

Value of Worker Training Programs to Small Business

Draft Final Report

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by

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Executive Summary

With the unemployment rate still hovering at low levels, small businesses are finding it difficult to recruit and retain qualified workers. This problem is compounded by the lack of industry-specific training for unemployed workers who have been displaced from their jobs in industries experiencing economic slowdown and by the many individuals who are reentering the job market after exhausting eligibility for government transfer programs. One of the ways that governments deal with these problems is by setting up training and retraining programs. Through these programs, workers are supposed to become more qualified for jobs currently available in the changing economy. Unfortunately, very little is known about the experiences of small businesses with these programs.

What we do know comes primarily from the 1992 SBA Training Survey, which found that while only half of businesses with less than 25 employees had heard of government training programs, over three-quarters of businesses with 500 or more employees had heard of government training programs. Firm size differences in the percentage of firms that had hired a worker using one of these programs were even greater. Only 16% of firms with less than 25 workers had ever hired a worker through government training programs, compared to 44% of firms with 500 or more workers.

The new 2001 SBA Business Training Survey includes many of the questions asked in the 1992 SBA Training Survey, which aids in comparisons over time, along with a series of new questions that deal with experiences with government training programs. The Survey Research Center (SRC) at the University of Kentucky conducted the 2001 SBA Business Training Survey from April until early September of 2001. There were 1,024 completed interviews in the 2001 survey.

Carolyn Loeff and Associates of Lexington, Kentucky, conducted the 2001 SBA Training Program Survey during the Spring and Summer of 2001. The survey included a number of questions about training programs and their objectives. There were 158 federal, state, and local programs in eight states included in the sample.

In 1992 and 2001, we find that larger firms are more likely to have heard of and used government training programs. But between 1992 and 2001, the knowledge and use of government training programs dropped precipitously in all firm size categories. The drop was largest among the smallest firms. Among firms with less than 25 employees, the percentage who have heard of government training programs has been cut in half from 49.8% to 24.2%, while the percentage that have ever used government training programs has dropped by over two-thirds from 15.9% to 4.5%.

The composition of training programs used the most by businesses also changed dramatically between 1992 and 2001. In 1992, the largest firms were much more likely to use federal training programs while the smallest firms were much more likely to use state and local training programs. In 2001, the mix of federal, state and local, and other

programs used was similar across firm size categories. In general, there was a decreased use of federal programs and an increased use of state and local programs between 1992 and 2001.

The vast majority of firms in the 2001 sample that had used training programs appeared to be happy with them and would use them again. But that opinion was not universally held. 18.2% of employers with less than 25 employees would not use government training programs again. Similarly, 27.3% of firms with less than 25 employees said that government training programs did not meet their needs. Among those who had heard of government training programs but did not use them, 20.0% of firms with less than 25 employees said that workers from these programs were not adequately trained. This was up from 3.7% in 1992.

In both 1992 and 2001, firms with less than 25 employees who had not heard of government training programs provided less training to their new hires than any other group of firms. For example, in 2001, firms with less than 25 employees who had not heard of government training programs provided 118.5 hours of training in the first three months of employment, compared to 172.3 hours for firms with less than 25 employees who had heard of government training programs. Similar results were found for firms who used and did not use government training programs.

What do the 1992 and 2001 surveys tell us about why government training programs are not being used by businesses? There are varied reasons why firms do not use government training programs, but many do not use them because either they do not know how to go about hiring workers from such programs or because workers from these programs apparently do not know how to find them. The drop in usage over time among those who have heard of government training programs is in part due to an increased perception that workers from training programs are not adequately trained.

In the 2001 SBA Training Program Survey, we classify firms by whether they have any services specifically targeted to small businesses, or by whether they place workers predominantly in small businesses.

Programs that target services to small businesses are more likely to offer apprenticeship training, cultural-based training, essential workplace skills, safety training, training on industrial quality standards, literacy skills, management skills, and customized training. Programs that do not target services to small businesses are more likely to mention computer or software training.

Among the 59 training programs that reported that they specifically target small businesses, there are a variety of services mentioned, some that are targeted to employees and others targeted to the owners of small businesses. Almost seventy percent of the administrators reported that they were satisfied or very satisfied with how well the small business targeted services were working.

We then asked all respondents what they thought were the characteristics of training programs that would be useful to small businesses. Mentioned most often were customized training programs, flexible times, modes and locations, programs that provided various employer and employee skills, affordability.

We also asked whether there were any characteristics of programs that are useful to small businesses that the administrators would like to see incorporated into their program. Roughly half of the respondents said no, regardless of whether they served predominantly small businesses or targeted small businesses with services. The most frequent response for the remainder was that they needed their program to be more flexible. There are no substantial differences in the results for those who do and do not target or serve small businesses.

The results of this study are extremely relevant for public policy discussions. We have documented that small firms continue to be less likely to know about and use government training programs. Further, the knowledge and use of government training programs in general has been falling over time. This provides an important opening for public policy makers to increase the value of government training programs to small business. The policy prescription is a simple one: to get more information on the existence of training programs out to small businesses so that their use increases. Getting information out to businesses about government training programs and how to use government training programs will be especially useful to the smallest businesses. Not only do they know the least about government training programs and use them the least, small firms that do not know about or use government programs provide the least training to their workers, and thus could potentially benefit the most from their use.

Once businesses start using the programs, most are fairly happy with them. However, there is a sizable minority of businesses, especially among smaller businesses, that would not use government programs again and think that these programs do not meet their needs. In addition, there is a growing perception among those who have heard of but do not use government training programs that workers from these programs are not adequately trained. Thus, it would also appear that there is the potential to improve the value of government training programs to small businesses.

In general, training program administrators believe that their programs are working well, but they do mention some improvements that can be made. For example, they mention more flexibility, greater customization of training, and the use of training consortia. These improvements may raise the value of training programs to small businesses and may help increase their usage. But these changes may not be what are best for any particular training program. Among program administrators, there was no real consensus on what is a good program for small businesses and what is not. The different programs serve different populations, so it is not surprising that there would be no consensus on what are the characteristics of a good training program for small businesses. In the end, the best improvements will come from increased communication between policymakers, program administrators, and small businesses.

I. Introduction

With the unemployment rate still hovering at a low level (4.9% in August, 2001), small businesses are finding it difficult to recruit and retain qualified workers. This problem is compounded by the lack of industry-specific training for unemployed workers who have been displaced from their jobs in industries experiencing an economic slowdown and by the many individuals are reentering the job market after exhausting eligibility for government transfer programs. One of the ways that governments deal with these problems is by setting up training and retraining programs. Through these programs, workers are supposed to become more qualified for jobs currently available in the changing economy. Are small firms taking advantage of these programs? Unfortunately, very little is known about the current firm size breakdown in the use of these programs.

What we do know comes primarily from a 1992 national survey sponsored by the Small Business Administration in the project “Job Training Approaches and Costs in Small and Large Firms” (Black, Berger and Barron, 1993). This study found that there were large differences by firm size in the knowledge and use of government training programs. For example, while only half of businesses with less than 25 employees had heard of government training programs, over three-quarters of businesses with 500 or more employees had heard of government training programs. Firm size differences in the percentage of firms that had hired a worker under one of these programs were even greater. Only 16% of firms with less than 25 workers had ever hired a worker through government training programs, compared to 44% of firms with 500 or more workers.

It is important to know if the situation is similar today. Are there still firm size differences in the knowledge and use of government training programs? Has the overall use of these programs increased or decreased? What are the major factors behind the decision to use or not use government training programs? Are firms that use government training programs satisfied with them? What changes can be made to make government training programs more useful to small businesses? We address these questions in this study using the results of a new national training survey of businesses that includes many of the same questions as the 1992 national survey.

