



FIRST COAST
MANUFACTURERS
ASSOCIATION

FCMA Leadership Academy 4.0 Program Guide

“Leadership and learning are indispensable to each other.” John F. Kennedy

“The growth and development of people is the highest calling of leadership.” Harvey Firestone

Over the last seven years, the FCMA Leadership Academy has provided leadership training to over 560 front line supervisors, team leaders and mid-level managers from 44 member companies. The participant feedback is consistently outstanding!

Our company has participated in the Front Line Supervisor and Mid-Level Manager programs from the beginning. We are able to continue building our employee knowledge base and skill levels through participation in these courses. Our return on investment far exceeds the costs of these programs!

All of our employees continue to provide extremely positive feedback about their experiences in these classes. Our investment in our people will pay off for us in the long term!

We have sent employees with very diverse skills sets and leadership experience levels to the Front Line Supervisor classes—as a company, we have nothing but good things to say about the FCMA Leadership Academy!

Leadership Academy 4.0 builds on this solid track record of success while continually improving our program offerings – including more real world cases and exercises in which participants experience and apply critical leadership competencies needed for leading high performing teams.

Leadership Academy 4.0 Course Offerings

1. Frontline Supervisor Training Program I
2. Frontline Supervisor Training Program II (new)
3. Mid-Level Manager Development Program
4. Executive Leadership Series (new)
5. Leading Diversity & Inclusion In Today's Workplace—Supervisors & Managers (new virtual offering)
6. Leading a Multi-Generational Workforce (new virtual offering)
7. Conflict Resolution In A Modern Workforce (new virtual offering)
8. Continuous Improvement—The New Normal
9. Introduction to Manufacturing Program—FSCJ
10. Professional Progress

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Leadership Academy Participating Companies

Advantus Corporation	Ameritape
Atlantic Logistics	Auld & White
BAE	Bacardi Bottling Company
Beaver Street Fisheries/Sea Best	C.F. Machinery & Tool
Carlisle IT	Coastal Shower Doors
Collins Aerospace	Commercial Metals Company
Corrocoat USA	Dupuy Silo
Fincantieri	Garden Highway
Georgia Pacific	Glass Distributors/Lee & Cates
JEA	Johns Manville
IEM Power Systems	International Flavors & Fragrance
ITG Technologies	Miller Electric
Medtronic	MSC Industrial
Milton J. Wood	NuTrend Plastics
Packaging Corporation of America	Pal-King
Polyhistor International	Q-PAC
Revlon	Reichhold
RollerDie	Rulon International
Safariland	S&P Ventilation USA
Soft America	Seal Shield
Southeastern Metals (SEMCO)	US Gypsum
Vac-Con	Val Pak

Course Offering Calendar					
Course	Sept. 2021	Jan. 2022	Apr. 2022	Jun. 2022	Sept. 2022
Front Line Supervisor I	X		X		X
Front Line Supervisor II		X		X	
Mid-Level Manager		X			X
Executive Leader Series			X		
Multi-Generational Workforce	X				X
Leading Diversity & Inclusion	X			X	
Conflict Resolution		X		X	
Continuous Improvement	X		X		X
Introduction to Manufacturing	X		X		X
Professional Progress		X			

FCMA Fall 2021 Leadership Academy Course Calendar

Front Line Supervisor I	Leading A Multi-Generational Workforce	Leading Diversity & Inclusion	Continuous Improvement	Introduction to Manufacturing
9/14/21 Tuesday	9/16/21 Thursday	11/4/21 Thursday	9/21/21 Tuesday	9/15/21 Wednesday
10/7/21 Thursday	9/30/21 Thursday	11/18/21 Thursday	10/5/21 Tuesday	9/22/21 Wednesday
10/19/21 Tuesday	10/14/21 Thursday	12/2/21 Thursday	10/20/21 Wednesday	9/29/21 Wednesday
11/2/21 Tuesday	10/28/21 Thursday	12/14/21 Tuesday	11/5/21 Friday	10/6/21 Wednesday
11/16/21 Tuesday			11/19/21 Friday	10/13/21 Wednesday
11/30/21 Tuesday			12/3/21 Friday	10/20/21 Wednesday
12/13/21 Monday				10/27/21 Wednesday
12/16/21 Thursday				11/3/21 Wednesday
				11/10/21 Wednesday
				11/17/21 Wednesday

Front Line Supervisor Training I / II Programs

How effective are your Front Line Supervisors and Team Leads in the following leadership areas?

