

**Crosscut Initiatives Panel Meeting**  
**Sheraton Waterside; Norfolk, VA**  
October 31 – November 2, 2006

## **Meeting Minutes**

The fall 2006 Crosscut Panel meeting was held at the Sheraton Waterside hotel in Norfolk (or off-site locations) over three days – Tuesday, October 31 to Thursday, November 2, 2006.

The meeting agenda is included in [Attachment 1](#). The attendance list is in [Attachment 2](#). There were 50 attendees over the 3-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: *Technology Transfer/Panel Activities/Crosscut Panel/Past Events/November 2006 Panel Meeting*.

### **Tuesday, October 31**

#### ***Crosscut Panel Meeting; 8:00 AM – 5:00 PM***

The Tuesday session started with a very enjoyable boat tour across the Elizabeth River prior to arriving at the BAE Systems floating dry-dock. The group then walked through the yard to assemble at a meeting room.

1. Welcome/Introductions. Joe Williams, VP of Operations at BAE opened the meeting with a welcome statement, followed by Terry Jones, Provost of Tidewater Community College. Larry Gebhardt provided an overview of the meeting agenda and initiated introductions around the room.
2. Overview of Current Crosscut Panel Project: Workforce Preparation Improvements – Larry Gebhardt. **[Available On-Line]** Larry's overview included the following points:
  - The invitation
  - SkillsNet overview
  - Shipyard – College Team members
  - Project goals
  - Pilot project overview
3. Panel Discussion: Hampton Roads Industry/Business Partnerships with Community Colleges.
  - A. Bob Leber kicked off the panel discussion by summarizing the Hampton Roads partnerships and introducing the panel participants. **[Available On-Line]**
  - B. Joe Williams, VP of BAE Systems, discussed the workforce challenges being faced by BAE and how the Tidewater Community College (TCC) apprentice program is helping BAE in workforce preparation.
  - C. Malcolm Branch gave an overview of the Virginia Ship Repair Association and their activities in promoting shipbuilding in the Tidewater area.
  - D. Barbara Murray presented the Tidewater Community College extensive program in workforce development to support the Tidewater area. **[Available On-Line]**
  - E. Craig Hill of Portsmouth Public Schools gave a presentation on career and technical education and the “new paradigm” of education. **[Available On-Line]**

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4. Workforce Preparation Improvements – Team Updates.
  - A. Hampton Roads Team – Bob Leber introduced the Hampton Roads shipyard-college team:
    - Chuck Marsh of Colona Shipyard presented an overview of the Maritime Task Force. **[Available On-Line]**
    - Sue Lowthian of Tidewater CC and Gary McCrickard of NG Newport News presented an overview of the Maritime Welding Project. **[Available On-Line]**
    - Tim Medlin, a long-time employee of NGNN and an instructor at TCC, presented an overview of the Shipfitter Program that he teaches at TCC. **[Available On-Line]**
    - Buck Hodges of the Virginia Ship Repair Foundation presented the activities at the Foundation's Middle School. **[Available On-Line]**
  - B. Alaska Team – Doug Ward of Alaska Ship and Dry Dock presented an update of the expansion plans and challenges faced by AS&D in preparation for their new \$44M E-craft contract. **[Available On-Line]**
  
5. Lunch Presentations.
  - A. Lee Walker presented results of his recent survey of shipyards to determine who had Shipfitter curriculum that they were willing to share. Response was minimal, but NASSCO (Val Houlihan) provided their Shipfitter training program, which is now posted on the Crosscut Projects website ([www.crosscutprojects.com](http://www.crosscutprojects.com)).
  - B. Larry Gebhardt, Panel Chair, presented his recommended strategy for Crosscut Panel work for 2007 and beyond. The strategy presentation is also posted on the Crosscut Projects website. **[Available On-Line]**
  
6. Tours. Following lunch, the group participated in several tours as noted below.
  - A. The group was led on a brief walking tour of the fabrication shop and painting facility of BAE systems, led by Joe Williams and Ron Rusnak.
  - B. Following the BAE tour, attendees boarded a bus for a tour of the One Stop Career Center in Hampton, VA. This tour, led by Bob Leber, was very informative and showcased the capabilities of this excellent facility.
  - C. On the return trip to the hotel, the bus tour stopped briefly at a local shopping mall to view the operation of a satellite one-stop center located in the mall.
  