In addition to providing new current information from businesses, the potential demanders of government training programs, we also look at training programs from suppliers’ points of view. In particular, we survey training program providers in eight states to first determine which programs have the stated intent or actual effect of providing workers predominantly for small businesses. Using these data, we will be able to address questions such as what kinds of services are targeted to small businesses? Do administrators view these programs as successful? What changes would they make in their programs so they can better serve small businesses?

We also consider the common themes that come from the surveys of demanders and suppliers of training programs and any potential changes in these programs that

would be beneficial to small business. Taken together, the new data gathered in these surveys of businesses and government training programs provide a comprehensive look at the use and potential improvements in government training programs.

The next section reviews the previous evidence on the relationship among training, training programs, and firm size. Section III describes the development and implementation of the two surveys. Section IV describes the results of the two surveys. Section V discusses the common themes and recommendations that emerge from the two surveys. Section VI summarizes the conclusions of the study.

II. Previous Evidence on Training and Training Programs by Firm Size

In this section, we review the previous literature on measuring on-the-job training differences by firm size and differences in the use of training programs by firm size. The Black, Berger, and Barron (1993) study offers the most comprehensive evidence to date on the use of government training programs by firm size. As noted in the introduction, they find significant firm size differences in the knowledge and use of government training programs in 1992. In addition, they find that small firms are much more likely to use state and local training programs than are large firms, who rely primarily on federal training programs

Unfortunately, the existing literature offers little guidance on the question of firm size differences in the success and failure of various programs and the characteristics that are associated with a successful program for small businesses. Heckman, LaLonde, and Smith (1999), in their exhaustive review of the literature on government training programs and their effectiveness, make no mention of firm size differences.

There has been somewhat more work done on firm size differences in the provision of training. However, there was surprisingly little evidence prior to the 1992 SBA Training Survey. Barron, Black, and Loewenstein (1987, 1989), using data from the 1982 Employment Opportunity Pilot Project (EOPP) survey, found that business size is positively correlated with the incidence of five different forms of training. Using EOPP data, Bishop (1982) finds, however, that there is no direct relationship between business size and the number of hours of training, and finds evidence that small and large businesses provide more training than medium size establishments. Lichtenstein (1988) reports that workers in small business are more likely to obtain general training while large businesses are more likely to offer specific training to their workers.

Holtmann and Idson (1991), using data from the Quality of Employment Survey, find that the probability of participating in an employer-provided training program increases with business size, although this measure of training would appear to be heavily weighted toward formal training programs. Similarly, Haber (1988), using Survey of Income and Program Participation (SIPP) data, reports that larger firms provide more formal training. Brown (1990) argues that given economies of scale in setting up formal training programs, we should not be surprised that larger firms tend to provide more formal training.

Black, Berger, and Barron (1993) and Barron, Berger, and Black (1997b) report the results of analysis of the provision of training by firm size using the 1992 SBA Training Survey data. They find that smaller firms provide less training to new hires than do larger firms. However, smaller firms do provide more training to new hires with less education or experience. Small firms appear to provide workers with general training, while large firms specialize in providing firm-specific training. While they provide less training on average, the payoffs that workers receive are greater in small firms. Wages

grow faster in the first two years of employment in small firms than in large firms. Black, Noel, and Wang (1999) also use the 1992 SBA Training Survey data and find that larger firms tend to provide more training and more intensive training experiences. They argue that larger firms may have economies of scale in the provision of training, leading to more training provided, and possibly explaining some of the differences in wages by firm size.

Studies published after the 1992 SBA Training Survey that address firm size differences include Frazis, Herz, and Horrigan (1995), who also find that large firms provide more training than their smaller counterparts in the 1994 Bureau of Labor Statistics Survey of Employer Provided Training. On the other hand, Baldwin, Gray, and Johnson (1995) discover a negative relationship between training and establishment or firm size after controlling for technology in a survey of Canadian manufacturing establishments. However, this result appears to be the exception among recent work. Loewenstein and Spletzer (1999), using 1993-94 data from the National Longitudinal Survey of Youth (NLSY), find that larger firms provide more formal and informal training. Veum (1995, 1997) and Bartel and Sicherman (1998) use earlier rounds of the NLSY (1986-92) and also find evidence that larger firms provide more training, especially on-site company paid training. Lynch and Black (1998) report that larger firms in the 1994 Educational Quality of the Workforce National Employers Survey were more likely to provide a number of different types of training, ranging from computer training, teamwork training, basic education, to sales and customer service.

This review illustrates there is a lack of current evidence on the use and success of government training programs by firm size. While the 1992 SBA Training Survey provided information on the knowledge and use of government training programs by firm size, it emphasized the firm size differences in the provision of training rather than the use of training programs and their success or failure. In addition, the data are now almost ten years old. Other research also focuses on the relationship between firm size and the provision of training and not on training programs. The existing training program literature does not address firm size differences. Our study fills this critical gap in the existing literature.

III. Data

1. Nationwide Survey of Businesses

The 2001 SBA Business Training Survey was designed based on the 1992 SBA Training Survey (see Black, Berger, and Barron, 1993) and other similar surveys such as the 1982 Employment and Opportunity Pilot Project (see Barron, Berger, and Black, 1997a), the 1993 Upjohn Institute Survey (see Barron, Berger, and Black, 1997a) and the 1993 National Assessment of Vocational Education Survey (see Barron, Berger, and Black, 1999).

The research team developed a survey instrument for the 2001 SBA Business Training Survey that asked a series of questions of each business owner or personnel manager concerning; 1) the knowledge, use, and evaluation of government training programs, 2) the characteristics of the business, such as size, industry, form of organization, etc., 3) the demographic and other characteristics of a typical worker hired by the firm, 4) the compensation and productivity of workers, 5) hiring procedures, and 6) the kind and amount of training provided to a typical worker in the first three months of employment.

Along with a series of new questions that deal with experiences with government training programs, the 2001 survey includes many of the questions asked in the 1992 SBA Training Survey, which aids in comparisons over time. Specifically, the owner or manager is first asked about the firm's knowledge and use of government training programs. If the firm has hired a worker or workers through government training programs, we ask a more extensive set of questions about the types of program or programs used than was done in the 1992 SBA Training Survey along with the firm's overall experience with these training programs. For businesses that have not used government training programs, we ask about reasons why they have not been used.

The plan for conducting the survey followed very closely the one successfully used in the 1992 SBA Training Survey. We first obtained a sample of businesses by employee size from The Marketing Systems Group of Fort Washington, Pennsylvania using their Genesys Sampling System. The sample contains business names, addresses, phone numbers, and contact persons, and a few establishment characteristics such as Standard Industrial Code (SIC) and number of employees at the establishment. As in 1992, we requested a list of establishments stratified into four size categories in order to obtain valid comparisons across size groupings: 1-19 employees, 20-99 employees, 100-499 employees, and 500 and above employees. Within each establishment size strata we obtained a random sample of businesses across SIC industries, excluding government (SIC 900 and above) and agriculture, forestry, and fisheries (SIC 0-99). We requested an initial list of 5,400 firms: 1,875 (34.72%) with 1-19 employees, 1,875 (34.72%) with 20-99 employees, 825 (15.28%) with 100-499 employees, and 825 (15.28%) with 500 or more employees.

The Survey Research Center (SRC) at the University of Kentucky conducted both the 2001 SBA Business Training Survey and the 1992 SBA Training Survey. The SRC has a 16-line telephone bank, a staff of trained and experienced interviewers and supervisors, and well-developed procedures for conducting telephone surveys. Computer assisted telephone interviewing (CATI) was used to conduct the survey. Interviews took place from April until early September of 2001.