- Making the transition to supervisor--adjusting to leading their former peers?
- Developing their own personal leadership style – values, principles, etc.?
- Providing clear direction and expectations to their subordinates?
- Motivating people, especially those who don't want to be motivated?
- Managing performance and holding people accountable—dealing with problem employees?
- Effectively communicating to subordinates, peers and their manager?
- Knowing when and how to delegate—avoiding micromanaging?
- Managing conflict to create positive outcomes versus 'blame/ fear' environment
- Knowing how to manage legal situations in the workplace including harassment, discrimination, retaliation, favoritism, misconduct, conflict management, employee privacy, social media, and union activity?

FCMA has developed two sequential training programs specifically designed to introduce these critical leadership skills for Front Line Supervisors and Team Leaders working in a manufacturing or a service oriented company. Front Line Supervisor Training Program I serves as an introduction to basic skills essential for leading people including leadership styles, communications, performance management, team building, continuous improvement and supervising and the law. Front Line Supervisor Training Program II builds upon the first program by providing individual skill evaluations and extensive exercises/practices, role-plays, case studies to help the students apply these leadership skills on the job and one-on-one coaching. Note that participating in the Front Line II program does require students to complete the Front Line I program first. When available, access to site visits to other manufacturing facilities will be integrated into the program.

Both programs are limited to 20 participants participating in 4-hour classes (6 classes in Supervisor I; 5 classes plus 1 one-on-one coaching session in Supervisor II) that run on a bi-weekly schedule to allow for incremental learning, application and follow-up. Each program tuition cost is \$2,100.00 for members and \$2,730.00 for non-members.

Mid-Level Manager Development Program

How do you rate your Mid-Level Manager's abilities in the following areas?

- Leading for results?
- Forming and leading teams—facilitating vs. doing?
- Effectively communicating across the organization
- Leading top performers while also performance managing poor performers?
- Being a constant source of motivation for your employees?
- Making the right hiring decisions?
- Managing organizational conflict?
- Influencing up and out—leading from the front of the room?
- Leading and managing change?

FCMA provides a training program specifically designed mid-level managers who currently have front line supervisors or team leaders reporting to them. The class provides individual leadership skill evaluations using DISC, 360 feedback tools and one-on-one coaching sessions while covering basic skills essential for leading people and driving an organization to success. The curriculum includes leadership styles, performance management, leading teams, influencing and presenting, and change management. When available, access to site visits to other manufacturing facilities will be integrated into the program.

This program is limited to 20 participants who must currently be in a mid-level manager position or above (has supervisors or managers reporting to them), and run on a bi-weekly schedule to allow for incremental learning, application and follow-up. The Mid-Level Program consists of five 4-hour classes plus two one-on-one coaching sessions.

Tuition cost is \$2,100 for FCMA members and \$2,730.00 for non-members.

Executive Leadership Series

As a CEO, COO, Executive Director or Plant Manager, how do you rate yourself in terms of leading your organization to success in the following areas?

