

Round 37 (July 2010) Workforce Training Fund General Program Awards Sorted by City



Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
KITTREDGE EQUIPMENT CO.,Inc	AGAWAM	REB of Hampden County, Inc	\$54,495.00	Retail	40	Leadership training will provide employees the leadership skills they need to supervise their direct reports and they will be given techniques to positively influence the behavior of others. CPI will improve how employees plan and work together. It will focus on specific operational problems and their solutions. It will provide proven techniques to implement a customer service strategy including identifying internal and external customers. Project Management training will provide essentials to managing long-term projects. Marketing and Sales training will help us implement an effective market and sales process using the 6 P's of marketing: Product, Price, Place, Pipeline, Promotion, and Planning. Training and Development will assure the continuation of the programs beyond the grant period.
LITRON, INC.	AGAWAM	REB of Hampden County, Inc	\$43,095.00	Manufacturing	35	The proposed plan will be a formal and hands-on training program to better understand and apply Lean Manufacturing methodologies while also developing internal trainers. This plan will involve the entire organization of 35 employees. The courses of study and skills applications will include; Introduction to Lean Manufacturing; Managing a Lean Environment; Five S; Value Stream Mapping; Kaizen; Kanban; and Train-the-Trainer.
RON-MAR, INC	AGAWAM	REB of Hampden County, Inc	\$30,000.00	Professional, Scientific, and Technical Services	11	ISO & AS9100 Orientation. Management & employee responsibilities in implementation and maintenance. Management meeting facilitation, topics required to be addressed, setting reasonable goals and objectives, resource management. Registration audit overview,What is involved in registration, why, how long it takes, choosing a registrar, etc. Procedures, Work Instructions, Forms development,formatting,numbering,configuration management,document & record control, retention periods, how current customers specifications affect these requirements. Train all personnel in new system documentation with respect to their job functions. {i.e., train admin. personnel in work planning, contract/order review, purchasing; train all personnel in areas such as doc & record control as ALL will handle documents & records, etc.}. Train QMSR to oversee audit function; Create audit checklists to mirror system documents; Audit complete system prior to Registration to ensure compliance achieved.
HITEC PRODUCTS INC	AYER	North Central MA WIB	\$25,500.00	Manufacturing	19	The training plan is based upon what is needed for Hitec Products to achieve compliance with the quality standard ISO 9001:2008. The elements of training include: executive management training in different approaches to ISO 9001 implementation, employee training in what is required to become compliant, team implementation training on the required process and systems analysis and improvement, training on developing the required documentation, training of internal ISO 9001 auditors, problem solving and project management training.
SHANKLIN CORP	AYER	North Central MA WIB	\$100,000.00	Manufacturing	176	All employees will be trained on the fundamentals of lean manufacturing including continuous flow, Value Stream Mapping, 5S, visual controls, cell flow & cell design, Point of Use Systems and Standardized Work Instructions as well as basic supply chain management. 6 pilot teams will participate in a one or more of 24 kaizen events where they will attend training sessions to learn the skills necessary to implement the improvements in their own work areas together. Self directed work is assigned to each cross functional team which is completed together minimizing the consulting time but maximizing the teams collaboration time. 3 training kaizen sessions will focus on train the trainer courses intended to develop internal knowledge experts who will be charges to sustain the improvement efforts beyond the 24 month program.
REVEAL IMAGING TECHNOLOGY, INC.	BEDFORD	Metro South/West REB	\$100,000.00	Manufacturing	122	The training plan is comprised of three key training platforms needed to position our company for continued sustainable growth within a competitive environment: <input type="checkbox"/> (1) <input type="checkbox"/> Leadership/Management/Strategy/ Planning: Training to increase productivity and effectiveness during a period of rapid growth opportunity: Strategic Leadership pilot for sr. managers/executives; Advanced Management Skills pilot for new Managers, and contract acquisition & negotiation training; <input type="checkbox"/> (2) <input type="checkbox"/> Lean Manufacturing and Continuous Improvement initiatives including several Lean components, Project Management, Six Sigma (cross-departmental), and APICS CPIM certification (for our supply chain); <input type="checkbox"/> (3) <input type="checkbox"/> Technology Innovation training for our R&D engineers to meet customer demands for increased efficiency (i.e. faster throughput of baggage/items) and increased accuracy and flexibility/interoperability of multiple systems.