While the sample was drawn using establishment size categories in the same proportions as the 1992 SBA Training Survey, the ultimate goal was to provide firm size breakdowns of the results of the survey. In order to achieve this, we included questions on the number of employees at both the establishment and for the entire firm in the case of multi-establishment firms. In both the 1992 and 2001 surveys, we were able to place each of the completed observations into one of four firm size categories: 1-24 employees, 25-99 employees, 100-499 employees, and 500 or more employees. We use these categories in analyzing the 1992 and 2001 survey data.

Table 1 provides the firm size, industry, and legal form of organization breakdown for the completed samples in both 2001 and in the earlier 1992 survey. There were 1,288 completions in the 1992 survey and 1,024 completions in the 2001 survey. The firm size breakdowns in the two surveys are similar except that the percentage of firms with 1-24 employees is smaller in the 2001 survey and the percentage of firms with 25-99 employees is larger. The industry breakdowns reflect the increasing share of the economy in the service sector over time. There are more non-profit organizations in the sample in 2001 than in 1992, and a lower percentage of corporations and sole proprietorships.

Depending on the method of calculation that is used, the survey response rate fell from 55.9% – 60.6% percent in 1992 to 47.1% – 48.1% percent in 2001, reflecting the overall decline in household and business survey response rates over time. A complete discussion of the sample dispositions for the 1992 and 2001 surveys and of the calculation of response rates is given in Appendix 1 and Tables A.1 and A.2.

2. Survey of Government Training Programs

In order to complement the results obtained from the nationwide survey of businesses, the research team developed a survey of training program administrators in eight states. During the survey development phase, we spoke with several training program administrators in Kentucky and used their comments to improve various parts of the survey. The eight states were selected in consultation with the SBA Office of Advocacy.

Carolyn Loeff and Associates of Lexington, Kentucky, conducted the 2001 SBA Training Program Survey during the Spring and Summer of 2001. We began to build a database of administrators of federal, state, and local training programs in each state starting with the Workforce Investment Act (WIA) administrator. We then began to add

to this list by asking the WIA administrator who else we might contact in each state. Through this process, we developed a list of training program administrators across the eight states.

We then began calling training program administrators in each state. Some individuals administered more than one program, and each program is included as a separate observation in the data set. In addition, we sometimes talked to different regional administrators of the same overall program (e.g., WIA) in a state. We found that these regional offices often functioned fairly independently of the state office and often had different ideas and opinions about training programs. These regional administrators and their regional offices of statewide programs were included as separate observations. Thus, an observation in our data set is a federal, state, or local program within a state, or the regional office of a federal or state program within a state. We attempted to interview the program administrator most knowledgeable about the program for our survey.

The survey included a number of open- and close-ended questions about the program and its objectives. We asked when the program was established, the types of training provided by the program, the clientele of the program, how individuals come to the program, the geographic distribution of program participants, the number of individuals served by the program, whether the program has any capacity constraints, hours of training provided to a typical program participant, funding sources of the program, the firm size breakdown of placements, the industry breakdown of placements, whether the program targets any services to small businesses, what are the objectives of these services and whether the objectives are being met, what are the characteristics of a training program that would be useful to small business, and whether there are any changes in their own program that could be made to benefit small business.

Table 11 shows a state-by-state breakdown of the programs included in our final sample of 158 training programs. The number of programs sampled in each state ranged from 11 in Louisiana to 32 in Kentucky. There were a number of different programs represented in our sample. A breakdown of the type of programs is shown in Table 12. Federal programs accounted for 68 observations. The programs sampled included WIA, Trade Adjustment Assistance, Welfare to Work, Workforce Advancement and Attachment, and various other programs including Americorps, the Information Technology H1-B Program, Food Stamps Employment and Training Program, Veterans Training Program, dislocated worker training programs, senior training programs, and Job Corps. Also in the sample were 42 state programs, 9 local programs, 10 apprenticeship programs, and 29 college, technical school, or junior college based programs. Descriptions of all of the programs included in the sample on a state-by-state basis are included in Appendix 2.

IV. Survey Results

1. Nationwide Survey of Businesses

The 1992 SBA Training Survey found that smaller firms were much less likely to have heard of and used government training programs. Table 2 details the results on knowledge and use of government training programs by firm size, industry and legal form of organization for both 1992 and 2001. In 2001, we also find that larger firms are more likely to have heard of and used government training programs. In both periods, firms in goods producing industries (mining, construction, manufacturing) are more likely to have heard of and used government training programs. Sole proprietorships are least likely to have heard of and used government training programs, followed in general by partnerships, corporations, and non-profit organizations.

Over time, the knowledge and use of government training programs dropped precipitously in all firm size, industry, and organization categories. But the drop has been the largest among the smallest firms. Among firms with 1-24 employees the percentage who have heard of government training programs has been cut in half from 49.8% to 24.2%, while the percentage that have ever used government training programs has dropped by over two-thirds from 15.9% to 4.5%. The drop in knowledge and use over time was so great that by 2001, a lower percentage of the biggest firms (500+ employees) had heard of and used government training programs than the percentage of the smallest firms (1-24 employees) that had heard of and used government training programs in 1992.

The last column of Table 2 shows the mean percentage of new hires in the last two years that have come from government training programs in our 2001 survey by firm size, industry, and legal form of organization. These results largely mirror the findings on the percentage of firms that have ever used government training programs. Smaller firms, service-producing firms, and sole proprietorships have hired fewer workers from the government training programs. But they also illustrate how few of the new come from any government training programs.

For firms that used government training programs, the composition of the training programs used the most has also changed dramatically between 1992 and 2001 as is shown in Table 3. In 1992, the largest firms were much more likely to use federal training programs while the smallest firms were much more likely to use state and local training programs. In 2001, the mix of federal, state and local, and other programs used by the smallest firms (1-24 employees) was very similar to that in 1992, while for larger firms there was a much greater reliance on state and local programs and a decreased reliance on federal programs. Across all firm size, industry and organizational categories there was generally a decreased use of federal programs and an increased use of state and local programs between 1992 and 2001. For the 2001 data, we combine the sole proprietorships and partnerships in Tables 3, 4, and 5 because of the small sample size in this group that have used government training programs (n=8).

Table 4 provides some evidence on the evaluation of government training programs by businesses in 2001. Most firms reported that training programs had no effect on retention, but sizable minorities did report increased retention as a result of training programs: 27.3% of firms with 1-24 employees reported training programs increased retention while 44.2% of firms with 500 or more employees reported increased retention. There was less of a difference in the percentage of firms reporting increased retention by industry and organization group.

The overwhelming majority of firms in our sample that had used training programs would use them again, ranging from 81.8% of firms with 1-24 employees to 92.0% of firms with 500 or more employees. Overall, 93.0% of the sample would use training programs again. Thus, while a low percentage of firms are using government training programs, those that do use them appear to be fairly happy with them.

This opinion is not universal, however. While 81.8% of firms with 1-24 employees would use government training programs again, 18.2% would not use them again. Similarly, when we asked firms how government training programs have most met their needs, 27.3% of firms with 1-24 employees said that the programs did not meet their needs. The responses on how government training programs have met their firm's needs are given in Table 5. In all firm size categories except 1-24 employees, the majority of firms say that training programs provide their workers with specific skills that they need, about a quarter of the firms say that training programs provide some general skills, such as responsibility or literacy, and a much smaller percentage say that the programs do not meet their needs. Service industries were more likely than goods producing industries to say that the training programs provided job specific skills but they were also more likely to say that training programs do not meet their needs. The results for corporations and non-profit firms were similar, with most saying that training programs provide specific skills. None of the sole proprietorships and partnerships say that training programs do not meet their needs, but the sample size in this group is too small to draw any firm conclusions.