- Providing vision and strategic direction
- Leading with a purpose, energizing and motivating people to achieve results
- Driving change at the right pace
- Coaching, developing and retaining high potential talent in your organization
- Embracing diversity and inclusion including the development of a D & I philosophy statement
- Ensuring that integrity and ethics are a cornerstone of your organizational culture
- Making tough decisions that may disappoint supporters
- Creating a culture of innovation and creative thinking
- Inspiring others for success--impacting and influencing through collaboration, persuasion and negotiation

As a leader, *“are you ready to challenge yourself to lead more effectively?”*

FCMA provides an executive level leadership experience focusing on critical skills required to improve your competitive advantage and successfully lead your organization. The class represents a combination of individual leadership skill evaluations, one-on-one coaching sessions, peer mentoring discussions, and discussions on critical skills that are required to be a successful executive leader. Participants will share best practices and personal experiences, and discuss how you can implement meaningful change in your organization.

This program is limited to 15 participants who must currently be in a senior leadership/executive position. The course structure will allow significant time for peer-to-peer learning and interaction. The program will consist of five 4-hour classes over a six-month period – each session ending with lunch and keynote speaker. There will also be two one-on-one coaching sessions to provide personal feedback on leadership strengths and opportunities to improve. There will be one class approximately every 4 weeks. Learning will continue between sessions among peer groups as participants implement ideas and take action on problems in real time. Tuition cost is \$3,750 for FCMA members and \$4,875.00 for non-members.

Leading Diversity & Inclusion In Today's Workplace - Supervisors & Managers -

Diversity and inclusion in the workplace must be more than policies, programs, headcounts or legal compliance. Equitable employers outpace their competitors by respecting the unique needs, perspectives and potential of all their team members. So, how well do your Supervisors and Managers perform in the following areas?

- How well do they understand and value diversity and inclusion at your company?
- Is unconscious bias having an adverse effect on your organization and their performance?
- Do they know “the do’s and don’ts” when dealing with diversity and inclusion issues that surface in the workplace?

FCMA provides a training program designed for Team Leads, Supervisors and Managers who are responsible for leading employees and are faced with personnel challenges that relate to compliance with U.S. labor laws as well as employee labor relations within any manufacturing or business operation. The program will address critical topics including valuing diversity and inclusion in the workplace, understanding unconscious bias and how it can negatively impact employees and morale, identifying and dealing with potential harassment and discrimination issues in the workplace, and recommended practices for hiring and training new employees.

This program is limited to 20 participants who must be in a supervisory or lead position currently. The course structure will allow for significant time for interactive learning between participants. Classes will be presented virtually, and consist of four 90 minute sessions with one course every 2 weeks. Each session will end in the creation of an action plan including homework to be completed prior to the next session.

Tuition cost is \$550.00 for FCMA members and \$715.00 for non-members.

Leading a Multi-Generational Workforce

From Baby-Boomers to Generation Z, we know that risk of conflict exists in any organization due to differing values and beliefs, work ethics/styles and communication preferences. Understanding each generation's inclinations can help a leader to better understand and motivate each of their individual team members.

- Do you recognize the issues associated with generational diversity and the impact that these issues can have on your company's performance?
- Do you know how to convert generational diversity into a competitive advantage in your organization?

FCMA provides a training program designed for Team Leads, Supervisors and Managers who are responsible for communicating with and leading a workforce composed of employees representing multiple generation age groups.

The course is intended to promote understanding of the different generations present in our workplace today as well as the characteristics of these generations. The course curriculum is designed to help students identify the problems resulting from poor leadership of a multi-generational workforce, to learn new leadership approaches that can help bridge generational gaps and create a more integrated and communicative workforce, and to provide new tools and techniques that can be applied while leading a multi-generational workforce.

This program is limited to 20 participants who must be in a supervisory or lead position currently. The course structure will allow for significant time for interactive learning between participants. Classes will be presented virtually, and consist of four 90 minute sessions with one course every 2 weeks. Each session will end in the creation of an action plan including homework to be completed prior to the next session.

Tuition cost is \$550.00 for FCMA members and \$715.00 for non-members.

Conflict Resolution in the Modern Workforce

Managers and Supervisors face conflict resolution scenarios each day. When dealing with employee issues, peer disagreements and team dynamics, each situation must be navigated differently using techniques and skills that resonate with the other party.

