



Action Initiative Business Plan **Aerospace Cluster Working Group**

Aerospace Initiative #3: Aggressive Workforce Development Initiative

Members: Rin Causey (team leader), Jesse Cote, Mel Olesen, Linda Waring, and Doug Roulstone (unable to attend the first meeting).

Contact information: Rin Causey, rin@snocowdc.org
Linda Waring, lwaring@snocowdc.org
Jesse Cote, jessec@iam751.org
Mel Olesen, mel.oleson@boeing.com
Doug Roulstone, droulstone@tji-holdings.com

What is the outcome we want to accomplish?

1. Address the workforce skill shortages faced by the region now in the aerospace industry.
 - A. Define by tier type – the needs of Boeing per se are different than those of a tier three suppliers to Boeing, or to those of Goodrich, or Vought, or Bucher, or Alaska Airlines. We have identified local aerospace industry employers within our regional area, but there are certainly aerospace industry employers and suppliers all over the state. We should be addressing this as a statewide initiative.
 - B. Define by need for new hires versus incumbent worker upgrade training in new technology.
 - C. Define training availability for those skills – is it available in existing curriculum – e.g. The new composite manufacturing training at Edmonds Community College, or does it need to be customized to meet a specific employer need?
 - D. Define efforts underway already – versus un-met areas of need. For example, the new Boeing Educational Resource Center being built at Paine Field will address the retraining and training needs of Boeing for the next five years. Are there training needs they have that won't be addressed there? What about the training needs of the supply chain? Or those of other tier one aerospace employers?
2. Address future workforce skill shortages
 - A. Ask industry for aging workforce estimates, time frames – are we talking about needs that can be met by retraining existing laid off aerospace workers, (we still have over 4000 we are working with inside the WorkSource system), or transitioning returning veterans or other non traditional hiring groups, or are we talking about shortages that are more than five to ten years out so that we really need to be doing more outreach to entice the 3rd grade population to be ready to choose an engineering field ten years from now when the aerospace industry shortage become critical?

- B. What are the current outreach efforts to the K-12 system going on already? Are they replicable to other areas, and who/how can that be made to happen?
 - 1. Project Lead the Way
 - 2. Aviation High School
 - 3. The Aerospace Academy
 - 4. Machining Pathways
 - 5. Business Education Partnership: internships, work experience models, job shadowing, try out employment, field trips and speakers bureau
 - 6. Tuesday Tours
 - 7. Workplace Scholarships
 - 8. Apprenticeship programs
 - 9. Customized training
 - 10. On the Job Training
 - 11. What else?
- 3. Designing Solutions
 - A. There is money, but it is generally restricted and project specific.
 - B. Are there regional solutions or should we just try and develop county based separate solutions? What about a statewide initiative?
 - C. Who are we designing the solutions for? What are the feeders to the solution? Who are the logical partners? And if it takes money, who has any?

Where are there other opportunities that could address workforce development?

- 1. Build an advisory system – or launch an effort to provide guidance on how to become a Boeing Supplier. Encourage more entrepreneurial business development as well as to provide guidance for more local businesses to gain access to Tier One businesses in this area. For example, in Snohomish County cluster conversations, it was discovered that with some of the non Boeing Tier one types, that there was not any sort of analysis made about using local suppliers and whether there were cost savings to be gained from listening to the supply chain in providing feedback about efficiencies. They simply used whoever they use, by tradition and history.
- 2. Take this conversation to the statewide level. We want the entire state to be thought of as the place where you go or bring your business to live if you are in the aerospace arena. That’s bigger than the Puget Sound Region, and we have much to gain by broadening out this conversation. One suggestion: Have the current Aerospace Skills Panel hosted by the Snohomish County WDC take on a statewide responsibility for coordinating with other WDCs and statewide employer groups in the aerospace sector.
- 3. Development of virtual businesses where multiple employers come together to virtually form a business chain of offerings that enhance an overall package – much like many medical doctors do today where you have a small team that oversees HR, payroll/billing, and administrative functions, but each deliverer of service is only loosely part of the business.
- 4. Focus more on the Tier one’s and Tier two’s. Host a conversation with them around idea development.
- 5. What opportunities might exist by partnering with labor to create loans for new enterprises utilizing pension fund investments?
- 6. Angel networks

7. Host a bidding fair – or a How to Make It Work Conference, have seminars on how to become a Boeing supplier, how to form a virtual company, how to market Washington State to attract more companies (need to fully flush out with why they find Washington unattractive right now)

Obstacles and Impediments

1. Trust and level of willingness for Boeing to be forthcoming about needs, plans and engage in dialogue about solutions
2. Getting other tier one businesses involved
3. Local versus regional, versus statewide engagement – dealing with the politics of such efforts versus being focused on the goals and outcomes
4. Overlapping objectives with other task teams
5. Funding – there are limited funds available through the Workforce Development System, but anything large scale may take direct investment by the private sector to partner to make this come together.
6. Time frame – this is not a one or two meeting set of initiatives.