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NORTHEAST RELIABLE SERVICES INC	BEVERLY	North Shore WIB	\$100,000.00	Wholesale Trade	243	<p>Our company's proposed training plan will include: 1) Lean continuous improvement principles in classroom instruction for all departments in the company conducted by GBMP instructors 2) hands-on implementation by each employee in their job 3) visits to other companies who employ Lean practices. □</p> <p>□</p> <p>We will roll the program out starting with the creation of a Lean steering committee and then deploy the concepts through multiple departments. Improvement teams will be cross functional and all employees will be exposed to the training and be tasked with improving their daily work processes. They will work with the upstream and downstream departments to ensure that all steps in a process are value added removing waste throughout the operation.</p>
ABNOTE USA, INC.	BOSTON	Boston PIC	\$100,000.00	Manufacturing	170	<p>Training will offer a comprehensive program introducing principles of lean manufacturing to all employees. Curriculum will include a number of courses designed to help employees understand how to see and remove waste from their daily jobs. The program will be a combination of classroom and hands on learning tied to improvement projects in all areas of our business.</p> <p>Project teams will be introduced to multiple tools and practice applying these countermeasures to problems that they see in our processes. Multiple departments will work together to improve all processes as the program progresses.</p>
NATIONAL QUALITY REVIEW	BOSTON	Boston PIC	\$35,175.00	Finance and Insurance	71	<p>Continuous Improvement: to give our employees advanced problem solving skills and methodology for implementing solutions in a self managed, team-based work environment and to address a specific issue we have with rework of audits.</p> <p>Customer Service: to implement a more structured customer service strategy to maintain our client base in light of increased competition and economic pressures unique to the financial services industry. Training in the higher level service related skills required when dealing with our clients' senior management will help us meet and exceed customer expectations and develop measurables to assure high levels of customer satisfaction. □</p> <p>Train the Trainer: to develop internal technical expertise to sustain the proposed training as well as an ongoing structured customer service training program in support of employee development and client retention.</p>
SILVERLINK COMMUNICATIONS INC	BURLINGTON	Metro North WIB	\$100,000.00	Professional, Scientific, and Technical Services	72	<p>The training plan consists of four key areas that will leverage our ability to capitalize on the current growth opportunity that exists within the rapidly-growing healthcare information technology & communications industry: (1) Business Analysis-BA Training, (2) Project Management-PM Training & Certification, (3) Sales Training, and (4) Advanced Software/Technology Skills Training & Certification.</p>
MECHANICAL DRIVE COMPONENT	CHICOPEE	REB of Hampden County, Inc	\$27,600.00	Manufacturing	10	<p>The ISO 9001 Training Plan and Training Schedule for Mechdrive: 1) Management Planning completed by 9/2010 2) Gap Assessment (To determine weaknesses within the company), completed by 9/2010 3) ISO 9001 Overview (To introduce requirements and responsibilities to employees), completed by 9/2010 4) Procedure Development (To create policies/procedures that meet the increased standards that are being set forth), completed between 10/2010-12/2010 5) New Procedure Training (To train employees in increased requirements and responsibilities at Mechdrive), completed between 1/2011-2/2011 6) Auditor Training (To train auditors and to perform internal audits to ensure that higher standards are being met and exceeded), completed between 3/2011-4/2011 7) Measurement, Analysis and Improvement Training (To learn, comprehend and implement internal improvement projects) completed by 5/2011 8) ISO 9001 registration shall be achieved by 6-2011</p>

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MICROTEK, INC.	CHICOPEE	REB of Hampden County, Inc	\$88,300.00	Manufacturing	112	Training Plan #1:Lean Manufacturing <input type="checkbox"/> 1)Problem Solving (TIPS; Problem solving that teaches elimination of root problems) <input type="checkbox"/> 2)Lean 101 Workshops (Principles of Lean Manufacturing) <input type="checkbox"/> 3)Value Stream Mapping (Qualitative picture of the actual process in the facility) <input type="checkbox"/> 4)Kaizen Training (Explicit instruction that teaches Kaizen philosophies) <input type="checkbox"/> 5)Training Within Industry (Job Instructions; teaches supervisors to train correctly) <input type="checkbox"/> Training Plan #2 ISO 9001 / ISO 13485: <input type="checkbox"/> 1)Gap Assessment (Effective determination & evaluation of current Quality Management) <input type="checkbox"/> 2)ISO Overview (Introduction to ISO 9001/ISO 13485) <input type="checkbox"/> 3)Management Planning (Project planning, milestone charting, training needs assessment & effective comm.) <input type="checkbox"/> 4)Procedure Development (Technical writing, procedure formatting & numbering, document & record control) <input type="checkbox"/> 5)Procedure Training (implementation) <input type="checkbox"/> 6)Internal Auditing <input type="checkbox"/> 7)Measurement, Analysis and Improvement
WEETABIX COMPANY INC	CLINTON	North Central MA WIB	\$100,000.00	Manufacturing	238	The training funds will support the modernization efforts in the facility to introduce Lean Manufacturing concepts, Technical OEM Training. We will also improve the fundamental leadership skills of our Supervisors and Hourly Leaders through classroom and OTJ training. These two combined will help build the capacity and reliability of the facility to enable business growth that is present in our market segments.
