

## Crosscut Initiatives Panel Meeting

### *Bath Iron Works; Bath, ME*

October 22 – 23, 2008

## Meeting Minutes

The Fall 2008 Crosscut Panel meeting was held at Bath Iron Works on Wednesday and Thursday, October 22 and 23; accommodations were provided at the Captain Daniel Stone Inn in nearby Brunswick, ME.

The meeting agenda is shown in [Attachment 1](#). The attendance list is in [Attachment 2](#). There were about 25 attendees for the 2-day meeting.

PowerPoint presentations from this meeting, noted by **[Available On-Line]**, can be found on the [NSRP](#) website at the Crosscut Panel page by linking to: *Crosscut Initiatives Panel/Past Panel Meeting Presentations*.

### Wednesday, October 22

1. *Welcome/Introductions/Agenda Review* – Larry Gebhardt, ASD, Panel Chair.

Chair, Larry Gebhardt, opened the meeting with a welcome statement, made housekeeping announcements, provided an overview of the meeting agenda, and initiated introductions around the room. Larry also presented a brief background of the Crosscut Initiatives Panel.

**[Available On-Line]**

In addition, Jeff Geiger, Sr. VP of Operations at BIW, welcomed the group and provided an overview of recent facility upgrades and the current workload at BIW.

2. *Shipbuilders Council of America (SCA) Turnover Survey* – Larry Gebhardt, Panel Chair.

**[Available On-Line]**

Since Ian Bennitt of the SCA was unable to attend the meeting, Larry gave the presentation in his place. Key points were as follows:

- Background of SCA and annual shipbuilding turnover survey
- 9 surveys submitted in 2007; average turnover about the same as previous years
- Top reasons for turnover are; 1) accepted another job, 2) resignation for better pay/benefits, 3) termination for poor attendance
- Entry-level welders experienced the most turnover
- Most companies expect future turnover to decline

3. *Retention at All Career Phases* – Michele Martin, Consultant. **[Available On-Line]**

Michele gave a comprehensive presentation on the various aspects of retention, including dimensions, issues raised, factors influencing retention, and strategies for addressing retention. Key points were:

- Four generations in the workforce: silent, boomers, gen-x, and gen-y
- Diversity is increasing; white men are the slowest growing demographic
- A large percentage of shipyard workers are aging – avg. 26-30 years experience
- Who stays on the job?: interested, skilled, connected, good match, autonomy and control
- Must address “new” workplace: security comes from self; promotions based on performance; loyalty to team vs. company; respect is earned
- Each generation has different needs/desires

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- Typical issues for each career phase: initial retention; mid-career retention
- Strategies include:
  - Proper candidate selection
  - On-boarding – reach out prior to hiring
  - Feedback and reviews important
  - Mentoring and relationship building
- Technology is important to Gen-Y
- Before doing anything, involve target groups and find out why people are leaving

#### 4. Retention Panel Discussion – All

Following Michele's stimulating presentation on retention, Larry led a group discussion regarding retention issues. Several shipyard participants shared the retention challenges they are facing and strategies used in their yards.

#### 5. Career Paths and Retention: Case Study of ASD Apprenticeships – Doug Ward, ASD.

##### **[Available On-Line]**

Doug provided an overview of the apprenticeship programs at Alaska Ship and Dry-dock. Key points were:

- Background of the development of the ASD shipyard
- Workforce development challenges
- Adaptive change strategies
- Key NSRP training concepts – skill standards
  - Identify needed KSA's
  - Analyze KSA's fit to application in the yard
  - Analyze business to determine workforce mix
- Incorporate Alaska state apprentice programs
- Choosing apprentices and instructors
- Learning labs & structured OJT
- Certification programs
- Possibilities for future research

#### 6. Report on NSRP Project: Standardized Interoperable Training – Dick Boutwell.

##### **[Available On-Line]**

(This topic was originally scheduled for Thursday, but was moved up at Dick's request.)

Dick presented an update of the recently-completed project, summarized as follows:

- The culmination of the project was the 2-day workshop conducted on Oct. 8 & 9.
- Prior to the workshop, a social event was held at the Mariner's Museum
- The modules of the first day included: Introduction; Information-Processing Model; Include Motivation in Design; Applying Instructional Events
- The second-day modules were: Learning Concepts; Discriminating Processes; Principles and Procedures; Designing Procedure Learning; Learning Facts; Closing
- Based on the evaluations of attendees, the workshop was a complete success
- A complete webcast of the workshop is available on the goships.com website.

