



# Workforce Preparedness

## Baytown

2012-05-15,  
Rod Herrick,



# Project Goal

- TOGETHER we will implement a workforce strategy to:
  - meet current and future manufacturing demands
  - improve educational foundation of future workforce
  - provide job opportunities in the communities that we operate in
  - develop trained and qualified manufacturing employees
    - Fixed workforce demands – e.g. operators, craft, etc
    - Variable workforce – e.g. contractors, craft, laboratory, logistics, etc.
  - further improve safety and reliability of our manufacturing operations – Responsible Care

WHY ???



# Projected Job Growth - GHP

84,600 Jobs – 2012

## Greatest Gains:

<input type="checkbox"/> Manufacturing	11,700
<input type="checkbox"/> PS & Technical	10,700
<input type="checkbox"/> Admin. Support	10,800
<input type="checkbox"/> Healthcare	10,300

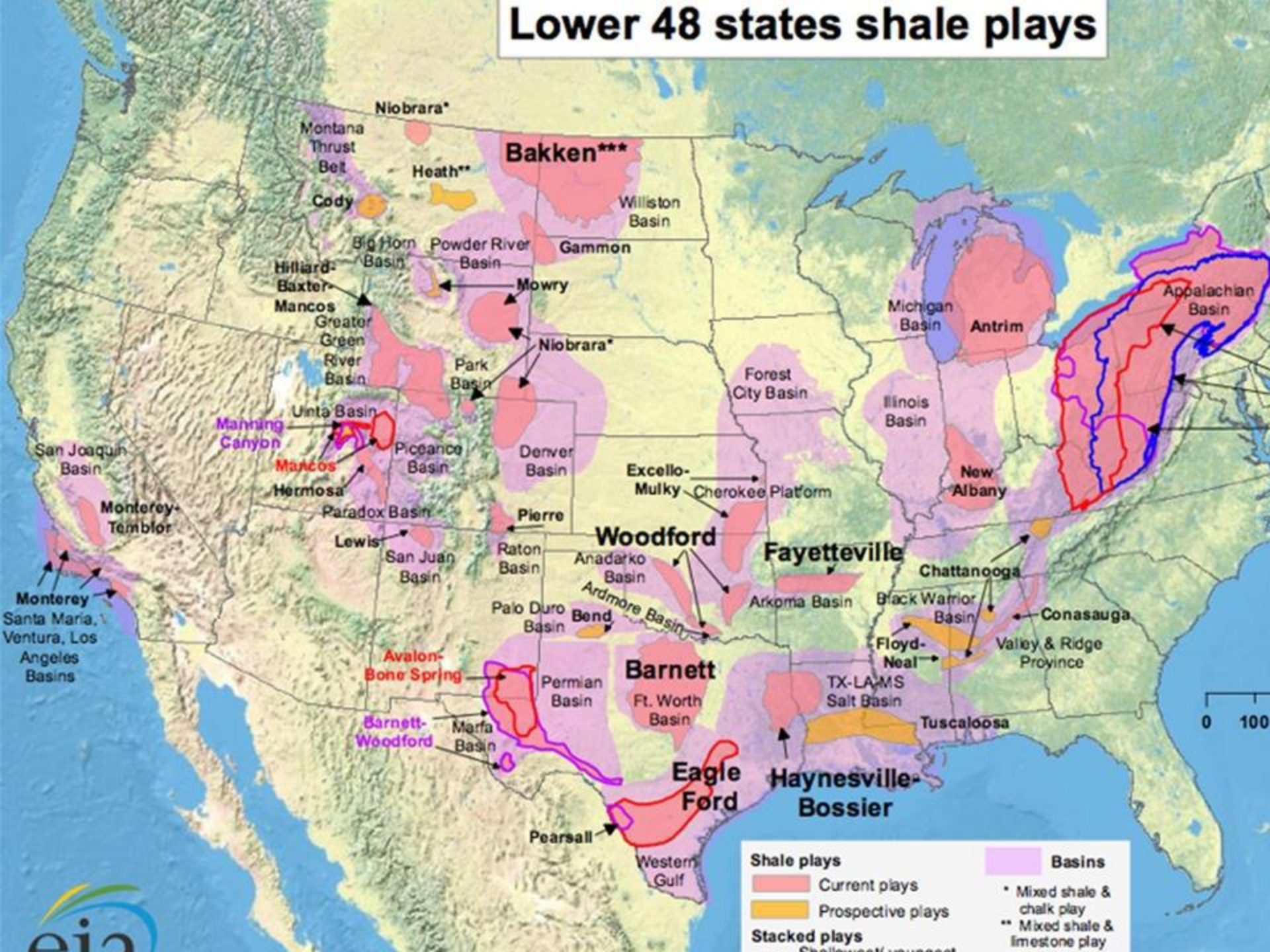
# 2011 Announcements / Projects



- ❑ Chevron Phillips Ethane Cracker Announcement
- ❑ 2017 / 10,000 Construction Jobs / 300 – 400 PJ
- ❑ Bayer - \$120 MM Upgrade
- ❑ ExxonMobil – Synthetics Project
- ❑ Enterprise Products - \$301 MM / 20 Jobs
- ❑ Cedar Bayou Fractionators - \$275 MM / 12 Jobs
- ❑ ONEOK - \$275 MM / 12 Jobs
- ❑ Energy Transfer Partners - \$375 MM / 25 Jobs
- ❑ FlexSteel - \$95 MM / 130 Jobs
- ❑ Projects = ~ \$6 Billion of Capital Investment
- ❑ 11687 Construction Jobs / ~ 550 Permanent



