sales, packaging (upsells), incorporating testimonials, providing recommendations, as well as answering objections, questions and concerns. There will also be workshops on strategies--preparation, developing new business, improving success of sales, becoming consultants.

<i>APPLICANT NAME</i>	<i>TOWN</i>	<i>GRANT AMOUNT</i>	<i>NUMBER OF EMPLOYEES TO BE TRAINED</i>	<i>TRAINING DESCRIPTION</i>
SLADE'S FERRY TRUST COMPANY	Fall River	\$112,510.00	159	There are 3 parts to the proposed training plan. 1. The leadership design focuses on building teams and communication skills, developing the potential of others, motivating others, understanding interaction styles, and making decisions. 2. Sales training will include consultative selling, answering objections, problem solving with customers, understanding customer interaction styles. 3. Customer service training includes active listening, customer communication, and the difficult customer.
SUNBURST ELECTRONICS	West Bridgewater	\$49,839.00	66	The plan has 3 training elements: 1. Advanced Skills training to achieve J-STD-001 and IPC 610 certifications related to producing and accepting/rejecting soldered electronic assemblies, and Ball Grid Array (BGA) training on methods for BGA component rework.. 2. Operations training to achieve certifications for European RoHS lead free directive, and ISO 13485 FDA mandate for medical equipment. 3. Supervisory Training to improve skills and create a winning, high productivity culture.
V-TRON ELECTRONICS CORP	Attleboro	\$47,000.00	110	The training plan is based on what is needed for V-TRON to achieve compliance to the Quality Standard ISO 9000:2000. The elements of training include: executive management training in different approaches to ISO 9000 implementation, employee training in what is required to become compliant; team implementation training on the required processes, systems and documentation; training of internal ISO 9000 auditors, problem solving and project management.
VANGUARD MANAGED SOLUTIONS LLC	Mansfield	\$63,580.00	51	Our training plan is designed to improve our competitive advantage through improved customer satisfaction, improved efficiencies and productivity and a more stable workforce. We will train in advanced software by providing CCNA (Cisco Certified Network Associate) training, team building, leadership skills and customer service. These tools will improve our performance, increase our customer satisfaction and make us more competitive
Windemere Nursing and Rehabilitation Center	Oak Bluffs	\$104,974.00	10	The training plan will offer ten Windemere CNA's the opportunity to become practical nurses. Potential candidates will take the Practical Nurse Program Entrance Exam or LPN pre-test. From among those who pass the most senior and most qualified will be chosen to take the PN course. The course will be taught by instructors from the staff of Upper Cape Code Regional Technical school (UCT) in Bourne, Massachusetts.
<i>Total for region</i>	<b>14</b>	<b>\$885,104.00</b>	<b>1707</b>	
<i>Totals for Round 25</i>	<b>90</b>	<b>\$7,183,512.00</b>	<b>9716</b>	