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7. *Adult Motivation Techniques Affect on Learning and Transfer* – Dick Boutwell, NGNN.

**[Available On-Line]**

Dick then presented an overview of adult motivation techniques that are critical to learning. This was one of the modules in the Instructional Design Workshop discussed in the previous item. Key points were:

- Motivation is the bridge to learning
- Four pillars of motivation: inclusion; attitude; meaning and competence
- Implementing inclusion and attitude in instructional design
- Implementing meaning and competence in instructional design
- We have an internal need to be more competent – its in our DNA
- The challenge to motivate

8. *Roundtable Discussion on Retention and Workforce Development* – All.

The final agenda item for the day was a roundtable discussion focused on retention issues and ideas for future Crosscut research.

9. *Adjournment.*

At about 4:30 PM, Larry adjourned the day's session and invited everyone to a hosted reception at the hotel. The group then boarded the bus for the return trip to the hotel.

## Thursday, October 23:

The panel meeting continued at BIW shipyard on Thursday morning. The Thursday session went until 12:15 PM, followed by lunch and then a tour of the Bath Iron Works facility. The meeting agenda is included in [Attachment 1](#).

1. *Call to Order/Announcements.*

Larry called the meeting to order at about 8:15 AM and reviewed the day's agenda. In addition, Pat Conley of BIW welcomed the group and made general housekeeping announcements.

2. *Report on SBIR 05-161, Phase 2: Capturing Expert Knowledge* – Rebecca Grier, Aptima  
**[Available On-Line]**

Rebecca gave the final report for the project, which officially completes in December. Key items of the presentation were:

- Background of Aptima, Inc.
- Background of KEEL – capturing the knowledge of experienced shipbuilders
- Development theory – competency modeling; designing for exploration
- Development to date
- Demonstration of video "story" creation
- KEEL recap

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#### 3. NSRP Program Update – Dolly Pelto, ATI [Available On-Line]

Dolly's presentation is summarized below:

- Program Funding & Ops: 2008 & Beyond
  - i. Total '08 funding commitment = \$17M
  - ii. FY 09 funding not in Navy budget; will need congress approval
  - iii. Beyond 09 uncertain, but Navy seems committed to NSRP
- New Panel Project Whitepapers
  - i. Submissions completed in October
  - ii. Total available funding approx. \$1.2M
  - iii. ECB Selection on Nov. 6
- Navy Personnel Changes
- NAVSEA Specification Analysis
  - i. Shipyard and vendor visits by NAVSEA in progress
  - ii. NAVSEA requested \$1.4M for NSRP funding to continue effort
  - iii. Expect two new specs to be analyzed in Oct. – Nov. timeframe
- Electrical Working Group
  - i. Formed in response to Navy and Industry acknowledgement of the increasing complexity of Electrical work
  - ii. Representatives from 7 shipyards
  - iii. Group has begun to identify, prioritize key issues and best opportunities for cost savings
  - iv. First meeting held at NGS-NN on July 30
- Upcoming Meetings & Events
  - i. See entire schedule on NSRP website
  - ii. Next Crosscut meeting on Feb. 4-5 in Mobile, AL
- For more info: [www.nsrp.org](http://www.nsrp.org)

#### 4. Project Update: Modern Shipbuilding Design – Paula Langteau, UW-Marinette

Paula gave an update of the ongoing NSRP project: 2<sup>nd</sup> Tier Design III/Modern Shipbuilding Design. A summary of the key points of the presentation follows:

- Project purpose – to develop courses as part of the Continuing Education unit of two universities: UW-Marinette & USA
- Several shipyards, universities and designers participating
- Introductory Course description
  - i. 4 units covering 11 competencies
- Each competency has: Learning and teaching plans; Activities; Resources; Assessment; Scoring Criteria
- Example learning plan, activities, resources and assessments
- Rubrics are scored in accordance with industry standards and expectations
- Summary – 2<sup>nd</sup> Tier Design III course
- What's next? Advanced discipline-specific courses? National certification?
- For more info, contact Paula - [paula.langteau@uwc.edu](mailto:paula.langteau@uwc.edu)