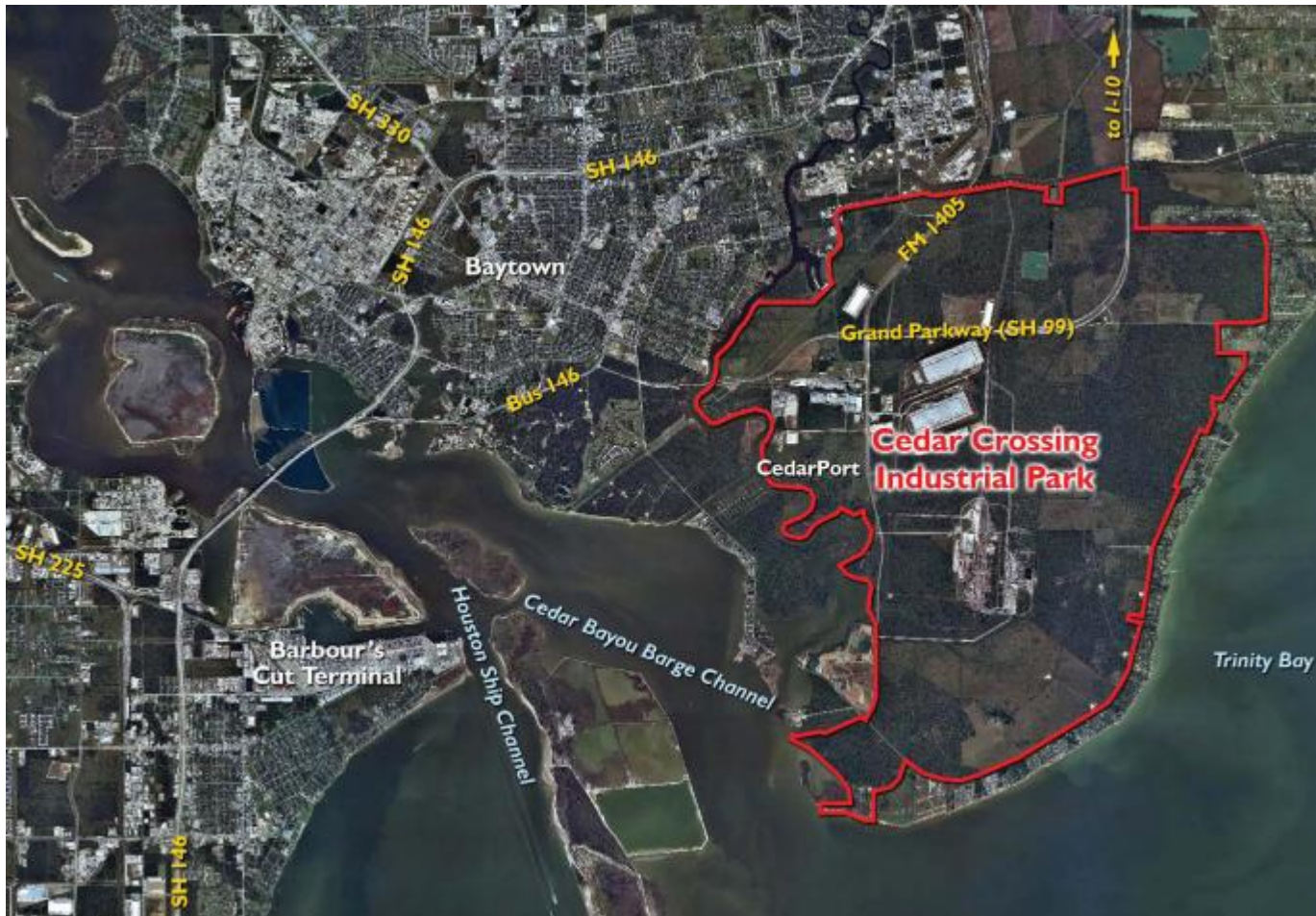
# Lower 48 states shale plays