ANNESE ELECTRICAL SERVICE INC	EAST WEYMOUTH	South Shore WIB	\$59,925.00	Manufacturing	65	Our plan is to conduct an advanced customer service training program for all of our employees that interface with our customers. This advanced program will compliment our core customer service training program that was conducted by Melanie Legge over the last two years. This program will help us develop skills in questioning techniques (open, directive, reflective, and closed) skills at identifying people's primary and secondary listening styles (Producer, Analyzer, and Detailer), skills in problem solving techniques, and skills at adaptive and constructive listening. Our plan is also to participate in an advanced management training program for our management team. This advanced program will also compliment our internal core skills management program that was also conducted by Melanie Legge over the past 18 months. The advanced program will add a new set of skills in conflict management/resolution, coaching and accountability monitoring, performance measurement, and process control.
JENOPTIK OPTICAL SYSTEMS INC	EASTHAMPTON	Franklin/Hampshire REB	\$56,720.00	Professional, Scientific, and Technical Services	41	The executive management team at JENOPTIK Optical Systems, Inc. has determined that the time has come to focus on continuous improvement needs. Understanding this, JENOPTIK is proposing a training program which will focus on Lean Manufacturing. This program will involve every employee at JENOPTIK and will kick-off with a "Lean Machine Workshop" provided by Sustainable Manufacturing Resources LLC. Once everyone is on-board with lean we plan to implement the following courses with National Training Associates (NTA); Five S, Value Stream Mapping (VSM), Kaizen Projects, Kanban Pull Systems, and Train-the-Trainer.
CIRCUIT TECHNOLOGY CENTER, INC.	HAVERHILL	Merrimack Valley WIB	\$16,800.00	Manufacturing	23	The training plan was develop to position Circuit Technology Center (CTC) for becoming compliant to the ISO 9001:2008 Standard. The training plan has 5 elements: <input type="checkbox"/> - Training senior management in the implementation of a quality management system which will comply with the standard and training in process management techniques to implement a continuous improvement program. <input type="checkbox"/> - Training all the employees on what they must do to assist in the implementation <input type="checkbox"/> - Training selected process owners in continuous improvement methodology <input type="checkbox"/> - Training selected personnel in developing the required ISO systems and documentation. <input type="checkbox"/> - Training selected personnel in the required Internal Auditing. <input type="checkbox"/>
MORGAN SCIENTIFIC INC	HAVERHILL	Merrimack Valley WIB	\$22,360.00	Manufacturing	8	The training plan is made up of the following 5 skill elements: Implementation of an ISO 9000(13485 version)compliant quality management system leading to the company certification in the standard; Internal auditing for ISO 9000(13485 version)leading to individual certifications as ISO 9000 auditors; Continous improvement training relating to the implementation of the standard, project management applied to the implementation process; and Risk management Training

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PAGELL CORPORATION	HOLLISTON	Metro South/West REB	\$30,000.00	Manufacturing	15	The program provides the training necessary to implement the advanced quality system required to achieve ISO 900:2008 certification, an internationally recognized quality management standard. This includes training for: Planning, Employee awareness, Development of process documentation; auditor training, and corrective action Failure Modes and Effects Analysis training.
W.A. WILDE COMPANY	HOLLISTON	Metro South/West REB	\$100,000.00	Professional, Scientific, and Technical Services	135	WA Wilde's training plan will focus on learning Lean Management methods and improved Project Management skills. Under this program, employees will learn and apply Lean Management practices within our administrative business operations and processes. Training will include an Introduction to Lean Management, Leading Continuous Improvement Teams, Process Mapping and Team Problem Solving techniques. Project Management training will also be offered, as they would be used in the management and oversight of Lean, IT, capital purchases, or other major projects.
HOUSATONIC CURTAIN COMPANY	HOUSATONIC	Berkshire County WIB	\$39,800.00	Manufacturing	34	Our training plan includes the following courses: Fundamentals of Inventory Control, Fundamentals of Manufacturing Control, Error Proofing and Training Within Industry (TWI) Workshops - Job Instruction and Job Methods and corresponding Application Training.