#### 5. Status of Crosscut Project White Paper Selection – Les Hansen; Larry Gebhardt [Available On-Line]

Larry did a brief synopsis of the three panel projects submitted for the 2009 funding cycle and Les showed the results of the panel prioritization, summarized below:

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- Methods and Tools to Increase the Adoption of Existing Skill Standards (Navy Request) – Score: 40; Rank: 1st
- Leadership 2010 (Improving Supervision through TWI) – Score 40; Rank: Tied for 1st
- Shipbuilding Technology Workshops (Tom Lamb) – Score 20; Rank: 2nd
- 17 total votes were received from panel members and associates

ECB project selection is scheduled for Nov. 6 at their next scheduled meeting. *(The ECB subsequently selected only the Leadership 2010 project for funding – POC is Larry Gebhardt)*

#### 6. Crosscut Panel Officer Election – Les Hansen

Les led a background discussion of the election process and then distributed ballots to panel members. Candidates were:

- Chair: Larry Gebhardt, ASD
- Vice Chair: Don Bewley, Brownsville Marine; Mark McCoy, NASSCO

Following the voting, Pat Conley tallied the votes and Les announced the results: Larry was elected Chair and Don was elected Vice Chair for the next two years.

#### 7. Planning for Future Panel Meetings - All.

San Diego was suggested as the location for the winter '09 meeting, to be held in the February or early March time frame. All agreed this would be good choice, pending confirmation that NASSCO would be willing to host. The meeting topics selected were apprentice programs and ROI.

*(It was subsequently decided that the meeting would be held in conjunction with the GSSC conference in Mobile in early February.)*

The Gulf Coast or Newport News were mentioned as mentioned as possible locations for the 2009 spring/summer meeting in the May or June time frame.

#### 8. Tour of BIW Shipyard.

The meeting was adjourned by Larry about 12:15 PM. After lunch, the group divided into two smaller groups for a guided tour of BIW. The facility tour was very interesting and informative.

#### 9. Adjournment.

Following the tour around 3 PM, the group returned to the meeting room and Larry adjourned the session and thanked everyone for attending the meeting. The group then boarded the bus for the return trip to the hotel.

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Attachments

1. Meeting Agenda
2. Lists of Attendees

*Attachments 1 & 2 are included with minutes. The other presentations are available at the [NSRP](#) website – link to: Ship Production Panels/Crosscut Panel/Past Panel Meetings and Presentations/October 2008 Panel Meeting.*

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***Attachment 1***  
**Meeting Agenda**

**Wednesday, October 22**

<u>Time</u>	<u>Activity</u>	<u>Presenter</u>
7:00 – 7:45	<i>Continental Breakfast at Hotel</i>	
7:45 – 8:00	Bus to Meeting Room at BIW	
8:00 – 8:30	Welcome & Introductions; Meeting Overview Housekeeping Announcements	Larry Gebhardt, Chair Don Bewley, V-Chair
8:30 – 9:15	Shipbuilders Council of America (SCA) Turnover Survey	Ian Bennitt, SCA
9:15 - 9:30	<i>Break</i>	
9:30 – 11:00	Retention Presentation/Workshop	Michele Martin
11:00 - 12:00	Retention Panel Discussion	Facilitator: L. Gebhardt
12:00 – 1:00	<i>Working Lunch (Catered)</i>	
1:00 - 2:00	NSRP Skill Standards, Career Paths & Retention: Case Study of ASD Apprenticeship	Doug Ward, Alaska Ship & Drydock
2:00 - 3:00	Adult Motivation Techniques Affect on Learning and Transfer	Dick Boutwell, NG Newport News
3:00 - 3:15	<i>Break</i>	
3:15 - 4:00	Role of Industry Image in Retention Strategy	Audrey Smallwood, ATN; Larry Gebhardt
4:00 - 4:30	Roundtable Discussion on Retention and Workforce Development	All
4:30	<i>Adjourn &amp; Travel back to Hotel</i>	
5:30 – 7:00	<i>Hosted Reception at Hotel</i>	