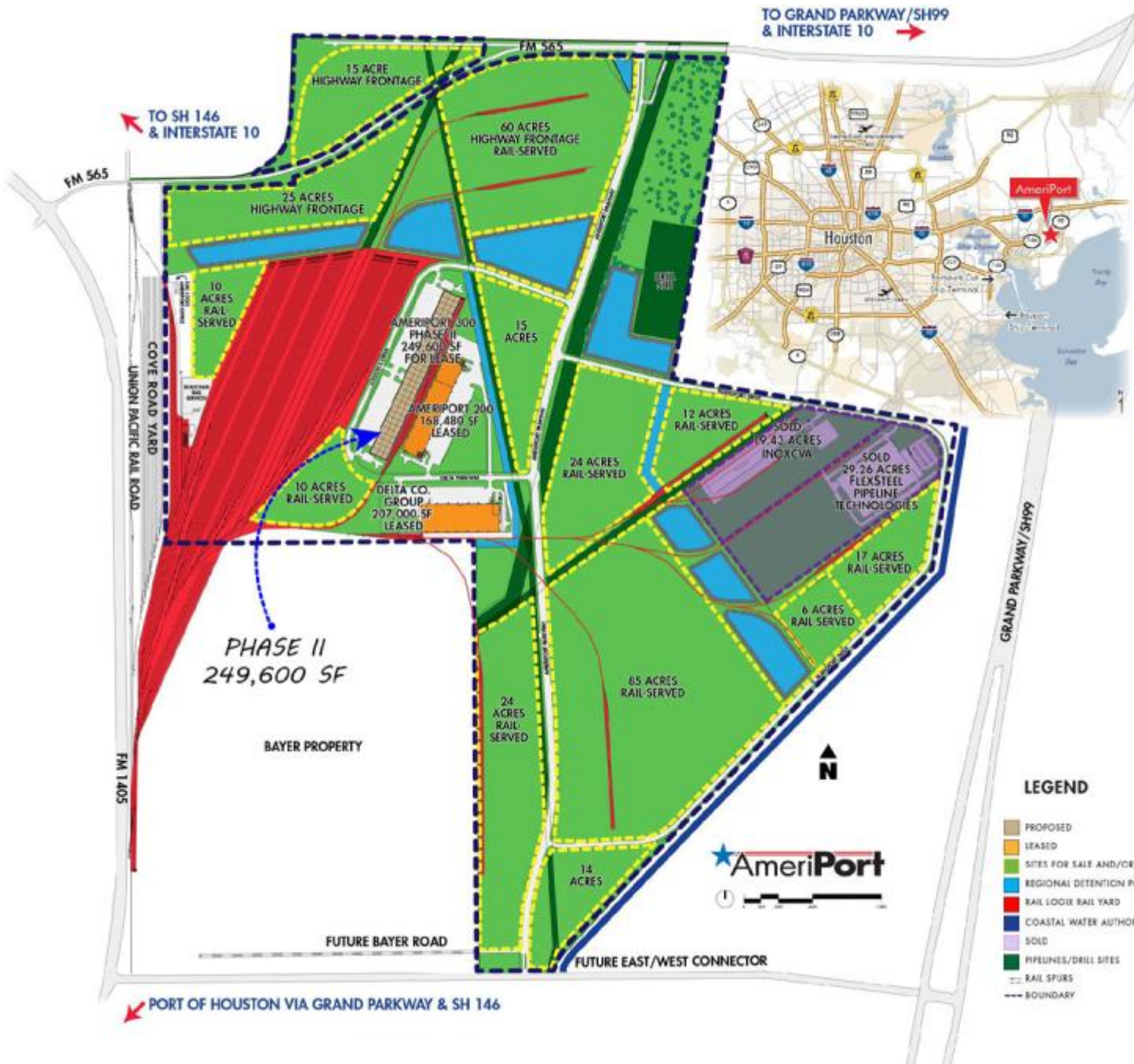
# Where could new Manufacturers locate??