HITEC SENSOR SOLUTIONS INC	LITTLETON	Metro South/West REB	\$42,960.00	Manufacturing	52	Project Management training to provide advanced management tools for long term projects. This program will provide problem solving tools to clearly define customer needs and resolve problems that can affect client satisfaction and project quality. Six Sigma training designed to provide employees with measurement-based strategies that focus on process improvement and variation reduction through the application of Six Sigma Improvement Projects. Training and Development training will ensure that the proposed training in Project Management and Six Sigma will be sustained beyond the training period.
STILL RIVER SYSTEMS INC	LITTLETON	Metro South/West REB	\$37,080.00	Manufacturing	46	The purpose of this training plan is to educate a total of 46 Still River Systems (SRS) employees on the tools and philosophies of Lean Manufacturing. Employees will learn when and how to use lean philosophies and tools in order to identify and eliminate non-value added activities from SRS's business processes. The training is focused on both manufacturing processes as well as administrative processes as there are opportunities in both parts of the business. The training will be delivered on-site and will be a combination of classroom training and hands-on practice of lean tools. The hands-on aspect will allow a deep level of understanding and will also allow employees to create real change within the organizations processes allowing us to achieve our expected outcomes. Still River Systems has budgeted to pay for 10% of the training plan in the form of cash in addition to our employee labor match, materials match and travel match. We sincerely hope that you will consider us.
AMERICAN SURGICAL COMPANY LLC	LYNN	North Shore WIB	\$49,600.00	Manufacturing	33	The program provides the training necessary to implement Lean Manufacturing along with the advanced quality system required to achieve ISO 13485:2003 Level III Medical Devices, which is the Medical Device ISO-based Quality system certification. This includes training for: Lean Manufacturing, Management Planning, Employee awareness, Development of process documentation; Auditor training, Project Management, and Corrective Action Failure Modes and Effects Analysis training. ISO 13485 specifies the quality system requirements for the design/development, production, and where relevant, installation and servicing of a variety of products and services. ISO 13485 is recognized internationally as a management system standard providing organizations with a basic quality management system upon which it can continually improve
TRELLEBORG OFFSHORE BOSTON, INC.	MANSFIELD	Bristol County WIB	\$65,080.00	Manufacturing	40	This training plan has been proposed to educate our entire workforce on the methods and tools known as Lean Manufacturing and Six Sigma. The training will take place on-site and the Trelleborg Emerson Cuming plants in Mansfield, MA and Randolph, MA. The training, delivered by GBMP, is a mixture of classroom training and hands-on training on the shop floor and in the office. The employees will be able to apply and practice what they learn in the classroom with the guidance of a GBMP Continuous Improvement Manager. Between training sessions, employees will also be given time to practice and apply what they are learning to their work areas in order to make improvements to our processes. The management team at Trelleborg Emerson Cuming believes that this is the best way for our employees to truly embrace lean and six sigma and to begin to change the culture of our business.

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SPECTRUM MICROWAVE INC	MARLBOROUGH	Metro South/West REB	\$42,420.00	Manufacturing	28	Continuous Process Improvement with a Team Building component to help develop skills in relationship building and interpersonal communication and to demonstrate the value of teamwork across the entire organization. With the assistance of a skilled facilitator, the CPI teams will focus on specific operational problems, write a problem specification statement to determine root causes and gather data. Using the principles of CPI, the teams will remove the causes of the problems in operations and implement solutions. Lean Manufacturing to provide key management and other personnel with the knowledge to understand and implement the requirements of lean manufacturing. It will assist management in communicating the lean Enterprise and Manufacturing Vision to all employees, assuring the Lean Mission aligns with the corporate strategic plan and changing necessary processes to implement Lean Manufacturing. The reduction of nonconformities and elimination of waste is a prime focus of the program.
MIDE TECHNOLOGY CORPORATION	MEDFORD	Metro North WIB	\$26,400.00	Manufacturing	21	To understand quality system expectations, customer/regulatory requirements and how to build quality system processes that meet the requirements of ISO 9001:2008. To understand how to attain high levels of quality for our clients by documenting a quality assurance manual, standard operating procedures, quality objectives, and process measures that drive continuous improvement. To establish robust internal audit processes that assist with decision making and highlight potential quality risks. The training plan includes 3 phases. ISO Documentation, Internal Audits and Implementation which will optimize procedures and processes developed as part of this grant.