We then asked firms that had heard of government training programs but not used them why they had not used them. These results are shown in Table 6. This question was also included in the 1992 SBA Training Survey. In 1992, 3.7% of firms with 1-24 employees said workers from training programs were not adequately trained compared with 20.0% of these firms in 2001. There were smaller increases for the other firm size categories, and across industry and organization categories. In both years, many firms cited what we call information related problems, either that workers from training programs never came to the firm or the firm did not know how to go about hiring workers from training programs. In addition, there were many other reasons given why firms did not use government training programs. Thus, among those who heard of but did not use government training programs, there is an increased perception that workers are not adequately trained. But many firms have not used government training programs because workers have never applied or they did not know how to go about hiring workers from a government training program.

In Tables 7 through 10, we provide data on the characteristics of new hires, for firms that have and have not heard of government training programs, and for firms that have and have not used government training programs. Table 7 provides 2001 data for those that have and have not heard of government training programs, while Table 8 does the same for the 1992 data. Table 9 shows the 2001 breakdown for those firms that have used and have not used government training programs, while Table 10 gives the same breakdown for the 1992 data. By showing the average characteristics of new hires by firm size and knowledge and use of government training programs, these tables can help show which types of firms might potentially benefit the most from participation in government training programs.

In Table 7, when comparing the characteristics of new hires in the smallest firm size category (1-24 employees) in 2001, we see that firms that have not heard of training programs hire slightly younger, less experienced workers. But most important, these firms provide substantially less hours of training in the first three months of employment (118.7 hours vs. 172.3 hours). The difference in training was almost identical in 1992 (Table 8) (118.5 hours vs. 163.8 hours). In fact, in both 1992 and 2001, businesses with 1-24 employees who had heard of government training programs provided less training than any of the other seven firm size – program knowledge categories. A similar picture emerges in Tables 9 and 10. In 2001, firms with 1-24 employers who had not used government training programs provided 127.3 hours of training to new workers in the first three months on the job, while those that used government training programs provided 201.7 hours. In 1992, the hours of training provided were 125.1 for those that did not use government training programs and 197.2 hours for those that had used government training programs. In both years, 1-24 employee firms that did not use government employee programs provided less training than any of the other seven firm size – program use categories.

In summary, what do the 1992 and 2001 surveys tell us about why government training programs are not being used by businesses? Many businesses, especially small businesses, have not heard of government training programs and that percentage is growing over time. Increased use among this group would first require that information about the programs be provided to businesses. But even among those that have heard of government training programs, the percentage of firms that have used the programs is small and fell between 1992 and 2001. There are varied reasons why these firms do not use government training programs, but many do not use them because either they do not know how to go about hiring workers from such programs or because workers from these programs apparently do not know how to find them. The drop in usage over time among those who have heard of government training programs is in part due to an increased perception that workers from training programs are not adequately trained.

Yet, the vast majority of firms that use government training programs appear to be happy with them. The minority of program users, especially among smaller businesses, who are unhappy with the programs, argue that these programs do not meet their needs. Collectively, this evidence implies that two things need to be done to improve the value of government training programs to small business: 1) there is room to improve existing programs so that they better meet the needs of small business that already know about

them, and 2) more information needs to be provided to businesses, especially small businesses, to increase their awareness of government training programs.

Both measures are important because smaller firms who do not know about or use government training programs provide less training to their newly hired workers than any other firm size – program knowledge category, and thus could potentially benefit the most from participation in government training programs.

2. Survey of Government Training Programs

The survey of government agencies provides information on the effectiveness of government training programs from the supply side of the market. In our analysis of the results we focus on the differences between training programs that do and do not have a stated goal or actual effect of serving small businesses.

There are two different ways in which we classify training programs and their relationship to small business for our analysis. First, we asked the program administrators if any of the services of their program were targeted specifically to small businesses. This breakdown is shown in the first row of Table 13. Of the 158 program administrators we interviewed, 59 said they had services specifically targeted to small businesses, while 99 said they did not have small business targeted services.

We also asked administrators about program placements, aside from workers sponsored by their employers. Several administrators were not able to give a detailed percentage firm size breakdown of their placements. Some were only able to give an estimated small-large firm percentage breakdown. Others were able to say only “mostly small businesses” or “mostly large businesses.” In those cases we coded the percentage breakdown as 75-25 small or 75-25 large depending on the answer we were given. After all of the recoding, we were able to get estimated small-large percentage breakdown of placements for 123 programs. We then divided up the sample into those for whom 75 percent or more of their placements were in small business and those for whom less than 75 percent of their placements were small business. As can be seen in the second row of Table 13, this almost evenly divides the sample into 60 programs with predominantly small business placements and 63 programs that do not have predominantly small business placements.

There is not a perfect overlap between the breakdowns, as is shown in the bottom half of Table 13. One problem is that the placement-based breakdown excludes workers sponsored by their existing firms. Table 13 illustrates that the two measures may be getting at different things. Some programs may have special small business initiatives precisely because they do not serve many small businesses. Those that serve small businesses may not have any need for small business targeted programs due to their population, location or some other factor.

We use both breakdowns in our analysis of training programs and their effects on small business. In Table 14a and b, we show the state and Type of Program breakdown for the Small Businesses Targeted and Small Businesses Placed divisions of the sample. In the Small Business Targeted breakdown, college based programs are more likely to target small business while Federal programs are less likely to target small businesses. The differences are not as apparent in the Small Businesses Placed breakdown. The targeted small business programs come from all eight states in our sample as do the programs with mostly small business placements.

Table 15 shows the average characteristics of training programs using the Small Businesses Targeted and Small Businesses Placed sample breakdowns. While many of the characteristics of the training programs are similar across the small and large firm program groupings, there are several important differences.

Programs that target services to small businesses are more likely to offer apprenticeship training, cultural-based training, essential workplace skills, safety training, training on industrial quality standards, literacy skills, management skills, and customized training. Firms that do not target services to small businesses are more likely to mention computer or software training. Illustrating the imperfect overlap between the two firm size groupings, the results for those programs that do and do not place workers predominantly in small businesses are sometimes different. For example, in the placements grouping, programs that do not place workers predominantly in small businesses are more likely to offer apprenticeship programs, management skills, and customized training.

The programs that target small businesses are more likely to service existing employees, managers and owners, targeted industries, and specific geographic areas, while those that do not target small businesses are more likely to provide services to the unemployed, the disadvantaged, job changers, etc. They are also more likely to provide training through employers. Programs that target small businesses are much more likely to serve individuals from rural areas while those that do not target small businesses are more likely to serve individuals from urban areas.

Programs that place workers in small businesses are more likely to service new hires and existing employees. They are more likely to receive training through employers or through the unemployment office. Those that place workers in small businesses are much more likely to do so in urban areas, opposite the results for the programs that target small businesses. It appears that existing small businesses are more likely to be helped in rural areas while small business placements are more likely to take place in urban areas.

The programs that target or place workers in predominantly small business appear larger than those that do not target or place in predominantly small business. Those programs that target or place in predominantly small businesses are somewhat more likely to have capacity constraints than those that do not target or place predominantly in small business.

Those programs that target small businesses are disproportionately funded by sponsoring employers while other programs are more likely to receive funding from the federal government. Differences in funding sources are not as large using the small business placements breakdown.