# Cedar Crossing







# Who is impacted???



# Who is impacted by this initiative?

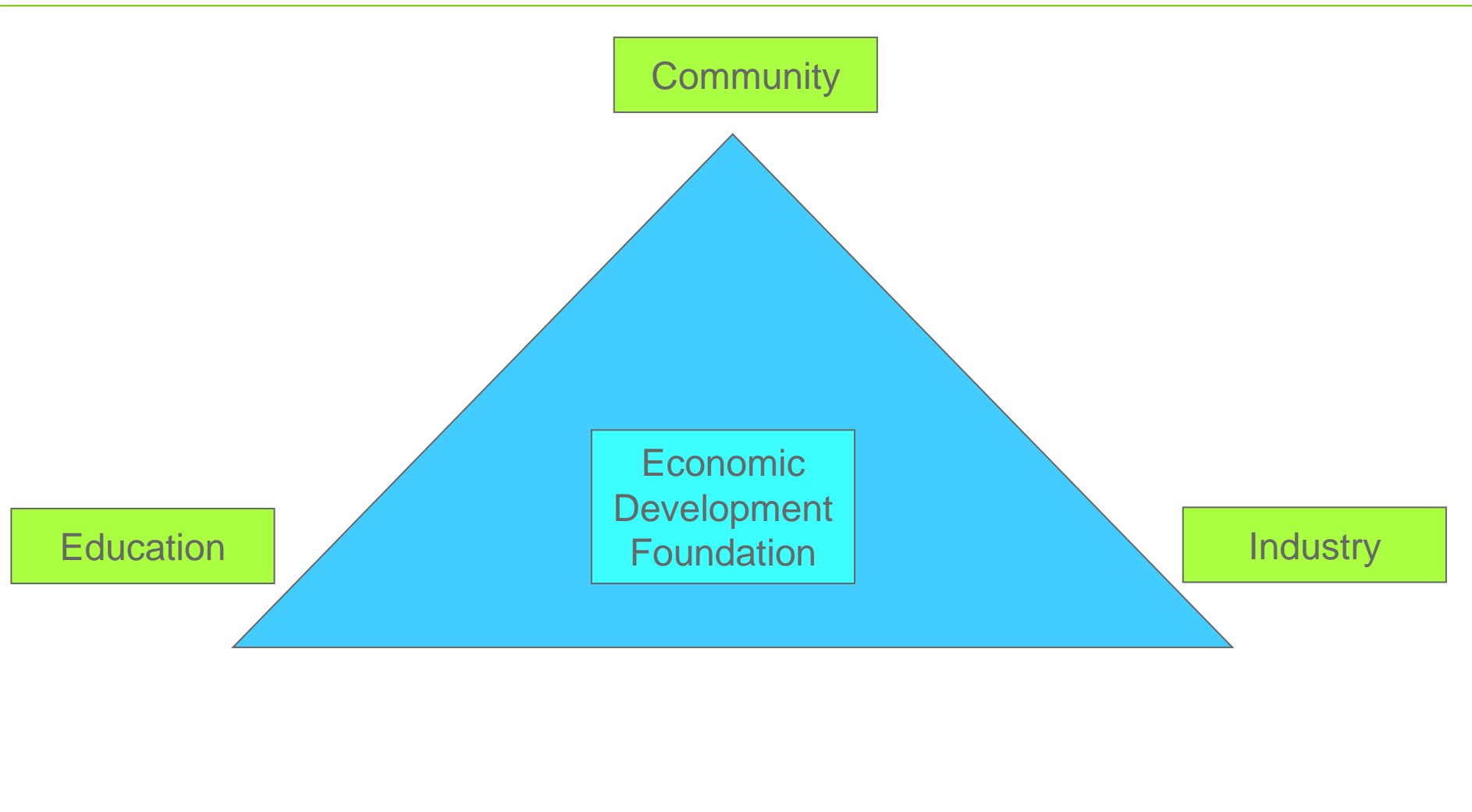
- Local manufacturers
- Local communities leaders and their people
- Local school district leaders
- Local colleges and area universities
- Area Contractors

How will we accomplish  
this???