7. Adjournment. The tour bus returned to the hotel about 6:00 PM.

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## **Wednesday, November 1:**

### ***Continue Crosscut Panel Meeting; 8:00 AM – 5:00 PM***

The Wednesday session was held at the Tidewater Community College (TCC) – Downtown Norfolk campus. Teresa Bryant of Tidewater opened the Wednesday session with a welcome statement and an overview of the day's presentations. The welcome was followed by attendee introductions around the room.

1. *Newport News, Training Revitalization Program – Dick Boutwell.* Dick, Manager of Training Services at Newport News, started the day's presentations with a very informative overview of the curriculum development program and NGNN and the psychological aspects of learning. The key points of Dick's presentation were:
  - Why Revitalize?
  - The Process Validating Revitalization
  - Ownership Through Engagement
  - Principles of Learning
  - Rules for Superior Training Development
  - How to Ensure Learning Happens
  - Managing Learning and Attention
  - Motivation Theory
2. *Marine Engineering Technology Program at ODU – Alok Verma.* Dr. Alok Verma, professor at Old Dominion University in Norfolk, discussed the new program in Marine Engineering Technology recently developed and currently being offered at ODU. There are 25 students currently enrolled. **[Available On-Line]**
3. *Shipbuilding and Repair Career Path Design – L. Gebhardt and R. Leber.* Larry presented an overview and update of the ongoing Crosscut panel activities to develop a shipbuilding and repair career path for job entry and career planning. Larry and Bob invited input from the group to keep this important issue progressing as a Crosscut goal. **[Available On-Line]**
4. *Work Keys/Key Train – Sandra Harrell.* Sandra, an instructor at TCC, described the Work Keys and Key Train system, which are used for assessment and training in the hiring and screening process.
5. *Maritime and Transportation Center – Dr. Terry Jones.* Dr. Jones of TCC gave a brief overview of the Maritime and Transportation Center at TCC, which provides curriculum services and career paths for the maritime and transportation industries in the Hampton Roads area.
6. *Apprenticeship Programs and Workforce Development Needs – Ray Davenport.* Ray, who is the Commissioner of the Virginia Dept. of Labor and Industry, presented an overview of the Department's functions and a focus on registered apprenticeships. The agency administers and enforces Virginia's occupational safety and health programs, payment of wage statute, right-to-work and child labor laws, fosters worker apprenticeship programs,

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and certifies the safe operation of commercial boilers and pressure vessels. Ray's talk focused on the Registered Apprenticeship (RA) Program; key points were:

- Currently 13,000 RA's in Virginia
- 39% in construction trades; 27% public admin.; 17% maritime; 12% services
- 1400 in shipbuilding and repair
- Requires 180 hours classroom and 2000 hours OJT – typically takes 4 years

7. Videos that Work – Dick Boutwell. Dick's second presentation of the day focused on how to create effective training videos. Dick showed several examples of videos in use by NGNN and discussed their effectiveness. He emphasized the five key points in making effective training videos:
  - Make it interactive
  - Make it memorable and creative
  - Segment processes into steps
  - Get real!
  - Animate it
8. Lunch. During the on-site lunch, provided by TCC, the SkillsNet group gave a presentation on how to input the database being used for the current panel project, Workforce Preparation Improvements and answered questions.
9. Employee Screening Tools – Dr. Ed Flynn. Following lunch, Dr. Ed Flynn presented on the use of tests in the hiring process to maximize productivity and retention. Ed is owner of E.J. Flynn Company, management psychologists who provide consulting services for pre-hire assessments, employee surveys and supervisory/managerial skills assessments. **[Available On-Line]**
10. Organizational Cultural Change – Larry Gebhardt. Larry presented an approach to organizational quality culture as part of the Crosscut's organizational cultural change sub-initiative. The presentation focused on thinking about a culture of quality in an era of measuring quality in organizations. Larry defined organizational culture and why its important, and showed various examples of quality cultures with recommendations for how to get there. **[Available On-Line]**
11. Group Input/New Project Ideas – All. The final agenda item for the Wednesday session was a request for attendee feedback on the conference and a request for new Crosscut project ideas. Barbara Murray of TCC also mentioned that she would be sending out a survey regarding maritime workforce needs.  
Feedback
  - Several attendees commented that the meeting was very well organized and TCC and BAE Systems did an excellent job with logistics.
  - There was a request for copies of the presentations and a request for a process map of the Hampton One-Stops
  - There was a suggestion that attendees receive positive confirmation of meeting registration from ATI due to some confusion over who had registered
  - A suggestion that subject matter be sent to attendees for review in advance of the meeting

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- Have breakout sessions
- Comment that the meeting content was exceptional; hands-on info for implementation

New Project Ideas

- A study of why people leave shipyards – analyze exit interviews
- Develop a multi-craft apprentice program

12. Adjournment. The Wednesday meeting was adjourned at about 5 PM with a reminder that all were invited to a reception being sponsored by NGNN at the hotel beginning at 5:30 PM.

