

**11-TTAG-002**

<b>Company Name</b>	Graphic Packaging International
<b>NAICS</b>	322212
<b>Address</b>	10300 Roberts Boulevard
<b>City</b>	Fort Smith
<b>State</b>	AR
<b>ZIP</b>	72923
<b>County</b>	Sebastian
<b>Number of Employees</b>	372
<b>Year Established</b>	1998
<b>Company Web Site</b>	<a href="http://www.graphicpkg.com">http://www.graphicpkg.com</a>
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<b>Resource Provider</b>	University of Arkansas Fort Smith
<b>RP Address</b>	5210 Grand Avenue, PO Box 3649
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<b>RP State</b>	AR
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<b>RP Project Contact</b>	Pat Eller

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<b>Project Area</b>	<a href="#">Human Resource Development - 28 - Enhancement of the knowledge-based Career Pipeline</a>
<b>Project Area Brief Description</b>	<p>The knowledge-based pipeline at GPI will be strengthened through implementation of knowledge assessments and promotion readiness evaluations as well as creation of individual development plans for multi-craft mechanics in advanced manufacturing support roles. The technology in this particular industry (paperboard cartons for the food industry) has grown exponentially while the skill set both internally and in the local market has not. This request will assist a set of support staff with individual development plans with actionable steps, paths for training, and metrics to ensure the individual is developing the requisite knowledge for incoming and existing manufacturing equipment.</p>
<b>Federal Agency</b>	- Not Applicable -
<b>Project Title</b>	11-TTAG-002 - Mechanical Staff Pipeline Development
<b>Competitive Challenges</b>	<p>Graphic Packaging Holding Company (GPHC) is a provider of packaging solutions for a range of products to food, beverage and other consumer products companies. The Company operates in three business segments: paperboard packaging, multi-wall bag and specialty packaging. GPHC operates in four geographic areas: the United States/Canada, Central/South America, Europe and Asia Pacific. On March 10, 2008, the businesses of Graphic Packaging Corporation (GPC) and Altiivity Packaging, LLC (Altiivity) were combined through a series of transactions.</p> <p>Challenges: The persistent high unemployment in the U.S. continues to negatively impact recovery in some sectors. Available training is needed in the Fort Smith area to adequately train our high skilled workforce and be competitive with other packaging firms such as Rock Tenn.</p>
<b>Specific Problem</b>	<p>Recruiting and retaining knowledgeable multi-craft mechanical staff is a challenge for all manufacturers. At GPI, we are under increased pressure to retain market-share from threats of imports. Our customers in the food industry have confidence in the integrity of our products. Our greatest opportunity to reduce costs to consumers and increase our return on</p>

	investment is through retention of the multi-craft mechanics.
<b>Solution</b>	<p>Partnering with the University of Arkansas Fort Smith allows us to utilize impartial subject matter experts to assess, develop, design, implement and evaluate training and development of multi-craft mechanical staff. UAFS will provide consulting services to GPI in each of these 5 categories so that we may determine what individualized training each of our multi-craft mechanics needs and the best avenues to obtain the development. This may include internal training programs, university training programs, vendor training programs, etc. We also wish to remove from the process any appearance of partiality by using a third-party to assess and develop individual plans.</p> <p>Additionally, GPI looks to UAFS to provide instructional system design guidance for developing internal checks-and-balances to ensure that each participant is making progress against the development plan. It is expected that those who participate will be better suited with work with incoming Marquip Sheeter Press (Wisconsin), KBA Printing Press (Germany), Bobst cutting Press (Switzerland), and Asitrade Laminator Press (Switzerland) and other equipment with a faster start-up and more up-time overall.</p> <p>To underscore the seriousness of the situation, please consider a recent project with Anheuser-Busch and its various brands including Budweiser and Miller. InBev, a Belgium brewer, acquired controlling shares of Anheuser-Busch in 2009. Following the acquisition, InBev reviewed vendors and considered pulling its U.S. production of container board and bidding it worldwide. However, the relationship between GPI and Anheuser-Busch as well as GPI's commitment to quality products thwarted any such move. Today GPI continues as a chief supplier to InBev keeping the manufacturing jobs not only in the United States but in Arkansas.</p> <p>It cannot be said enough that the pipelines of multi-craft mechanical staff and its ability to promptly and effectively respond to market demands and production modification is vital to the continued success of GPI and its domestic and global contributions.</p>
<b>Implementation Plan</b>	<p>UAFS Center for Business and Professional Development (CBPD) has an existing relationship with GPI. They've been on-site a number of times working with our employees in a variety of settings. Additionally, seven of our management and administrative staff are enrolled in workforce leadership programs on campus. CBPD is familiar with our mission, culture and processes.</p>