# Steering Team





# Preliminary Plan Forward

1. The 3 sub-committees (Education, Community and Industry) will meet individually in April / May with their teams to discuss Workforce Development.
2. They will then submit their preliminary results to B. J. Simon and R. Herrick by the end of May.
3. Each sub-committee will appoint 3 members to represent their respective focus area.
4. A ½ day meeting will be scheduled in June to bring the 9 member Steering Committee together to discuss our findings and determine our path forward. B. J. Simon will facilitate this meeting.
5. We will then discuss our next steps to implement the program, eg Legislative discussions, Federal Funding, etc.



# Expected Outcomes & Benefits

- Outcomes
  - Strategy that is supported and implemented by [area school districts](#), [colleges](#), [manufacturers](#) and [communities](#).
  - Qualified and trained workforce, ie, operating technicians, mechanics, electrical/instrument technicians, etc
  - Increased infusion of STEM opportunities as careers within our area schools
- Benefits
  - Continued manufacturing operations in the Baytown/Chambers County area
  - Improved Safety and Environmental compliance by area manufacturers
  - Increased workforce diversity within our manufacturing community
  - Increased retention of personnel- eg personnel from our community
  - Manufacturing personnel are active in the community that they live.



# Deliverables

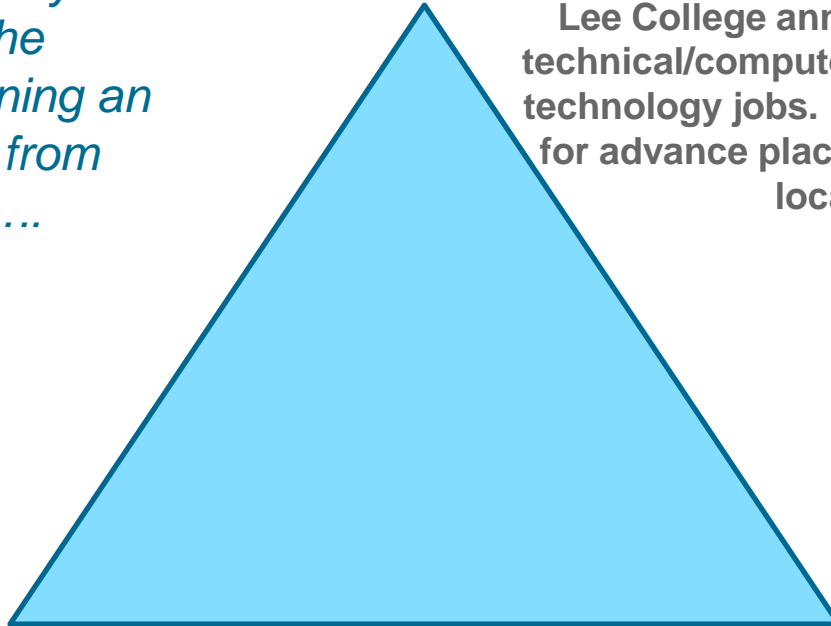
- Organizational design for area school districts and colleges
  - Bring STEM early into education process
  - Vocational training
  - Connect vocational training with college curriculum
- Develop curriculum and training plan for achieving strategy
- Develop skill/competency matrix per manufacturing position
- Identify subject matter experts for key positions
- Tracking of measurable metrics, including skill level per individual vs requirements
- Develop sustainable process as requirements change
- Implement SC (steering committee) consisting of personnel from Community, Education and Industry.



# Vision of 2022 BT Workforce



*Ten Years On: the story of how Baytown met the challenges of sustaining an educated workforce from the T O P interests ....*



## **TECHNICAL**

Lee College annually serves 2500 students in technical/computer courses; training in process technology jobs. Partnerships with high schools for advance placement. Many jobs provided by local manufacturers.

## **ORGANIZATIONAL**

Baytown industry has a steady supply of skilled workers for technical jobs; industry partnerships with educators linked to growth needs. Local businesses flourish. Growth in production, local operations sustained.

## **PERSONAL**

Families arrive in the community to find jobs in industry, to buy homes, use local services , enroll in schools, access cultural amenities and more . Baytown is a good place to live/work.



Questions ??



*Back-ups*

# Workforce Preparedness

## Baytown





Education Strategy

# Workforce Preparedness

## Baytown



# Education



## Questions to Promote Group Discussion

- How can the training curriculum be “fast tracked” to meet industry’s growing needs, i.e. grants, benchmarking with other colleges/communities
- What physical challenges must be addressed in terms of facilities to accommodate a center of excellence for process technology or skilled crafts, e.g. location, equipment
- What is the current capacity for students in the program, how much does that capacity need to grow and by when?
- What are the personnel needs for qualified instructors with relevant industry experience?
- How can the talent pipeline be advanced from college level to high school level?
  - Ensure curriculums mesh
  - Reach students earlier in career making decisions
- What is the most effective marketing and recruitment strategy for the program?
- Where do we start; prioritize for effective results?