- Do your Managers and Supervisors know how to resolve employee-to-employee disagreements?
- Do they know how to alter their approach to a situation given the circumstances and individuals involved?
- Do their teams often pull them into their conflict?

FCMA provides a training program designed for Team Leads, Supervisors and Managers who are responsible for diverse groups of employee that often disagree on work process, methods and personal matters.

The course is intended to discuss, skills, behaviors and techniques that can be used to professionally resolve conflicts while also helping to prevent future issues.

This program is limited to 20 participants who must be in a supervisory or lead position currently. The course structure will allow for significant time for interactive learning between participants. Classes will be presented virtually, and consist of two 90 minute sessions over two consecutive weeks.

Tuition cost is \$275.00 for FCMA members and \$357.50 for non-members.

Continuous Improvement Program

Does your organization effectively engage your employees to solve problems and implement new process improvements to achieve impactful results to its' operations? How can the following continuous improvement tools and lean manufacturing methodologies help your organization changing and improving the way your employees do work?

- 8 Wastes and Bright Ideas Suggestion System
- 6S Workplace Organization
- Visual Management Systems and Error Proofing
- Value Stream Mapping
- A3 Problem Solving

FCMA, in conjunction with the Jacksonville Lean Consortium/Lean Jax, provides a training program designed to teach students the basics of continuous improvement/lean manufacturing and instruct them on how to apply these concepts at work.

The program provides methods and systems for changing and improving the way your employees do work, and will focus on basic continuous improvement and lean manufacturing principles, tools and methodologies using six interactive modules. These modules will build upon one another and follow the “learn-by-doing-methodology.” After completing each module, participants will have a job-specific homework assignment using the tools, methods, and systems presented during each class. The instructors will conduct a one-on-one review of the homework assignment progress with participants after each module.

The target audience for this training is broad, from upper level leadership and decision makers down to subject matter experts and individuals who are responsible for introducing change and implementing process improvements in your operation. The program is designed to begin/support the development of your own internal champions for the continuous improvement and lean transformation process. Participants will receive a Lean Practitioner certification from LeanJax upon the successful completion of the program.

The program includes six 4-hour in-person classes running every two weeks. Tuition cost is \$2,250.00 for FCMA members and \$2,925.00 for non-members.

Introduction to Manufacturing Program

Do you have front line operators, technicians, maintenance personnel or leaders that need basic knowledge in the following technical areas?

- Electricity and electrical systems
- Pneumatics
- Hydraulic applications
- Pumps and valves
- Programmable Logic Controllers (PLC's)

FCMA, in conjunction with Florida State College Jacksonville, provides an introductory level training program designed to educate students in the basics of these five technical areas, including troubleshooting tools and techniques. Classes provide a combination of technical instruction as well as hands on laboratory experiments that allow the students to experience real applications.

The curriculum is designed to target new employees or existing employees who need exposure to basic, introductory level manufacturing process principles and equipment in the five-course offering, manufacturing employees who have an interest in progressing into a maintenance technician career path and maintenance employees who want to refresh or expand their knowledge base.

The program represents 40 classroom hours over a 10-week period at the FSCJ Advanced Technology Center located on their downtown campus. Classes are held on Wednesday afternoons from 1:00 PM - 5:00 PM. Class size is limited and on-line registrations are taken on a first come/first serve basis.

Tuition cost is \$950.00 for FCMA members and \$1,235.00 for non-members.

Professional Progress

Do you have professional employees who:

- Are routinely in contact with regulatory agencies, manufacturing companies or governmental departments?
- Could these employees benefit from interactions with representatives from these groups in a “less formal” setting?
- Do these employees have personal development needs in the areas of presentation skills, basic and environmental law, civic pride, time/stress management, cultural awareness and overall professional development?

The Professional Progress program, developed by a consortium of FCMA members, Jacksonville government, area business leaders and the Department of Environmental Protection’s (DEP) Northeast District office, is designed to support individual career development by providing an information and skill base for First Coast professionals seeking work-related and personal growth opportunities. The program is has just completed 24 years of successful program offerings!