JAMES S BERNOTAS	N AMHERST	Franklin/Hampshire REB	\$27,600.00	Manufacturing	10	The ISO 9001 Training Plan and Training Schedule for Amherst Machine: <ul style="list-style-type: none"> 1) Management Planning completed by 12/2010 2) Gap Assessment (To determine weaknesses within the company), completed by 12/2010 3) ISO 9001 Overview (To introduce requirements and responsibilities to employees), completed by 12/2010 4) Procedure Development (To create policies/procedures that meet the increased standards that are being set forth), completed between 1-3/2011 5) New Procedure Training (To train employees in increased requirements and responsibilities at Amherst Machine), completed between 4-5/2011 6) Auditor Training (To train auditors and to perform internal audits to ensure that higher standards are being met and exceeded), completed between 6-7/2011 7) Measurement, Analysis and Improvement Training (To learn, comprehend and implement internal improvement projects) completed by 8/2011 8) ISO 9001 registration shall be achieved by 9/2011
LANTHEUS MEDICAL IMAGING INC	N BILLERICA	Greater Lowell WIB	\$100,000.00	Health Care and Social Assistance	425	Lantheus Medical Imaging (LMI) has a detailed training plan to train 425 of our managers and employees in the following programs: Project Management training for 106 project managers and team members; Problem Solving training for 360 managers and employees; Time Management training for 120 managers and employees; Leadership & Management training for 225 managers, supervisors, team leads and high potential (senior) employees; and Customer Service training for 24 customer service managers and employees. These training programs and program attendees were identified based on a comprehensive training needs assessment that LMI's Human Resources department conducted in March of 2010.
DIALOGIC INC	NEEDHAM	Metro South/West REB	\$100,000.00	Professional, Scientific, and Technical Services	120	As a result of internal assessments and employee involvement Dialogic has constructed the proposed comprehensive workforce development plan to include Communications training, Computer Technology training, Logistics training, and Quality Assurance training. This program will include approximately 120 of our employees here in Massachusetts. Additional information regarding courses and topics are outlined and described throughout the content of this application.
SYMMETRY MEDICAL NEW BEDFORD INC	NEW BEDFORD	Greater New Bedford WIB	\$91,200.00	Manufacturing	85	The objective of this training plan is to train and educate a substantial percentage of our population on the skills and key philosophies of Lean Manufacturing, also known as Continuous Improvement. The training provided by McPherson Lean Partners, our provider, is a combination of classroom training and hands on facilitated learning through project work. We plan to schedule a training session every other week for two years to ensure that we will be able to leverage the entire Workforce Training Fund grant if it is awarded to us. Training sessions with McPherson Lean Partners, homework and project work will be assigned to employees.

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DSA DETECTION LLC	NORTH ANDOVER	Merrimack Valley WIB	\$19,025.00	Manufacturing	11	DSA Detection will provide formal education in continuous improvement to employees coupled with targeted improvement projects. The training will teach employees to identify and address waste and point to inhibitors to process flow that, left un-addressed, will impact growth, add costs, and reduce flexibility. The specific goal of the training is to apply Lean Manufacturing techniques to significantly improve our material flow of long-lead time items, improve our own overall efficiency, and reduce inventory by 50% to become more flexible and responsive to customers. The process will include basic education in material and information flow and customer expectations. There is already strong respect for employees and their potential to drive change, and this foundation provides an excellent base from which to grow.
HARDRIC LABORATORIES, INC.	NORTH CHELMSFORD	Greater Lowell WIB	\$27,600.00	Manufacturing	40	An outside training provider (Quality Systems Organizers, Inc. of Lowell, MA) will be brought in to train all Hardric employees on the ISO9001 standard. Training will address such areas as: <ul style="list-style-type: none"> <input type="checkbox"/> ISO9001 requirements - how to identify "gaps" in our current quality system - how to write procedures - how to implement and track processes - steps to attaining registration; and finally, - techniques and systems to be used to maintain the quality system into the future. <input type="checkbox"/> <p>Training will begin as soon as possible after the grant is awarded and is expected to last 6 months. Please refer to the Training Detail Summary section of this application and attached syllabus for more detailed information on the training to be provided.</p>
MAPLEWOOD MACHINE SHOP	NORTH DARTMOUTH	Greater New Bedford WIB	\$16,650.00	Manufacturing	10	Maplewood Machine training plan is to implement training for Lean Manufacturing. We will include courses that address our challenges as a job shop. Courses proposed include 1. Intro to Lean Principles 2. 5S-Workplace Organization 3.Value Stream Mapping 4. Set-up reduction. 5. Continuous Flow. <ul style="list-style-type: none"> <input type="checkbox"/> Training will be a combination of classroom and hands on projects targeting all aspects of our business.