## **Thursday, November 2:**

### ***Crosscut Panel Business Meeting; 8:00 – 11:00 AM***

A Crosscut Panel Business meeting was held on Thursday morning. The meeting agenda is included in [Attachment 1](#). There were 15 attendees for the Business meeting. The attendance list is in [Attachment 2](#).

1. Call to Order/Introductions. The meeting began with introductions around the room and a review of the agenda by Panel Chair, Larry Gebhardt.
2. NSRP Program Update. Since Jim House of ATI was not present, the NSRP program update was presented by Larry. The update covered the following items: **[Available On-Line]**
  - 2007 Funding: a \$15M appropriation for NSRP has been signed into law by Congress; an additional \$5M may be available from PEO Ships.
  - Project updates, panel and RA
  - Review of Lean Shipbuilding Forum held in Sept.
  - Upcoming meetings and events
  - Overview of ShipTech 2007
3. Next Meeting Planning. Larry reviewed the details for the next panel meeting, which will be held in Biloxi, MS in conjunction with the 2007 ShipTech Conference. The Conference will take place all day on Tuesday, January 30 and a half day on Wednesday, January 31. Based on meeting room availability, the Crosscut Panel meeting will be held on Wednesday afternoon following the Conference. The half-day panel meeting will primarily be a business meeting with an abbreviated agenda. Meeting info and agenda are available on the NSRP website. Info on ShipTech is available at [www.nmc.ctc.com](http://www.nmc.ctc.com).
4. Panel Projects – Overview. Larry presented a quick overview and status of the current Crosscut panel project – Workforce Preparation Improvements – and an overview of the three projects that were submitted for 2007 funding:
  - Sizzle Sells the Steak (Improve Industry Image)
  - Scientific Instructional Notation Guidance for Course Design
  - Culture Change Conference

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[Subsequently, the Industry Image project (alone) was funded by the ECB]

Larry also reminded attendees that project information is available on the Crosscut projects website: [www.crosscutprojects.com](http://www.crosscutprojects.com). A user name and password are required to obtain access to certain areas of the site. (Contact Larry or Les if a password is needed.)

5. *Crosscut Panel Future Strategy.* Larry presented an in-depth discussion of his recommended strategy for future Crosscut Panel work, entitled "Improving Organizations and People for Lean, Affordable Shipbuilding". **[Available On-Line]** The six key strategies are:
  - Tools to help organizations and their cultures
  - Industry image-improving initiatives
  - Better connections between shipyards and colleges or technical schools
  - System of skill standards and certification management for job portability
  - Focus on developing supervisory leadership
  - Innovations for instruction delivery to accelerate learning
  
6. *Future Panel Meetings.* Several ideas were suggested for locations for the remaining meetings in 2007 – Las Vegas, San Diego and Alaska were mentioned. Suggested meeting topics were:
  - Knowledge management
  - Testing for hiring (1/2 day)
  - Culture conference
  - Tie in with ASTD or other HR organization meetings
  
7. *Adjournment.* Larry thanked everyone for attending and adjourned the meeting about 11 AM.

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: Technology Transfer/Panel Activities/Crosscut Panel/Past Events/October 2006 Panel Meeting.*

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

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**Updated Agenda**

<b>Monday, Oct. 30</b>
♦ Afternoon arrival and check-in at Sheraton Norfolk Waterside Hotel
♦ 5:30 - 6:30 PM: Informal gathering in Hotel lounge to meet/greet attendees

