

Discussion points for topic:

**Multi-Year Zero-Based
Strategic Initiatives Plan for
Crosscut Panel**

General inputs

- Current SIP – table with some key initiatives and comments follows.
- Results of needs assessment work from Tuesday morning
- General observations from past panel meetings, ECB meetings, levels of effort for funding, shipyard experience and comments, etc.

Questions to consider

1. Are the five current Crosscut strategic initiatives correct or should add/delete/change occur?
 - Workforce Development and Retention (industry image, recruiting, retention), and its application locally, regionally, nationally.
 - Education and Training (K-12 support to entry level; entry level via technical colleges in collaboration with in-shipyard training; incumbent career path training)
 - Organizational and Culture Change (management, supervision, communications that help align the human and social systems of shipyards with their technical and process systems, and their financial-legal-insurance systems) Note: three different views of and terminologies for the business between people-production-financial/legal.

Are the five current Crosscut strategic initiatives correct or should add/delete/change occur?

- Technology Transfer with emphasis on how new technology is introduced into the production and administrative workforce, and how tacit knowledge (in minds of experienced workers) is captured-stored-accessed.
- HR Management – nuts and bolts of requirements such as federal-state-union regulations, insurance, and applicable best practices from other industries.

Questions to consider

2. How can Crosscut's emphasis on research and development of human and social factors that draw on social science theory and principles better connect with shipyard emphasis on
 - a) production with engineering and project theory and principles from hard sciences and
 - b) legal-financial-marketing-contract work that draws primarily from business administration?An overlap area is the field of engineering management that is professionally represented by the American Society for Engineering Management (ASEM).

Questions to consider

3. Are Crosscut problems (needing resources) and issues (needing research and deliberation) common to the entire maritime industry that would include: shipbuilding and repair; vessel operations and maintenance; port & harbor operations; inter-modal transportation, etc?
If so, then should Crosscut's charter go beyond NSRP to include other stakeholders in collaboration such as MARAD, US DOL-ETA, Workforce Investment Boards, colleges, K-12 system, etc?

Questions to consider

4. NSRP and Crosscut is funded by Navy so what percentage of Crosscut effort should be placed on Navy interests as opposed to other defense (Army, Coast Guard); other federal/state government (NOAA, ferries, etc.); commercial brown water or commercial ocean-going? There is far more money in the defense budget, far more shipyards distributed around the country in commercial work.

Questions to consider

5. Should Crosscut consider seeking NSRP rule changes that allow co-mingling of NSRP funds with other agencies around Crosscut issues, particularly workforce development, education and training initiatives at the national or regional level? Example activities would be pooling industry image and recruiting; entry-level curriculum development, etc. Under current rules, NSRP/Crosscut cannot be an official participant in any other funding such as National Science Foundation, US Department of Labor Employment & Training, US Department of Commerce Manufacturing Extension Program; US Department of Education career and vocational training, OSHA Susan B. Harwood scholarship program, US Maritime Administration workforce development, or with other non-profit organizations such as Shipbuilders Council of America or National Association of Manufacturers (trade associations)

Questions to consider

6. What should be the balance of effort between production and professional (design-engineering, etc.) workforce development or education and training emphasis by Crosscut?
7. Should Crosscut Initiatives Panel make greater outreach to the commercial sector and smaller yards through Shipbuilders Council of America or the trade association for luxury yachts?

Questions to consider

8. Crosscut topic participation in Ship Production Symposium (Society of Naval Architects and Marine Engineers) and Navy Ship Tech has been low and discouraged this last year. Should Crosscut folk continue outreach here? What other national conference activities may be better? Examples: National Association of Manufacturers (Crosscut collaboration in 2003 and 2004); National Association of Workforce Boards (Crosscut collaboration in 2004 and 2005); Tidewater Community College-led consortium for community college curriculum development (Crosscut liaison since 2004); the growing Training Within Industry Summit (Crosscut speaker in 2007); Gulf States Shipbuilding Consortium (Crosscut speaker in 2008). There are also other professional associations such as American Society for Training and Development, American Society for Engineering Management, Society of Human Resource Management and others of interest.

Questions to consider

9. Should Crosscut work be conducted as stand-alone functions or more intentionally connected with other panels' activities? Example: Crosscut folk intentionally incorporated in another panel's projects or ASE RA major projects?
10. Should Crosscut pool efforts to run one national meeting annually - like the Washington DC fall 2005 event - and run quarterly meetings using web-based collaborative tools such as go-to meeting?