TRUSTEES OF THE BERKSHIRE MUSEUM	PITTSFIELD	Berkshire County WIB	\$36,234.00	Arts, Entertainment, and Recreation	9	The Berkshire Museum has installed Blackbaud systems software, The Raiser's Edge and Patron Edge, to manage development and event ticketing/scheduling activities. The Museum seeks funds to implement a comprehensive training plan allowing staff across the administration, development, and guest services departments to participate in Blackbaud's ongoing schedule of regional training programs, offered in Boston on a monthly basis; additional training will be provided through an online training course. Through this training, Museum administrators will better understand system capabilities, allowing for improved development and marketing planning and implementation; development and guest services staff will become highly proficient in use of the software, enhancing job performance and satisfaction, as well as increasing revenue streams; and Museum audiences, including schools, will benefit from better customer service and targeted Museum communications and marketing.
GOURMET CATERERS, INC.	ROSLINDALE	Boston PIC	\$69,500.00	Accommodation and Food Service	369	Gourmet Caterers was established in 1973 and is today one of Massachusetts' largest privately-held providers of off-premise catering. The proposed training plan is to deliver three customized training programs to Gourmet Caterers employees that will impact employee engagement and retention, the level of service employees provide to customers, sales capabilities to increase sales revenue and managerial capabilities. All managers will attend the Superior People Management Skills Training focused on enhanced management skills. All customer-facing employees will attend the Customer Focus Training on Gold Standard customer service and how it applies to Gourmet Caterers' events and affects business. And finally, sales staff will sharpen their skills with the Consultative Sales Training. All training will be sustained through Train-the-Trainer components for customer service and management development and through management training on performance tracking for sales.

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AIRGAS EAST INC	SALEM	Greater Lowell WIB	\$76,340.00	Manufacturing	134	Our training plan includes the training of 65 sales managers, sales professionals, branch managers and sales support employees in order to increase our sales (and profits). We also require training in advanced customer service skills for 36 customer service managers and employees, in order to increase customer service, customer satisfaction and customer loyalty. For both of the first two programs, we would like to train two in-house staff members to become in-house trainers for us, so that we can continue to train our employees after the training grant has expired. We are also requesting funding for a Leadership and Management training program for 33 senior and middle managers. This training is needed to help us to integrate the various business acquisitions that have been made over the past few years, as we need to develop new leadership and management skills to successfully implement our new business goals and objectives and begin to (once again) grow our business and avoid layoffs.
HARDLINE HEAT TREATING INC.	SOUTHBRIDGE	Central MA REB	\$25,500.00	Manufacturing	13	The program provides the training necessary to implement the advanced quality system required to achieve AS9100/ISO 9001 Quality Management system certification and NADCAP for the Aerospace Industry. This includes training for: Management Planning, Employee awareness, Development of process documentation; Auditor training, Project Management, and Corrective Action Failure Modes and Effects Analysis training. AS9100/ISO 9001 Quality Management system with NADCAP is the leading worldwide cooperative quality management standard used by major companies. It is designed to manage a cost-effective consensus approach to special processes & products, and provide continuous improvement within the aerospace and automotive industries.
FLEXCON COMPANY, INC.	SPENCER	Central MA REB	\$86,400.00	Manufacturing	133	The program provides the training necessary to build a cleanroom air quality manufacturing environment to the ISO 14644-1 Class 7 standard, and training so that employees understand how to work in this environment to successfully eliminate contamination. This includes training for: Contamination Control Training for Industrial Cleanrooms; Environmental Monitoring Training for Cleanrooms; Gowning for the Cleanrooms; Working Under Good Manufacturing Practices Controlled Conditions; Understanding Risk Management; and Cleanroom Control Process Audit Training. Additionally a series of manufacturing process development and validation workshops have been designed to adapt existing multi layer coating technology to new markets. Essentially they help determine: What to verify/measure; How to verify/measure; How many to verify/measure, i.e. statistical significance; When to verify/measure; Define acceptance/rejection criteria; and define required documentation.
ROARING LLC	STOCKBRIDGE	Berkshire County WIB	\$62,814.00	Accommodation and Food Service	204	We will be conducting the Impact Advanced Customer Service Training and certification program for employees that interface with customers. The program will teach these employees advanced skills for the delivery of exceptional customer service. The employees will learn skills and advanced techniques for dealing with difficult people, complaining people, and the silent person. The employees will learn effective questioning techniques to help identify problems and resolution. The employees will also learn the three listening styles and effective techniques for delivery of information for the different groups. We will also be conducting the Impact Advanced Management training and certification program for our current managers. These employees will learn advanced techniques for conflict management and resolution, coaching with accountability, building leadership, financial controls and measurement, process improvement, and delegation/empowerment techniques.