Programs that target small businesses are more likely to place workers in manufacturing while programs that do not target small businesses are more likely to place workers in other industries. Industry differences for those programs that place workers in predominantly small businesses are not as large.

Table 16 provides a grouping of the services provided by the 59 training programs that reported that they specifically target small businesses. There are a variety of services mentioned, some that are targeted to employees, such as those providing employee training, and others targeted to the owners of small businesses. These programs offer training in various business practices or entrepreneurship skills.

Table 17 reports the self-assessment by administrators on how well their small business targeted initiatives are working. Almost seventy percent of the administrators reported that they were satisfied or very satisfied with how well the small business targeted services were working. Only eight percent indicated that they were less than satisfied with how these initiatives were doing, and the remainder did not give a rating, did not know, or said it was too early too tell.

We then asked all respondents, both those who have and those who have not targeted small businesses, what they thought were the characteristics of training programs that would be useful to small businesses. These results are shown in Table 18 for the two different firms size groupings shown throughout this section of the report. Mentioned most often were customized training programs, flexible times, modes and locations, programs that provided various employer and employee skills, and affordability.

Some important differences also appeared across the firm size groupings. Training programs that did not target services to small businesses were much more likely to say there was no difference in the needs of small and large businesses. They were also more likely to say training in technology is important for small businesses. On the other hand, businesses that target services to small businesses or place workers predominantly in small businesses mentioned offering training in various employee skills or training consortia. There were again differences depending on whether the targeting services or placement breakdown was used. For example, those that target small businesses with services were more likely to mention customized training, while those that place predominantly in small businesses were less likely to mention customized training. The same is true for flexible times, modes and locations, and employer training.

We concluded our survey of training programs by asking whether there were any characteristics of programs that are useful to small businesses that the administrators would like to see incorporated into their program. These results are shown in Table 19. Roughly half of the respondents said no, regardless of whether they served predominantly

small businesses or targeted small businesses with services. The most frequent response for the remainder was that they needed their program to be more flexible. A relatively small number mentioned more resources, more resources and more flexibility, that more information needs to be provided to businesses, or that they did not know. There are no substantial differences in the results for those who do and do not target or serve small businesses.

V. Policy Implications and Conclusions

The results of this study are extremely relevant for public policy discussions. We have been able to document that small firms are less likely to know about and use government training programs. Further, the knowledge and use of government training programs has been falling over time, for both small and large firms. But relatively few program administrators mentioned that it was important to get more information to small businesses about the programs. Thus, while the fraction of small businesses that have heard of government programs is very low and has dropped sharply over time, program administrators in general do not see the lack of information about their program as an important problem. This provides an important opening for public policy makers to increase the value of government training programs to small business. The policy prescription is a simple one: to get more information on the existence of the program, and how to use the programs, to small businesses. Given that capacity constraints are a problem in only about a third of the programs we surveyed, a policy that increases awareness and use would appear to be one that would be beneficial to both the demanders and suppliers of training programs.

Once businesses start using the programs, most seem to be fairly happy with them. The programs appear to be filling the training needs of many businesses, they appear to improve retention in many businesses, and most businesses say that they would use them again. However, there is a sizable minority of businesses, especially among smaller businesses, that would not use government programs again as they do not meet their needs. In addition, there is a growing perception among those who have heard of but do not use government training programs, that workers from these programs are not adequately trained. Thus, it would also appear that there is the potential to improve the value of government training programs to small businesses.

While, in general, training program administrators believe that their programs are working well, they do mention some improvements that can be made including more flexibility, greater customization of training for the needs of small businesses, and the use of training consortia. Those who have programs that target services to small businesses are more likely to be sensitive to these issues. These improvements may raise the value of training programs to small businesses and may help increase their usage. But these changes may not be what are best for any particular training program. Among program administrators, there was no real consensus on what is a good program for small businesses and what is not. The different programs serve different populations and meet different needs, so it is perhaps unreasonable to expect that there would be a consensus on what are the characteristics of a good training program from the small business point of view.

Getting information out to businesses about government training programs and how to use government training programs will be especially useful to the smallest businesses. Not only do they know the least about government training programs and use them the least, small firms that do not know about or use government programs provide

the least training to their workers. Thus, government training programs could potentially help this group the most. Improvements in the programs themselves may also increase the value of these programs to small businesses. Increased flexibility and more customized training would probably improve many but not all programs. In the end, the best improvements will come from increased communication between policymakers, program administrators, and small businesses.

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Tables

Table 1: Sample Breakdowns by Firm Size, Industry, and Legal Form of Organization

	1992		2001	
	Number	Pct.	Number	Pct.
Firm Size				
1 – 24 Employees	404	31.4%	244	23.8%
25 – 99 Employees	210	16.3%	243	23.7%
100 – 499 Employees	211	16.4%	195	19.0%
500 + Employees	463	36.0%	342	33.4%
Industry				
Goods Producing	305	23.7%	169	16.5%
Service Producing	983	76.3%	853	83.3%
Industry Not Reported	0	0.0%	2	0.2%
Legal Form of Organization				
Sole Proprietorship	195	15.1%	125	12.2%
Partnership	81	6.3%	63	6.2%
Corporation	728	56.5%	525	51.3%
Non - Profit	164	12.7%	228	22.3%
Legal Form Not Reported	120	9.3%	83	8.1%
Full Sample	1,288	100.0%	1,024	100.0%

Source: 2001 SBA Business Training Survey and 1992 SBA Training Survey

Table 2: Knowledge and Use of Government Training Programs by Firm Size, Industry, and Legal Form of Organization

	Heard of Government Programs		Used Government Training Programs		Percentage of New Hires Through Govt. Training Programs
	1992	2001	1992	2001	1999-2001
Firm Size					
1 – 24 Employees	49.8%	24.2%	15.9%	4.5%	0.4%
25 – 99 Employees	58.1%	36.6%	21.0%	8.0%	1.4%
100 – 499 Employees	61.1%	50.8%	30.4%	18.0%	2.8%
500 + Employees	76.5%	46.8%	43.9%	15.3%	1.2%
Industry					
Goods Producing	74.4%	54.4%	37.0%	14.5%	2.0%
Service Producing	58.9%	36.9%	26.5%	10.9%	1.2%
Legal Form of Organization					
Sole Proprietorship	52.3%	33.6%	19.4%	4.0%	0.2%
Partnership	54.3%	30.2%	20.3%	4.8%	1.8%
Corporation	65.0%	39.8%	31.1%	11.0%	1.5%
Non - Profit	68.9%	48.3%	35.7%	19.8%	1.8%
Full Sample	62.9%	39.8%	29.0%	11.5%	1.4%

Source: 2001 SBA Business Training Survey and 1992 SBA Training Survey

Table 3: Type of Government Training Programs Used by Firm Size, Industry, and Legal Form of Organization

	1992			2001		
	Federal	State and Local	Other	Federal	State and Local	Other
Firm Size						
1 – 24 Employees	39.3%	32.8%	27.9%	36.4%	36.4%	27.3%
25 – 99 Employees	52.5%	32.5%	15.0%	27.8%	33.4%	38.9%
100 – 499 Employees	52.5%	27.1%	20.3%	32.3%	38.7%	29.0%
500 + Employees	64.5%	17.0%	18.6%	31.3%	54.2%	14.6%
Industry						
Goods Producing	55.9%	24.5%	19.6%	17.4%	69.6%	13.0%
Service Producing	56.9%	22.8%	20.3%	35.3%	37.6%	27.1%
Legal Form of Organization						
Sole Proprietorship	43.2%	29.7%	27.0%	37.5%	62.5%	0.0%
Partnership	31.3%	43.8%	25.0%			
Corporation	56.1%	25.4%	18.5%	32.1%	39.6%	28.3%
Non - Profit	69.8%	13.2%	17.0%	29.3%	46.4%	24.4%
Full Sample	56.6%	23.4%	20.1%	31.5%	44.4%	24.1%