	<p>CBPD will provide a staff/faculty member to work with the key GPI officials (Plant Manager, HR Manager, Maintenance Managers and Supervisors) to assess current knowledge levels as well as to establish knowledge base expectations. Programs will be developed and designed to close the gap between current and desired levels.</p>
<b>Maintenance Plan</b>	<p>Internal GPI trainers will serve as mentors for the participants. They will assist CBPD in the process at GPI and carry on activities once the project's implementation has been completed. The internal trainers will have a variety of measurement tools to use as well as a progressive development chart to chart incremental gains of each participant.</p> <p>They will also participate in the people review and critical job review process.</p>
<b>Step 1</b>	<p>Conduct talent review / knowledge assessments of: 1) Individual current knowledge levels of various multi-craft disciplines using paper-base testing; 2) Internal training/development programs and policies using interviews and perusing printed benefits manuals; 3) Knowledge level expectations of multi-craft mechanics as warranted by the job descriptions; and 4) Knowledge level expectations of multi-craft mechanics preferred by local and regional managers.</p>
<b>Step 1 Time</b>	14.00
<b>Step 1 Budget</b>	\$1,400
<b>Step 2</b>	<p>Compare data and identify gaps between actual knowledge base and knowledge expectations to identify developmental areas and prioritize based on facility needs. Identify activities internally, locally through UAFS, online, etc., that would provide desired knowledge as warranted by knowledge gap. Draft development plans for each participant with input from individual, trainer, participant's supervisor and human resource manager.</p>
<b>Step 2 Time</b>	23.00
<b>Step 2 Budget</b>	\$2,170
<b>Step 3</b>	<p>Review plans with participants and participants' supervisors; negotiate changes and agreement of timeline for completion. Coach internal trainers in monitoring and data collection so that they can assist HR with launch of various training and development courses.</p>
<b>Step 3 Time</b>	17.00
<b>Step 3 Budget</b>	\$1,430

<b>Increased Sales</b>	\$0
<b>Retained Sales</b>	\$0
<b>CS Inventory</b>	\$50,000
<b>CS Labor</b>	\$0
<b>CS Materials</b>	\$100,000
<b>CS Other</b>	\$0
<b>II Plant</b>	\$0
<b>II IS</b>	\$0
<b>II Workforce</b>	\$50,000
<b>II Research</b>	\$0
<b>II Other</b>	\$0
<b>AUI</b>	\$0
<b>SOI</b>	\$0
<b>Job Retention</b>	0
<b>Job Creation</b>	2
<b>YN 90Days</b>	Yes
<b>YN Affiliation</b>	No
<b>YN Agreement</b>	Yes
<b>YN Total Project Price</b>	Yes
<b>Explain Total Project Price</b>	
<b>YN Cash Match Agreement</b>	Yes
<b>Copied</b>	No
<b>TTAG ID</b>	11-TTAG-002
<b>Signature Panel - RP AR Name</b>	Pat Eller
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<b>Signature Panel - Enterprise AR Name</b>	Joseph Diaz

<b>Enterprise - Email</b>	
<b>Signature Panel - Enterprise AR Email</b>	<a href="mailto:diazja@graphicpkg.com">diazja@graphicpkg.com</a>
<b>Include in Batch</b>	Yes
<b>Batch Number</b>	NA
<b>Application Status</b>	Pending
<b>Organization</b>	AMS
<b>BatchTest</b>	Processed
<b>Batch Date</b>	
<b>Set Batch Number</b>	
<b>Lvl4</b>	Yes
<b>Application Description</b>	5-Strategic/Business Management/Planning Services
<b>SBIR-STTR</b>	No