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**Thursday, October 23**

<u>Time</u>	<u>Activity</u>	<u>Presenter</u>
7:00 – 7:45	<i>Continental Breakfast at Hotel</i>	
7:45 – 8:00	Bus to Meeting Room at BIW	
8:00 – 8:15	Welcome & Announcements	Larry Gebhardt, Chair Don Bewley, V-Chair
8:15 – 9:00	Report on SBIR 05-161, Phase 2: Capturing Expert Knowledge	Rebecca Grier, Aptima, Inc.
9:00 – 9:30	Report on Crosscut Panel Project: Standardized Training Curriculum	Dave Bennett or Dick Boutwell, NGNN
9:30 – 9:45	Status of Crosscut Project White Paper Selection	Les Hansen; Larry Gebhardt
9:45–10:00	NSRP Program Update	Dolly Pelto, ATI
10:00 - 10:15	<i>Break</i>	
10:15 – 10:30	Crosscut Panel Elections – Chair & Vice-Chair	Les Hansen
10:30 – 11:30	Next Meeting Planning and other Strategic Planning	Larry Gebhardt & All
11:30 – 12:15	Project Update: <i>Modern Shipbuilding Design</i>	Paula Langteau, Dean, UW- Marinette
12:15 – 1:00	<i>Lunch (Provided)</i>	
1:00 - 3:00	Tour of Bath Iron Works	All
3:00 - 4:30	Return to shipyard meeting room for continued discussion/planning	All
4:30	<i>Adjourn &amp; Travel back to Hotel</i>	
	<i>Dinner on own</i>	

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**Attachment 2**  
**Attendance List**

	<b>First</b>	<b>Last</b>	<b>Company</b>	<b>Telephone</b>	<b>email</b>
1	Dan	Anhalt	University of Wisconsin- Marinette	262-335-5218	<a href="mailto:dan.anhalt@uwc.edu">dan.anhalt@uwc.edu</a>
2	Mike	Balzano	Balzano Associates	703-276-1412	<a href="mailto:mike@balzanoassociates.com">mike@balzanoassociates.com</a>
3	Don	Bewley	Brownsville Marine	724-785-2575	donb@brownsvillemarine.com
4	Jamie	Biben	Computer Sciences Corporation	202-675-2227	jbiben@csc.com
5	Louis	Bond	IBEW Local 733/NGS Pascagoula	228-762-7601	ibewlocal733@bellsouth.net
6	Richard	Boutwell	Northrop Grumman Shipbuilding	757-688-8601	richard.boutwell@ngc.com
7	James	Clark	Aker Philadelphia Shipyard	215-875-8817	james.clark@phillyshipyard.com
8	Pat	Conley	Bath Iron Works Corporation	207-442-5295	pat.conley@biw.com
9	Kim	Cotterman	Balzano Associates	703.276.1412	kim@balzanoassociates.com
10	Anne	Dougherty	DOT-Maritime Administration	202-366-5469	anne.dougherty@dot.gov
11	Larry	Gebhardt	Alaska Ship & Drydock	208-380-2205	<a href="mailto:lpgebhardt@cablone.net">lpgebhardt@cablone.net</a>
12	Mike	Giantomaso	Aker Philadelphia Shipyard	215-875-2615	mike.giantomaso@phillyshipyard.com
13	Rebecca	Grier	Aptima, Inc.	202-552-1626	rgrier@aptima.com
14	Les	Hansen	Les Hansen, PE, Corp	858-458-0438	lhansen119@aol.com
15	Paula	Langteau	University of Wisconsin- Marinette	715-735-4339	paula.langteau@uwc.edu
16	Michele	Martin	M. Martin Consulting	610-248-6230	michelemmartin@gmail.com
17	Mark	McCoy	GD-NASSCO	619-544-8742	mmccoy@nassco.com
18	Dennis	Medler	DET NORSE VERITAS (DNV)	281-456-6733	dennis.medler@dnv.com
19	Dolly	Pelto	NSRP	843-760-3486	pelto@aticorp.org
20	Dennis	Phelps	I. B. E. W.	202-728-6194	dennis_phelps@ibew.org
21	Dan	Roet	Bath Iron Works Corporation	207-442-2654	dan.roet@biw.com
22	Jerold	Shepherd	VT Halter Marine	228-627-8366	j.shepherd@vthm.com
23	Doug	Ward	Alaska Ship & Drydock	907-228-5302	dward@akship.com