Source: 2001 SBA Business Training Survey and 1992 SBA Training Survey

Table 4: Training Programs' Effect on Retention and Whether Would Use Training Programs in Future by Firm Size, Industry, and Legal Form of Organization

	Training Programs Increase Retention	Would Use Training Programs in Future
Firm Size		
1 – 24 Employees	27.3%	81.8%
25 – 99 Employees	33.3%	94.7%
100 – 499 Employees	35.5%	97.1%
500 + Employees	44.2%	92.0%
Industry		
Goods Producing	40.9%	95.8%
Service Producing	37.0%	92.2%
Legal Form of Organization		
Sole Proprietorship	25.0%	100.0%
Partnership		
Corporation	43.4%	96.4%
Non – Profit	32.4%	88.4%
Full Sample	37.9%	93.0%

Source: 2001 SBA Business Training Survey

Table 5: How Training Program Has Most Met Needs of Business by Firm Size, Industry, and Legal Form of Organization

	Provides Workers with Specific Skills	Provides Workers with General Skills	Program Doesn't Meet Needs	Other
Firm Size				
1 – 24 Employees	36.4%	27.3%	27.3%	9.1%
25 – 99 Employees	66.7%	22.2%	5.6%	5.6%
100 – 499 Employees	57.6%	27.3%	9.1%	6.1%
500 + Employees	54.2%	22.9%	12.5%	10.4%
Industry				
Goods Producing	34.8%	39.1%	8.7%	17.4%
Service Producing	60.9%	20.7%	12.6%	5.8%
Legal Form of Organization				
Sole Proprietorship	12.5%	62.5%	0.0%	25.0%
Partnership				
Corporation	55.6%	22.2%	14.8%	7.4%
Non – Profit	61.0%	19.5%	12.2%	7.3%
Full Sample	55.5%	24.6%	11.8%	8.2%

Source: 2001 SBA Business Training Survey

Table 6: Why Training Programs Not Used by Firm Size, Industry, and Legal Form of Organization

	1992			2001		
	Workers Not Adequately Trained	Information Related Problems	Other Reasons	Workers Not Adequately Trained	Information Related Problems	Other Reasons
Firm Size						
1 – 24 Employees	3.7%	43.1%	53.3%	20.0%	35.6%	44.4%
25 – 99 Employees	6.3%	39.2%	54.4%	15.2%	54.6%	30.3%
100 – 499 Employees	9.2%	43.1%	47.7%	20.4%	48.2%	31.5%
500 + Employees	8.3%	37.8%	53.9%	16.0%	50.0%	34.0%
Industry						
Goods Producing	8.6%	31.6%	59.8%	24.1%	51.7%	24.1%
Service Producing	5.9%	43.8%	50.3%	15.4%	47.3%	37.3%
Legal Form of Organization						
Sole Proprietorship	4.6%	43.1%	52.3%	15.2%	54.6%	30.3%
Partnership	3.7%	22.2%	74.1%	0.0%	68.8%	31.3%
Corporation	7.6%	39.8%	52.6%	21.1%	48.9%	30.1%
Non – Profit	10.9%	47.3%	41.8%	15.3%	40.7%	44.1%
Full Sample	6.6%	40.5%	52.9%	17.4%	48.3%	34.4%

Source: 2001 SBA Business Training Survey and 1992 SBA Training Survey

Table 7: Average Characteristics of New Hires for Firms That Have and Have Not Heard of Government Training Programs by Firm Size, 2001

	1 –24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs
Percent Female	56.0%	54.1%	51.7%	48.1%	56.6%	42.7%	51.3%	51.6%
Age (years)	32.6	31.0	31.0	31.4	33.5	31.8	31.0	29.7
Years of Schooling	12.9	12.9	13.3	13.2	12.9	13.6	12.9	12.4
Percent Non-White	20.3%	18.4%	27.0%	27.3%	29.3%	25.0%	30.0%	31.3%
Months of Previous Relevant Experience	59.3	41.8	45.3	33.6	51.9	36.7	40.4	32.4
Percent Offered Health Insurance	57.6%	54.9%	82.0%	74.0%	86.9%	86.5%	90.6%	87.4%
Percent Offered Retirement Plan	49.2%	34.1%	61.8%	51.0%	83.7%	71.9%	86.9%	78.6%
Percent Unionized	0.0%	3.3%	6.7%	5.8%	13.1%	13.5%	20.0%	13.7%

Table 7: (Continued)

	1 –24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs
Percent Managerial, Professional, or Technical Occupations	22.0%	29.2%	30.0%	29.9%	35.4%	36.5%	37.5%	30.2%
Hours Worked per Week	33.0	32.3	36.9	36.1	37.9	38.2	38.5	36.5
Starting Wage	\$9.93	\$10.18	\$11.16	\$12.13	\$12.50	\$14.25	\$14.01	\$11.35
Wage of Worker in Same Occupation After 2 Years	\$10.48	\$10.53	\$12.52	\$12.76	\$13.50	\$14.20	\$14.03	\$12.74
Hours of training in First 3 Months	172.3	118.7	125.1	138.4	222.5	157.6	208.1	217.0
Weeks to Become Fully Trained and Qualified	22.4	19.9	25.4	17.2	20.2	18.4	19.9	21.2
Productivity Rating (0-100) at Start	56.7	60.4	55.6	54.7	55.5	54.3	49.2	53.8
Productivity Rating (0-100) After 3 Months	79.5	81.6	81.6	79.9	83.3	80.4	79.5	83.0

Source: 2001 SBA Business Training Survey

Table 8: Average Characteristics of New Hires for Firms That Have and Have Not Heard of Government Training Programs by Firm Size, 1992

	1 – 24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs
Percent Female	47.8%	60.1%	42.6%	51.7%	53.9%	54.9%	49.4%	62.4%
Age (years)	31.6	29.6	31.0	29.7	30.2	29.3	29.7	26.4
Years of Schooling	12.9	13.2	13.2	13.7	13.7	13.3	14.2	13.4
Percent Non-White	7.0%	12.8%	10.7%	8.0%	4.7%	9.8%	11.3%	11.9%
Months of Previous Relevant Experience	43.3	48.0	48.6	49.1	51.7	37.6	45.0	23.9
Percent Offered Health Insurance	46.3%	45.8%	80.3%	67.0%	85.3%	84.1%	89.3%	76.6%
Percent Offered Retirement Plan	15.9%	21.5%	54.9%	43.2%	72.1%	61.0%	79.1%	60.4%
Percent Unionized	3.0%	1.5%	11.5%	9.1%	17.3%	16.5%	15.1%	14.3%

Table 8: (Continued)

	1 – 24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs	Heard of Government Training Programs	Have Not Heard of Government Training Programs
Percent Managerial, Professional, or Technical Occupations	19.4%	19.7%	32.0%	23.9%	23.3%	28.0%	31.9%	28.4%
Hours Worked per Week	34.1	33.9	39.6	36.9	38.7	37.2	38.4	33.6
Starting Wage (2001 dollars)	\$10.50	\$10.28	\$12.15	\$11.39	\$12.21	\$12.73	\$13.97	\$10.51
Wage of Worker in Same Occupation After 2 Years (2001 dollars)	\$11.47	\$12.56	\$13.68	\$13.31	\$13.46	\$13.70	\$15.69	\$12.03
Hours of training in First 3 Months	163.8	118.5	159.2	163.3	155.4	166.6	211.0	160.3
Weeks to Become Fully Trained and Qualified	24.4	23.5	20.6	26.8	20.2	25.0	26.3	17.4
Productivity Rating (0-100) at Start	55.8	59.6	54.6	54.4	48.7	49.6	46.1	53.4
Productivity Rating (0-100) After 3 Months	80.3	82.0	84.5	83.3	83.3	82.6	82.5	85.2