CARDI'S DEPARTMENT STORE, INC.	SWANSEA	Bristol County WIB	\$100,000.00	Retail	189	Our proposed WTF Training Plan includes two primary initiatives addressing learning opportunities in mission critical sales areas: Focus will be on 1) key retail selling and showroom customer service skills, and 2) senior management skills to eliminate waste, support work in Teams, and manage sales in an increasingly competitive marketplace and a difficult economic environment. The training is to be done by GNA Training and will result in the development of performance metrics with accountability, serve a means motivating and promoting employees, and creating a continuous improvement culture. Training will impact all sales force employees and sales managers in our Massachusetts' facilities.

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ECRM INCORPORATED	TEWKSBURY	Greater Lowell WIB	\$44,458.00	Manufacturing	47	Our training plan proposes to certify 11 Lean/Six Sigma employees as green belts and train 47 employees in Lean (TPS)/Six Sigma tools, methods, implementation, and thinking. This will enable the company to reduce labor, warranty, and the cost of goods sold. The training will include the following modules: The Control Phase (control charts/SPC, lean tools-5S, Visual Factory, Kaizen, Poka-Yoke, TPM, standard work, project preparation and formatting, FMEA, DFMA, Project Review and Q & A), Technical Writing, Team Building, Project Management (selection of practical project, project charter and plan, team leadership, team dynamics and performance, change agent, management and planning tools), Define and Measurement (VOC, CTQ, project definition, basic statistics, goal setting & measurement, deliverables and templates, application to practical project, value stream mapping, RTY, cause and effect tools, measurement systems analysis, lean analysis), and Analysis.
VILLAGE FERTILITY PHARMACY INC	WALTHAM	Metro South/West REB	\$61,302.00	Health Care and Social Assistance	51	Our training plan primarily addresses issues of consistency and customer satisfaction. It includes these quality control modules: Technical Writing-the parts, criteria, and process; Mistake Proofing-exploring the source of errors and defects, discovering why prevention is more powerful than detection; Team Building - examining the role of teams, and applying standard team problem-solving techniques; Basic 5S-eliminating waste, gaining control, and standardizing improvements; Value Stream Mapping-mapping material and information flow, looking for wasted motion, developing an improvement, reducing waste and cycle time; Introduction to Quality Processes-the principles of quality thinking, understanding current processes, defining the 7 areas of waste, identifying process improvement opportunities, examining non-value added operations; Quality Leadership-your role in introducing quality processes, working with individuals to develop & maintain realistic goals, how to sustain the process.
WALDEN BEHAVIORAL CARE LLC	WALTHAM	Metro South/West REB	\$100,000.00	Health Care and Social Assistance	85	Walden Behavioral Care intends to offer a 2-tiered approach to training: □ First, Walden proposes to train 55 employees in Lean Enterprise & related disciplines including: 5S+1, Value Stream Management, and Value Stream Mapping. The proposed training will improve the efficiency of our overall operations, particularly in our Admissions Department, Psychiatric and Eating Disorders Program operations, Human Resources, and facilities management. □ Second, Management Development training for 22 employees in Conflict Resolution and Team Building. 22 will attend Advanced Supervisory Training, concentrating on Staff Retention & Solving Workplace Problems. Customer Service training, which Walden will fund, will address the unique needs & more effectively service the complex medical needs of patients, their families, insurers & other referents. The four constituents require distinct communication approaches in a fast-paced, emotionally-charged, demanding environment. 85 employees to be trained.
ATHENAHEALTH INC	WATERTOWN	Metro North WIB	\$100,000.00	Professional, Scientific, and Technical Services	475	Having grown to become a large, established firm that has earned local and national recognition for its standards of excellence, athenahealth realizes that a comprehensive employee development program is now needed to establish common standards, practices, and expectations for the organization. Most specifically, we look to conduct a comprehensive Project Management, Leadership, and Cohort Development training program to help our associates gain improved skills in all areas, supporting our goal to improve and implement highly effective project management processes, procedures, and work standards. Training will include Project Management, Relationship Building, Transformational Leadership, Communications, and Time Management.
TUFTS ASSOCIATED HEALTH PLANS, INC.	WATERTOWN	Metro North WIB	\$100,000.00	Finance and Insurance	440	The training plan targets 2 critical areas: (1) Targeted Advanced Leadership Development training; targeting Managers, Sr. Managers, New Directors, and High Potential Front-line Supervisors and Individual Contributors who are identified as potential future leaders; and 2) Project Management training leading 15 employees to PMI Certification as PM Professionals (PMPs.) The advanced Leadership training programs outlined in this plan do not exist at our company, and a goal of the training is to identify the best components within the plan (analysis during implementation) and assimilate these into a custom curriculum which will be sustained internally through our Learning & Development Team. The training will prove critical as we broaden our target markets to increase membership within a highly competitive and changing marketplace, and will support our goal of improving employee engagement in order to retain and grow employees. (Course details are noted in training section.)

