
President's High Growth Job Training Initiative

Aerospace Industry Training Partnership (AITP)



Grant amount: \$1,168,400

Leveraged amount: \$1,168,080 in leveraged in-kind support

Grantee: Community Learning Center, Inc. (CLC)

Key project partners:

Aerospace Companies – The Project aerospace company partners are Bell Helicopter TEXTRON, Inc. (BHTI), EFW, Lockheed Martin Aeronautics Company-Fort Worth (LM Aero), and Vought Aircraft Industries, all with manufacturing facilities in North Central Texas. BHTI and LM Aero were among the founding members of the North Central Texas AITP and its Steering Committee. CLC has current Memorandum of Agreements (MOAs) with BHTI, LM Aero, and EFW. Vought Aircraft Industries joined the AITP and its Steering Committee in 2004.

Labor Unions – The Project labor union partners are:

- Aeronautical Industrial District Lodge 776 of the International Association of Machinists & Aerospace Workers (IAM&AW), which is the collective bargaining unit for LM Aero and EFW and was one of the founding members of the North Central Texas AITP and its Steering Committee; and
- Locals 218 and 848 of the United Automotive, Aerospace, and Agricultural Implement Workers of America (UAW), which are the collective bargaining units for Bell Helicopter TEXTRON and Vought Aircraft Industries, respectively, with Local 218 being one of the founding members of the North Central Texas AITP and its Steering Committee, and Local 848 being a new member.

Workforce Development Boards – The Project Workforce Development Board (WDB) partners are North Central Texas WorkForce, Workforce Solutions for Tarrant County, and WorkSource of Dallas County. CLC has a current Memorandum of Understanding (MOU) with Workforce Solutions for Tarrant County, one of the founding members of the North Central Texas AITP and its Steering Committee. North Central Texas WorkForce and WorkSource of Dallas County are new members of the AITP Partnership with which MOUs have yet to be developed.

Training Facility – The Project training facility partner is the Fort Worth Opportunity Center (FWOC). This private, non-profit organization was one of the founding members of the North Central Texas AITP and its Steering Committee.

Fort Worth Chamber of Commerce – The Fort Worth Chamber of Commerce joined the AITP and its Steering Committee in early 2004.

Grant activities take place in the Dallas-Fort Worth metro area.

Challenge

The *Aerospace Industry Training Project* (AITP) was originally funded under DOL's Skills Shortage II incumbent and dislocated worker demonstration grant program to address



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the gap between the aerospace positions available and the skill levels of the dislocated and incumbent workers available to fill those positions.

The operations of the original AITP Project and the extended and enhanced Aerospace Industry Training Partnership - Technically Advanced Proficiency Program (AITP-TAPP) have been the most successful of CLC program operations, in large measure due to CLC's early establishment and ongoing use of the Aerospace Industry Training Partnership (AITP) and its Steering Committee for planning and monitoring of program operations. Since the inception of CLC's Dislocated Worker Aircraft Assembly Training and Employment Program, which has been operational since January 2001 and features training in a "virtual factory" setting at the Fort Worth Opportunity Center (FWOC):

- 995 (86%) of the 1,152 dislocated workers scheduled for the Aircraft Assembly Training Program have successfully completed the training; and.
- 912 dislocated workers have been placed into unsubsidized employment positions, of whom 625 (69%) have been placed in positions within the aerospace industry.

Most strikingly, there has been an 89% six-month retention rate among the 527 Dislocated Worker Participants thus far hired by Lockheed Martin Aeronautics Company-Fort Worth (LM Aero), which, with the assistance of its collective bargaining unit, IAM&AW District Lodge 776, has designed and implemented the most effective system presently in place for monitoring CLC Dislocated Worker Participant retention in unsubsidized employment.

In addition, during this past year, the CLC AITP-TAPP initiated its first incumbent worker training program, with LM Aero, which involves worker certification in three types of soldering required for electrical harness installation on the F-16, beginning with classroom work and concluding with an on-the-job training (OJT) component mentored by experienced lead workers on the production floor, the latter of which is new to the plant on a formalized basis. Since the inception of the LM Aero Incumbent Worker Electrical Assembly Training Program in January 2004:

- 255 incumbent workers have been engaged in training, of whom 90 have completed all of the classroom training; and
- 32 have been enrolled in the OJT component and have successfully completed the OJT and returned to apply their enhanced skills on the production floor.

In summary, as a result of its operation of the AITP Project and the AITP-TAPP, CLC has successfully demonstrated an industry-led model for training and placing dislocated workers in the aerospace industry and for upgrading the skills of incumbent workers in the industry, as indicated by its having received the U.S. Department of Labor (DOL) Regional Administrator's Special Recognition Award on June 10, 2004, "in recognition of goals accomplished as a recipient of a US DOL Demonstration Grant." Four of the most important elements of the model demonstrated in these operations have been:



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- Utilization of a regional industry-led workforce development partnership approach to the development, implementation, evaluation, and improvement of training, employment, and retention services;
- Inclusion of a broad spectrum of leaders from the economic and workforce development communities within the partnership, including representatives from local industry, organized labor, local business forums, the public workforce development system, higher education, and community-based education and training programs;
- Collaboration between management and labor in identifying training, employment, and retention needs and the design, delivery, assessment, and enhancement of training and other services to address these needs; and
- Design and implementation of program evaluation mechanisms, including return-on-investment measures, for program demonstration, improvement and replications purposes.

The program is addressing the aerospace sector's need to improve the high technology skills of additional dislocated and incumbent workers in the area and around the country.

Addressing the Challenge

Under the continuation project, CLC's first goal is to ensure that current project services are not interrupted. Training is currently delivered in the virtual factory laboratory at the Forth Worth Opportunity Center and on-site at partner organizations by instructors from Tarrant County Community College and mentors from District Lodge 776 of IAM&WA and the Local 218 of UAW. AITP's Expansion and Enhancement Project has been monitored by a third-party evaluator to ensure program effectiveness and efficiency, including the addition of return-on-investment measures.

Projected Outcomes

320 dislocated workers in the Dallas-Fort Worth metro area trained for high-demand entry-level positions in areas such as aircraft assembly and material bonding at Lockheed Martin-Aero, Bell Helicopter TEXTRON and other partner organizations. Additionally, 320 incumbent workers from low-demand skills positions will receive advanced composites fabrication technical training, allowing them access to high-demand skills and, subsequently, career advancement. Upon completion of AITP, CLC expects to deliver a sustainable, replicable, high-skill training and upgrading model that can be replicated nationwide in communities whose economies rely on aerospace, aviation, and related industries.

