



Finding the Need and Endeavoring to Meet It

By Gary Honnert, marketing communications manager, workforce development and corporate services division, Sinclair Community College

Sinclair Community College in Dayton, OH, has been involved in workforce development in one way or another for more than 120 years. Founded by David Ainsle Sinclair in 1887, the two-year college is an outgrowth of the Dayton YMCA. Throughout its long history, it has remained faithful to its founder's motto: "Find the need and endeavor to meet it."

In addition to the college's growing enrollment of 25,000 students who take credit classes toward certificates or associate degrees, Sinclair has a thriving workforce development and corporate services division (WFD&CS), headed by its vice president, Deb Norris. Under her direction, Sinclair's WFD&CS division has actively pursued new partnerships within the greater Dayton community to address the region's needs and to help companies and organizations thrive, and retain and create new jobs.

Advanced technical and lean training

One area under Norris's WFD&CS division is the college's Advanced Integrated Manufacturing (AIM) Center, a partnership between Sinclair and nearby University of Dayton. Since 1993, the professional experts at the AIM Center have been helping manufacturers in the Dayton region tackle the rigors of lean implementation and process improvement, provide hands-on employee training, and design and manufacture complex prototypes.

Donna Hoying, who heads the AIM Center, was recently appointed manager of advanced engineering and manufacturing solutions. Hoying gives Sinclair deep experience in engineering and lean process improvement. She has been instrumental in creating significant client relationships with Dayton's Community Blood Center and Community Tissue Services, Smiths Aerospace (now GE Aviation) and LJB Inc.

Training and services available through Sinclair's AIM Center over areas such as:

- Lean process improvement.
- Building a lean culture.
- Six Sigma Green and Black Belt.
- Industrial maintenance.
- Controls, professional learning communities, automation and robotics.
- Rapid prototyping, including 3-D printing.
- Emerging technologies including green, photonics and composites.

Hoying has developed and delivered hands-on implementation workshops and *kaizen* events for many lean topics, including lean office, value stream mapping, 5S and setup reduction. She has also provided executive coaching for companies, including Smiths Aerospace.

"The AIM Center and Donna Hoying have played a critical role in improving productivity at our plant," said Nigel Cranwell, former vice president of operations at GE Aviation. "As a result, our inventory turns have increased from three to seven, and we received the Silver Award from Boeing, our top commercial customer."

Additionally, using value stream mapping, Hoying led Community Tissue Services to increase their production by 63%.¹

In 2004, Hoying began work with Kelchner Excavating. She helped Kelchner develop



standard work instructions for all their construction processes. In 2008, Hoying helped Kelchner implement the foreman weekly work plan developed by the Lean Construction Institute. As a result, Kelchner's reliability/on-time delivery increased from 17% to 80%.²

In 2009, Hoying helped Dayton's Community Blood Center reduce the number of plasma products discarded due to appearance, by 78%. This was accomplished through implementation of many ideas that a blood center team generated, including a boundary sample chart. That chart, called plasma product acceptability chart, contains 10 pictures of plasma in blood bags and informs the user that if the plasma resembles pictures four to 10, then the plasma is unacceptable.

Composites industries come calling

Sinclair's partnerships, however, are not restricted to businesses alone. For example, Hoying is leading a recruitment effort for the Dayton area's growing composite materials industry. Three partners—Sinclair, Montgomery County Department of Job and Family Services (MCDJFS) and the National Composite Center—are collaborating to offer a free composites technician training program.

"We are partnering to institute a workforce retraining program aimed at providing economically disadvantaged and dislocated workers interested in manufacturing jobs with valuable training," Hoying said. "The program is designed to be highly practical with a greater emphasis on shop-floor training as opposed to classroom instruction. In fact, for level 2 of the training, workers will receive over half of their on-the-job training at a local composite manufacturer."

Ohio is one of the nation's industrial leaders, ranking third in manufacturing employment nationwide. It ranks first in composites manufacturing jobs.

"This training opportunity capitalizes on Ohio's prominence in the composite industry to give dislocated employees a unique, substantive way to further their skills and add value to not only themselves, but to the region," said Heath MacAlpine, MCDJFS assistant director.

The National Composite Center has hatched many composites companies in the Dayton region.