The program goals include:

- Creating and offering a development program responsive to changes in today’s professional settings,
- Actively addressing a target group of regulatory agency employees and FCMA members who may interact with these agencies,
- Offering timely topics and fresh information with top-notch instructors who model their messages and teach from experience,
- To graduate professionals who are well rounded and better prepared to succeed as professional people.

Course content includes high level introduction to different personal assessment tools, time and stress management, team building, civic pride and community awareness, environmental awareness, conservation and sustainability, concepts of lean manufacturing, customer service skills, public speaking, media relations, understanding law and government, negotiation skills and conflict management.

The program represents 7 classes plus a kick-off event as well as a graduation event. Classes take place one per month class locations rotating to different locations when possible. Tuition cost is \$1,399.00 per student.

Grant/Funding Opportunities To Support Training Programs

CareerSource Northeast Florida's Customized Training program helps to offset the cost of up-skilling/training employees. Training included in an application should relate to:

- The introduction of new technologies,
- Introduction to new production or service procedures,
- Workplace literacy,
- An upgrade to new jobs that requires additional skills.

Training should provide an industry-recognized credential or certificate that demonstrates the advanced ability necessary to retain or advance in employment. The Application must be submitted and approved before training begins.

Eligible employees must:

- Have been employed by the company for 6 months by the start date of the training,
- Makes less than \$24.99 an hour,
- Males must be registered with the selective service or a veteran.

This is a reimbursement program and CareerSource NEFL will only reimburse expenses for employees who successfully complete training. Reimbursable expenses include tuition Costs, instructor(s) wages/costs, and textbooks/manuals.

Career Source program years run from July 1st through June 30th. Preference is given to projects in our regions targeted industries that include, Manufacturing, Aviation, Logistics, IT, Finance and Healthcare.

CareerSource Florida Incumbent Worker Training Grant provides grants for continuing education and training of current full-time employees at Florida companies. Grants can reimburse companies up to 75 percent for pre-approved training costs, and companies choose their training provider based on the skills needed.

Program highlights include on-line application process, FloridaMakes assistance with application preparation, applications open July 1st of each year, and companies can apply every two years. Applications must include a 12-month training plan.

Up to 50% reimbursement for companies with more than 50 employees and 75% reimbursement for less than 50 employees or companies those located in a rural area/county, distressed area, brownfield or hub zone. Reimbursements are capped at \$200,000. There are no salary caps for covered employees with up to \$3,500 training cost per employee. The grant will cover technical training as well as “soft skills” training, including tuition, instructor costs (vendor supplied or internal trainer), curriculum development, training materials and training supplies.

Examples of training covered include the following:

- Leadership topics (communications, teambuilding, etc.)
- FCMA Leadership Academy
- HR TOPICS: HR Law, Employee Relations
- Lean / Continuous Improvement
- Technical Skills: CNC, Welding, Press Brake, 3D Printing
- ISO/AS Certification Training
- IT/Cyber Security Training
- Annual Continuing Education Requirements (Accounting, IT, etc.)

The application is in an on-line format. The website is

<https://careersourceflorida.com/business-services/training-grants>

CareerSource Florida Quick Response Training (QRT) Grant provides grant funding for customized, skills-based curriculum development and training, through partial reimbursement, to new or expanding businesses. Grants target high-skill industries with exportable goods or services that have wages of 125 percent above state or local wages (\$32.75 per hour or \$68,111 annual salary). Companies must demonstrate a collaborative effort between the business, the local CareerSource workforce development board, and the local economic development organization. Funding usually a 50% reimbursement of training costs.

Veterans Florida Workforce Grant is a state-funded grant program that provides funding to qualifying businesses to train new, full-time employees. Funding is provided in the form of a reimbursable grant, covering 50% of the training cost for every new veteran hired and trained. Companies can receive up to \$8,000 per new veteran employee.

For more information, please contact:

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