Source: 1992 SBA Training Survey

Table 9: Average Characteristics of New Hires for Firms That Have and Have Not Used Government Training Programs by Firm Size, 2001

	1 – 24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs
Percent Female	27.3%	55.6%	52.6%	48.9%	61.8%	45.2%	60.0%	50.0%
Age (years)	32.4	31.3	32.5	31.2	32.1	32.7	29.5	30.4
Years of Schooling	13.4	12.9	13.8	13.1	13.3	13.2	12.8	12.6
Percent Non-White	36.4%	18.1%	31.6%	26.9%	26.5%	28.4%	34.0%	30.1%
Months of Previous Relevant Experience	85.9	44.5	36.9	38.2	39.3	46.3	39.4	34.9
Percent Offered Health Insurance	90.9%	53.7%	84.2%	76.3%	85.3%	86.5%	94.0%	88.0%
Percent Offered Retirement Plan	63.6%	36.2%	73.7%	52.8%	79.4%	76.6%	90.0%	80.4%
Percent Unionized	0.0%	2.6%	10.5%	5.9%	14.7%	12.9%	18.0%	16.3%

Table 9: (Continued)

	1 – 24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs
Percent Managerial, Professional, or Technical Occupations	27.3%	27.6%	57.9%	26.9%	29.4%	35.5%	44.0%	31.5%
Hours Worked per Week	40.4	32.1	39.6	36.2	35.6	38.5	39.22	36.9
Starting Wage	\$11.57	\$10.06	\$10.61	\$11.93	\$9.03	\$14.24	\$14.21	\$12.29
Wage of Worker in Same Occupation After 2 Years	\$12.54	\$10.42	\$13.97	\$12.58	\$9.95	\$14.59	\$15.32	\$12.94
Hours of training in First 3 Months	201.7	127.3	160.2	130.4	277.6	165.9	151.4	215.8
Weeks to Become Fully Trained and Qualified	26.5	20.3	37.4	18.9	17.5	19.4	22.6	20.5
Productivity Rating (0-100) at Start	47.3	60.0	50.6	55.2	54.8	54.4	48.3	52.6
Productivity Rating (0-100) After 3 Months	70.5	81.5	75.8	80.8	82.5	81.4	76.1	82.2

Source: 2001 SBA Business Training Survey

Table 10: Average Characteristics of New Hires for Firms That Have and Have Not Used Government Training Programs by Firm Size, 1992

	1 – 24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs
Percent Female	43.8%	56.2%	44.2%	47.2%	49.2%	56.6%	50.0%	56.5%
Age (years)	31.0	30.5	32.4	30.1	30.3	29.8	30.5	27.4
Years of Schooling	12.6	13.1	12.6	13.6	13.4	13.7	14.1	13.9
Percent Non-White	3.1%	11.2%	4.7%	10.5%	0.0%	9.0%	11.3%	12.1%
Months of Previous Relevant Experience	39.1	47.1	46.2	48.2	50.1	44.5	47.1	34.9
Percent Offered Health Insurance	50.0%	45.2%	74.4%	74.1%	88.9%	83.3%	92.8%	80.5%
Percent Offered Retirement Plan	14.1%	19.7%	53.5%	48.8%	76.2%	64.6%	83.0%	66.5%
Percent Unionized	4.7%	1.8%	9.3%	11.2%	17.5%	16.4%	16.6%	13.2%

Table 10: (Continued)

	1 –24 Employees		25 – 99 Employees		100 – 499 Employees		500 + Employees	
	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs	Used Government Training Programs	Have Not Used Government Training Programs
Percent Managerial, Professional, or Technical Occupations	25.0%	18.6%	27.9%	29.6%	12.7%	30.6%	30.9%	29.4%
Hours Worked per Week	37.8	33.3	37.0	38.8	38.7	37.9	38.9	35.6
Starting Wage (2001 dollars)	\$9.39	\$10.61	\$9.84	\$12.33	\$12.13	\$12.54	\$14.27	\$12.16
Wage of Worker in Same Occupation After 2 Years (2001 dollars)	\$11.18	\$12.19	\$11.64	\$14.05	\$13.11	\$13.76	\$15.98	\$13.85
Hours of training in First 3 Months	197.2	125.1	155.9	158.3	156.7	163.3	197.9	198.8
Weeks to Become Fully Trained and Qualified	28.7	23.0	17.3	25.1	23.3	21.8	25.9	21.5
Productivity Rating (0-100) at Start	53.1	58.8	49.4	55.3	45.8	50.1	43.4	51.2
Productivity Rating (0-100) After 3 Months	78.3	81.9	79.1	85.2	83.4	83.5	82.2	83.9

Source: 1992 SBA Training Survey

Table 11: Training Programs Surveyed by State

State	Frequency	Percent
California	14	8.86
Colorado	18	11.39
Iowa	18	11.39
Kentucky	32	20.25
Louisiana	11	6.96
Massachusetts	17	10.76
Texas	17	10.76
Wisconsin	31	19.62
Total	158	100.00

Source: 2001 SBA Training Program Survey

Table 12: Training Programs Surveyed by Program Type

Program Type	Frequency	Percent
Workforce Investment Act	24	15.19
Trade Adj	7	4.43
Welfare to Work	20	12.66
Work for Adj-Adv	5	3.16
Other Federal	12	7.59
State Gen	42	26.58
Local Gen	9	5.70
Apprenticeship	10	6.33
College Program	29	18.35
Total	158	100.00

Source: 2001 SBA Training Program Survey

Table 13: Training Programs Surveyed by Whether Small Businesses Targeted for Services or Placements Predominantly in Small Businesses

	Small Business Targeted	Not Small Business Not Targeted	Total
Predominantly Small Business Placements	28	32	60
Not Predominantly Small Business Placements	17	46	63
Placement Data Not Available	14	21	35
Total	59	99	158

Source: 2001 SBA Training Program Survey

Table 14a: Training Programs by Type by Whether Small Businesses Targeted for Services or Placements Predominantly in Small Businesses

Program Type	Small Business Targeted		Small Business Placements	
	Small Targeted	Small Not Targeted	Predominantly	Not Predominantly
			Small Businesses	Small Businesses
WIA	9	15	9	11
Trade Adj	0	7	1	3
Welfare to Work	8	12	11	7
Workforce Adj-Adv	1	4	1	3
Other Federal	2	10	7	4
State Gen	16	26	16	16
Local Gen	1	8	3	6
Apprenticeship	5	5	5	4
College Programs	17	12	7	9
Total	59	99	60	63

Source: 2001 SBA Training Program Survey

Table 14b: Training Programs by State by Whether Small Businesses Targeted for Services or Placements Predominantly in Small Businesses

State	Small Business Targeted		Small Business Placements	
	Small Targeted	Small Not Targeted	Predominantly Small Businesses	Not Predominantly Small Businesses
California	7	7	4	4
Colorado	2	16	7	7
Iowa	5	13	10	5
Kentucky	15	17	18	6
Louisiana	7	4	4	5
Massachusetts	7	10	4	13
Texas	4	13	2	10
Wisconsin	12	19	11	13
Total	59	99	60	63
Total	59	99	60	63