# Education

## Questions to Promote Group Discussion



- What can Education deliver to the workforce initiative?
- What are the biggest issues and challenges?
  - What are the most likely breakdowns to occur?
  - How do we remove the obstacles and prevent the breakdown?
- What factors are critical to success?
  - What must be implemented and executed to be successful?
- What will success look like from the Education perspective?
  - Expected Outcomes
  - Benefits
- Develop preliminary timeline or milestones to accomplish goal



Community Leadership  
Strategy

# Workforce Preparedness

## Baytown

# Community & Community Leaders

## Questions to Promote Group Discussion



- How can Community Leaders contribute to the overall initiative for Baytown to become a center of excellence for process technology
- What can be done to transition the perception of “blue collar” image to one of “successful manufacturing contributor.”
- How can we leverage community organizations to build talent pipeline, e.g. United Way, Homeless Services, Rotary.
- How can area Chambers of Commerce (Baytown, Hispanic, and WCCCC) collaborate on the initiative and tie their missions to this concept
- Do the marketing and communications strategies for our community need revisions to support the program?
- What additional attractors are needed to prompt relocation of skilled craft workers into the area?
- How can we engage legislators and leverage legislation for the initiative, i.e. utilize Business Commerce Committee to support process technology/ skilled craft training programs to attract and retain workers?
- How can the community show support and build excitement for the initiative?
- What is your vision of the community in 5 or 10 years with a successful center of excellence for process technology in place?



# Community Leaders

## Questions to Promote Group Discussion



- How can the Community contribute to workforce preparedness?
- What are the biggest issues and challenges?
  - What are the most likely breakdowns to occur?
  - How do we remove the obstacles and prevent the breakdown?
- What factors are critical to success?
  - What must be implemented and executed to be successful?
- What will success look like from the Community leadership perspective?
  - Expected Outcomes
  - Benefits
- Develop preliminary timeline or milestones to accomplish goal

# Success Factors critical to project success



- Prioritization of initiative by area, community, elected officials, educational and manufacturing leaders
- Funding necessary to accomplish initiative
- Linkage and engagement of area manufacturers for internships, teaching and coaching.
- Identify de-railers and gain their support early



# Challenges & Assumptions

- 1. Competing priorities in our area
  - 2. Cost pressures on area manufacturers
  - 3. Lack of training organization
  - 4. Lack of cooperation within area
  - 5. Conflicting ideas around training plan
  - 6. Resistance to training needs related to manufacturing
  - 7. Effective training plans to meet current/future needs
  - 8. Increased variabilization of our workforce by use of a contractor workforce
- 1. Use local influences to make this a top priority, EDF, C of C, local and area government, Manufacturing team, etc
  - 2. Develop a strategy of benefit vs. use.
  - 3. Utilize local/area schools and colleges
  - 4. Develop well thought out strategy and engage key stakeholders in community and manufacturers
  - 5. Use Manufacturing Community and local Colleges in development
  - 6. Develop plan that correlates importance of Manufacturing jobs vs. Local jobs. Change the view of the community that manufacturing jobs are dirty, low tech careers
  - 7. Strategy to incorporate plan
  - 8. Area contractors will be on-board with strategy.



# Path Forward

- Gain support from Baytown Plant Managers Association-
- Obtain issues/challenges from area Community leaders
- Obtain issues/challenges from local Educators, Lee College, BHISD and GGISD
- Develop SC consisting of key educators, community and industry leaders
  - Discuss issues and challenges in all three(3) areas
  - Develop overall project plan, strategy and milestones
- What can you do: Start engaging local and state elected officials (yourself and your lobbyists), for example:

*The Senate Committee on Business & Commerce will meet at 10:00 AM on Tuesday, April 10, 2012 in Room E1.016 of the Texas Capitol Extension. The Committee will:*

*take invited and public testimony on the interim study charge "Study and make recommendations for **workforce training programs** in Texas to ensure that such programs **meet business and worker needs**. Specifically, study whether such programs target economic growth areas and future workforce needs of the health care, **skilled trades**, **construction, manufacturing**, aerospace, and information technology industries and **help retain workers in those trades and fields**;"*