<b>Tuesday, Oct. 31</b>
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<b>Time</b>	<b>Location</b>	<b>Activity</b>	<b>Presenter/ Leader</b>
7:30 - 8:00 a.m.	Hotel	Continental Breakfast	
8:00 - 8:15 a.m.		Welcome & Introductions	L. Gebhardt
8:15 - 9:00 a.m.	Boat	Board boat to travel to BAE Systems	
		<i>NOTE: Boat will leave at 8:30 sharp - all must be aboard</i>	
9:00 a.m.	BAE Systems	Welcome to BAE Systems	B. Clifford
9:00 - 10:00 a.m.	BAE Systems	Panel Discussion: Hampton Roads Industry/Business Partnerships with Community Colleges <ul style="list-style-type: none"> <li>♦ Community Colleges</li> <li>♦ Career &amp; Technical High Schools</li> <li>♦ Industry &amp; Business</li> <li>♦ Other Maritime Regional Partnerships</li> </ul>	Moderator: B. Leber  B. Murray C. Hill J. Williams, M. Branch L. Hickey
10:00 - 12:15 p.m.	BAE Systems	Crosscut Panel Project: Workforce Preparation Improvements - Team Updates <ul style="list-style-type: none"> <li>♦ Hampton Roads Team               <ul style="list-style-type: none"> <li>- Shipfitter</li> <li>- Maritime Welding</li> <li>- Maritime Task Force</li> </ul> </li> <li>♦ Alaska Team</li> <li>♦ NSRP Shipfitter Update</li> <li>♦ Welding Training Needs for Other Industries</li> <li>♦ Middle School Shipyard Pipeline Presentation</li> </ul>	T. Medlin B. Burroughs C. Marsh D. Ward L. Walker C. Reiser, Leibherr M. Carerra
12:15 - 1:00 p.m.	BAE Systems	Lunch w/ discussion: Future Direction of Crosscut Panel	L. Gebhardt
1:00- 2:30 p.m.	BAE Systems	Tour: BAE Ship Systems, Norfolk Ship Repair	J. Williams, R. Rusnak
2:30 p.m.	Bus	Board bus to travel to One Stop Center in Hampton	
3:30 - 5:00 p.m.	Open Stop Career Center	Tour: Hampton - One Stop Career Center	B. Leber
5:00 p.m.	Bus	Board bus to return to hotel	
6:00 p.m.	Downtown Norfolk	Dinner on Own - Opportunity for Group Dinners	



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

<b>Name</b>	<b>Organization</b>	<b>E-mail</b>	<b>Phone</b>
Badeaux, Laura	Nicholle State Univ., LA	<a href="mailto:Laura.badeaux@nsu.com">Laura.badeaux@nsu.com</a>	985-448-4692
Bewley, Don	Tradesmen Intl.; Panel Vice Chair	<a href="mailto:bewleydw@aol.com">bewleydw@aol.com</a>	270-828-3198
Boutwell, Dick	NGNN	<a href="mailto:Richard.boutwell@ngc.com">Richard.boutwell@ngc.com</a>	757-688-8601
Boyd, Robert	VA Assn. of Roofing Contractors	<a href="mailto:rboyd@roofservicescorp.com">rboyd@roofservicescorp.com</a>	757-468-4443
Branch, Malcolm	VA Ship Repair Assn.	<a href="mailto:mbranch@virginiashiprepair.org">mbranch@virginiashiprepair.org</a>	757-233-7034
Bryant, Theresa	Tidewater Com. College	<a href="mailto:tbryant@tcc.edu">tbryant@tcc.edu</a>	757-822-1184
Clark, Jim	Aker Philadelphia	<a href="mailto:James.clark@phillyshipyard.com">James.clark@phillyshipyard.com</a>	215-875-8817
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Flynn, Ed	E.J. Flynn Co.	<a href="mailto:ejf@ejflynnco.com">ejf@ejflynnco.com</a>	502-895-2432
Gebhardt, Larry	SENESCO Marine; Panel Chair	<a href="mailto:Lgebhardt@senescomarine.com">Lgebhardt@senescomarine.com</a>	208-380-2205
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Hickey, Larry	Atlantic Marine	<a href="mailto:lhickey@atlanticmarine.com">lhickey@atlanticmarine.com</a>	904-251-1581
Hill, Michael Craig	Portsmouth Public Schools	<a href="mailto:Michael.hill@pps.k12.va.us">Michael.hill@pps.k12.va.us</a>	757-393-8869
Hodges, Buck	VA Ship Repair Fdn.	<a href="mailto:bhodges@auxsysinc.com">bhodges@auxsysinc.com</a>	757-623-5674

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<b>Name</b>	<b>Organization</b>	<b>E-mail</b>	<b>Phone</b>
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Solis, Alfredo	GD NASSCO	<a href="mailto:Asolis2@nassco.com">Asolis2@nassco.com</a>	619-544-8494
Thomas, Missy	Earl Industries	<a href="mailto:missyt@earl-ind.com">missyt@earl-ind.com</a>	757-558-0782
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