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
AKIBIA INC	WESTBOROUGH	Central MA REB	\$100,000.00	Professional, Scientific, and Technical Services	205	Akibia is requesting funding for company wide Service Quality, Continuous Process Improvement, and Lean Six Sigma training programs. We plan to train all 205 managers and employees in a Service Quality training program so that we can improve the quality of the services that we provide to our customers. 150 managers and employees will be trained in a continuous process improvement program so that we can improve all of our business processes as the company expands and "outgrows" many of the existing processes that are now in place. The last training program that we are requesting funding for is a Lean/Six Sigma program. This training program will be targeted to train 30 "Green Belts" who will then lead Lean/Six Sigma projects with 70 managers and employees, who will use Lean/Six Sigma tools to keep Akibia ahead of our competition (large companies such as IBM, HP and Oracle - who are currently utilizing these tools and techniques to build their competitive advantage).
GENEVIEVE SWISS INDUSTRIES INC	WESTFIELD	REB of Hampden County, Inc	\$28,650.00	Manufacturing	13	Genevieve Swiss? training plans will target the development of Manufacturing and Management skills in our small company. Manufacturing skills training will include learning to use Computer Aided Design (CAD) software and CNC Machining & Programming skills, with a Train-the-Trainer element. Management training will focus on Operations Management skills, including Statistical Analysis and Report Writing, Project Management, and Planning. Our entire growing organization will be involved with this training program.
GAUDREAU GROUP INC INSURANCE AGENCY	WILBRAHAM	REB of Hampden County, Inc	\$23,650.00	Finance and Insurance	19	The training plan has two components - Advanced Sales training and Advanced Customer Service training. The Sales training will teach the attendees behavioral based selling skills. Skills will be developed in questioning techniques, mining for information, the social, discovery and qualifying phases of a sale, how to deliver confirmation and understanding, the alignment of features and benefits, application of trial closing questions and the use of three different types of closing techniques - the informative, the choice, and the closing close. The customer service training will teach all attendees how to deliver exceptional customer service. The attendees will learn how to identify and use the three listening techniques, how to measure and monitor performance, how to work with the irate, complaining, and silent customer, and how to question people to resolve issues and show value in our service. Both of these programs offer certifications that are well recognized within our industry.
CHEMGENES CORP	WILMINGTON	Metro North WIB	\$36,900.00	Professional, Scientific, and Technical Services	21	ChemGenes' training plan will focus in two areas, namely Environmental Management Systems (EMS) and English for Speakers of Other Languages (ESOL). Training topics within our EMS program will include Management Review and Goal Setting, Employee Overview, Environmental Aspects & Planning, Procedures Development, Environmental Control Procedures, Internal Auditing, and Emergency Preparation & Response. Overall, our training program will involve all employees at ChemGenes.
BARBOUR STOCKWELL INC	WOBURN	Metro North WIB	\$34,200.00	Other Services (except Public Administration)	20	The training plan is made up of 3 skill elements: 1. Continuous process improvement training through process analysis and process management(similar to lean or six sigma), 2. Training in the AS9100 quality management system development and implementation. Included is training of selected personnel in quality management system auditing. 3. Problem solving training to effectively address corrective and preventive actions
PAID INC	WORCESTER	Central MA REB	\$41,400.00	Mail, Delivery, and Warehousing	40	This training will teach us the skills needed to implement the principles and practices of lean manufacturing. The training modules will include lean goals - how to determine and define goals necessary to attain improved business processes; mapping our value stream - how to track materials/information from suppliers through our business to our customers; visual management - how to create organizational efficiencies and company wide process communications; error proofing - how to discover and eliminate the root cause of error; quick changeover - how to reduce costs and inefficiencies in the service/supply process; standard operating procedures - how to determine the most efficient work combinations; one piece flow - how to create steady work flow eliminating time inefficiencies; Kanban system - how to improve the flow of information within our company; Lean metrics - how to establish metrics of measurement for all work processes to improve productivity and profitability.

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
WRIGHT LINE LLC	WORCESTER	Central MA REB	\$67,200.00	Manufacturing	60	Wright Line's training plan for 2010 will focus on the development of skills and knowledge in two key areas; ISO 9001 Standards and Advanced Project Management (APM). Within ISO, employees will attend programs in Corrective Action techniques, 'How to Effectively Sustain an ISO 9001 Quality Assurance System' and Internal Auditing techniques. Within APM, employees will learn improved Project Management techniques, to help project engineers manage multiple projects, through either simultaneous or sequential project execution methodologies.
Grand Total	52 Companies		\$3,069,933.00		5,088	