"A trainee graduating from this program will be qualified to work in a composites manufacturing environment. The training program is designed to help offset the on-the-job training that potential employers now must provide to their entering workforce," said Lisa Novelli, National Composite Center president. "This effort will be an incentive to employers to bring new composites manufacturing jobs to the local area, resulting in overall economic development."

More alignments

Sinclair's WFD&CS division is also responding to the needs of its local aerospace industry clustered around Wright Patterson Air Force Base, which is growing its mission as a result of the ongoing base realignment and closure process. After years of unprecedented growth in contract spending and no growth in in-house staffing, the Department of Defense (DoD) plans to increase its acquisition workforce by 15%. U.S. Secretary of Defense Robert Gates has announced plans to hire 20,000 new acquisition professionals by 2015. Of those jobs, 9,000 are anticipated to be new jobs and 11,000 will be converted from contractor-held positions. The shift will begin this year with 1,600 new jobs and 2,500 conversions. In addition, it's estimated that 50% of the DoD acquisition and logistics workforce will be eligible for retirement within the next 10 years.

Once again, Sinclair is partnering with MCDJFS by enrolling for contracting and acquisition logistics training through its new Defense Acquisition Academy.



The training will provide participants with skills and knowledge they need to be successful in the contracting and acquisition fields. Sinclair's current course offerings reflect the training requirements for Defense Acquisition Workforce Improvement Act Level I certifications in contracting and acquisition logistics. There is no cost to qualified displaced or unemployed participants during the pilot phase of the program.

"Certified acquisition personnel are not only highly sought after by the DoD, but are also critical in non-defense agencies including the U.S. Department of Energy, Homeland Security and the U.S. and Ohio Departments of Transportation to name a few," Norris said. "We also have an increase in civilian logistics. We believe that people who complete this training will have a strong advantage in the competition for these jobs."

Helping the BBB

Another example of Sinclair's WFD&CS division's partnerships is one recently signed pact with the Better Business Bureau (BBB) of Dayton and Miami Valley Inc. Sinclair's WFD&CS division signed a memorandum of understanding for it to provide BBB-accredited businesses with quality training opportunities at a reduced cost.

"Our mission is to be the leader in advancing marketplace trust," said John North, BBB president and CEO. "The BBB accomplishes this mission by creating a community of trustworthy businesses, setting standards for marketplace trust, encouraging and supporting best practices, celebrating marketplace role models and denouncing substandard marketplace behavior. For that reason, we are delighted to be partnering with Sinclair Community College in providing our accredited businesses with top-notch, local training."

As part of the understanding, Sinclair and the BBB agree to commit the necessary personnel and marketing resources to its success.

"Sinclair's WFD&CS's mission is to be a partner in meeting the workforce needs of individuals, employers and the community through an array of innovative, high-value, customer-focused programs and services," Norris said. "This new agreement with the BBB perfectly matches our mission."

Ongoing and online

In addition to those high-profile workforce development projects, Sinclair's WFD&CS division has a robust selection of noncredit offerings for contract training and consulting, professional development and open enrollment. Additionally, it has recently added a large number of online training programs in partnership with national course material providers, including Ed2Go, Gatlin, and Command Spanish.

Sinclair's noncredit, online offerings include a wide variety of professional development, certification prep and personal enrichment topics. In most cases, its online career training programs prepare students for national certification exams. Sinclair's online Spanish language training courses provide learner-friendly training that requires no prior knowledge of Spanish.

Sinclair's WFD&CS division offers four online programs for continuing education in healthcare. They include nephrology and dialysis technology, nursing, radiologic technology and certified dental assisting.

"Our goal is to be responsive to the needs of our regional customers—either in person or online," Norris said. "This community turns to Sinclair Community College for workforce development needs and in our response, we continually endeavor to meet or exceed those needs."



References

1. Thomas Gnau, "Lean' Not Mean in Tissue Donation," *Dayton Daily News*, www.daytondailynews.com/n/content/oh/story/news/business/2007/05/20/ddn052007lean.html
2. Joe Jancsurak, "Digging' Lean," *Lean Directions*, Society of Manufacturing Engineers' newsletter, www.sme.org/cgi-bin/get-newsletter.pl?LEAN&20080507&1&.

For more information about Sinclair's workforce development and corporate services division, visit <http://workforce.sinclair.edu>. For more information about Sinclair's Defense Acquisition Academy, log onto <http://daa.sinclair.edu>.

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