Source: 2001 SBA Training Program Survey

Table 15: Average Characteristics of Training Programs by Whether Small Businesses Targeted for Services or Placements Predominantly in Small Businesses

	Small Businesses Targeted		Small Business Placements	
	Small	Not Small	Small	Not Small
Year Established (mean)	1991.85	1991.63	1991.96	1992.18
Type of Training Provided (percent responding yes)				
Pre-Employment	74.58	71.13	75.00	73.02
Apprenticeship	59.32	39.18	38.33	49.21
Skills/Occupational Upgrading	81.36	82.47	71.67	87.30
Culture, Customs, or American Sign Language	42.37	27.84	31.67	30.16
Workplace Essential Skills	72.88	64.95	68.33	63.49
Safety Training	57.63	41.24	45.00	44.44
Industrial Quality Standards	55.93	22.68	30.00	31.75
Literacy Skills	66.10	60.82	66.67	58.73
Management Skills	69.49	37.11	40.00	50.79
Customized Training	77.97	65.98	61.67	76.19

Table 15: (Continued)

	Small Businesses Targeted		Small Business Placements	
	Small	Not Small	Small	Not Small
Software/Computer	6.78	13.40	8.33	17.46
Individual, Group, and Both Types of Training (percent in each category)				
Individual	7.02	16.84	21.67	6.56
Group	33.33	27.37	26.67	32.79
Both	59.65	55.79	51.67	60.66
Clientele of Program (percent responding yes)				
New Hires	62.07	52.08	44.83	72.13
Existing Employees	79.31	47.92	46.55	73.77
Owners, Managers, Staff	44.83	11.46	22.41	22.95
Disadvantaged	67.24	75.00	79.31	73.77
Unemployed	55.17	65.63	62.07	72.13
Targeted Industry	51.72	23.96	20.69	45.90
Specific Geographic Area	39.66	15.63	20.69	26.23
Career Changers	6.90	10.42	6.90	11.48

Table 15: (Continued)

	Small Business Targeted		Small Business Placements	
	Small	Not Small	Small	Not Small
Received Training Through (percent responding yes)				
Employers	67.24	45.36	38.33	69.84
Unemployment Office	43.10	36.08	33.33	47.62
Public Program Assignment	60.34	53.61	65.00	55.56
Job Center	13.79	7.22	10.00	9.52
Advertisement	8.62	4.12	6.67	7.94
Individuals Served (mean)	26,768	9,688	15,176	10,083
Program Has Capacity Constraints (percent responding yes)	39.66	35.35	40.68	30.16
Average Hours of Training in Program >200 (percent responding yes)	65.79	66.18	67.44	60.00
Sources of Budget (mean percentage of budget in each category)				
Trainees	6.61	2.09	2.86	3.71
Sponsoring Employers	18.51	6.39	11.50	11.27
Federal Funds	42.99	62.53	61.54	55.64
State and Local Funds	27.01	25.66	22.27	24.82
Donations	1.79	0.63	0.50	0.79
Other	3.09	2.69	1.32	3.77

Table 15: (Continued)

	Small Business Targeted		Small Business Placements	
	Small	Not Small	Small	Not Small
Industry Breakdown of Placements (mean percentage in each category)				
Manufacturing	39.88	27.35	31.48	31.08
Retail/Wholesale Trade	10.81	12.54	17.44	7.62
Services	37.24	36.05	39.16	34.56
Other	12.07	24.06	11.92	26.74
Geographic Breakdown of Individuals Served (mean percent in each category)				
Urban Areas	33.28	53.27	34.42	56.18
Suburban Areas	16.80	21.62	20.10	21.08
Rural Areas	49.91	25.11	45.48	22.74

Source: 2001 SBA Training Program Survey

Table 16: Objectives of Small Business Targeted Services

Objective	Percent of Firms that Target Services to Small Businesses
Human Resources	11.86
Technical	6.78
English Related	3.39
Business Practices	13.56
Employee Training	32.20
Small Business Targeted Training	25.42
Entrepreneurship	5.08
Other	10.17
Don't Know or Missing	3.39

Source: 2001 SBA Training Program Survey

**Table 17: Assessment of How Well Objectives of
Services Targeting Small Business Being
Met**

	Frequency	Percentage
Very Satisfied	24	40.68
Satisfied	17	28.81
Below Satisfied	5	8.47
Too Early	4	6.78
Don't Know	3	5.08
No Rating	6	10.17

Source: 2001 SBA Training Program Survey

Table 18: Characteristics of Training Programs That Would be Useful to Small Business by Whether Small Businesses Targeted for Services or Placements Predominantly in Small Businesses

Characteristic (percent of program administrators mentioning characteristic)	Small Business Targeted		Small Business Placements	
	Small	Not Small	Small	Not Small
No Difference in Needs	8.47	26.26	11.67	17.46
Customized Training	40.68	37.37	35.00	49.21
Affordable	15.25	11.11	11.67	14.29
Flexible Times, Modes, Locations	30.51	13.13	16.67	23.81
Technology Training	3.39	12.12	3.33	15.87
Provides Various Employee Skills	28.81	26.26	41.67	19.05
Markets Services Well to Small Business	1.69	5.05	1.67	7.94
Provides Employer Training of Various Types	20.34	10.10	13.33	14.29
Training Consortia	10.17	5.05	6.67	6.35
Ease of Access, Minimized Paperwork	6.78	7.07	5.00	9.52
Quality Trainers	6.78	1.01	3.33	1.59
Training for Recruitment, Retention, and Advancement	8.47	6.06	8.33	6.35
Language and Diversity Training	0.00	4.04	1.67	4.76
Other	3.39	1.01	1.67	1.59

Source: 2001 SBA Training Program Survey

Table 19: Characteristics Useful to Small Business That Respondent Would Like in His or Her Program by Whether Small Businesses Targeted for Services or Placements Predominantly in Small Businesses

Response (percent of respondents in each category)	Small Businesses Targeted		Small Business Placements	
	Small	Not Small	Small	Not Small
None	13.56	1.11	11.67	11.11
Left Blank	35.59	46.46	41.67	38.10
Need to Provide More Information to Small Businesses	3.39	7.07	5.00	7.94
More Resources	5.08	1.01	3.33	3.17
More Flexibility	37.29	32.32	38.33	31.75
Flexibility and Resources	0.00	2.02	0.00	3.17
Don't Know	5.08	0.00	0.00	4.76

Source: 2001 SBA Training Program Survey

Appendices

Appendix 1: 2001 SBA Business Training Survey Dispositions

In this appendix, we provide a detailed discussion of the final disposition of our sample of 5,400 establishments. In doing so, we compare different methods of calculating the response rate, and we contrast the sample disposition for the 2001 survey and compare with the sample disposition from the 1992 SBA Training Survey.

In Table A.1, we present the distribution of outcomes for the 2001 survey. There were 1,024 establishments that completed the entire survey. Another 422 of the establishments we contacted had no employees, which made them inappropriate respondents given our sample design; 131 establishments had no respondents eligible to complete the survey, for example because hiring was done elsewhere, and an added 215 phone numbers were not businesses, and therefore, were inappropriate respondents given our sample design.

Of those establishments we contacted, 1147 refused to be interviewed. An additional 211 establishments did not participate due to explicit company policies against participating in surveys. In addition, there were many establishments that implicitly refused to participate. These include the 142 respondents who asked to reschedule the interview several times, and the 134 respondents who were never available during the survey period. Two establishments asked that we call a substitute phone number, and we were unable to reach an eligible respondent at those numbers. In 56 establishments, no one fluently spoke English. At 10 establishments we were only able to reach an answering machine, and at another 91 establishments we received only computer or fax tones.

The remaining 1815 establishments were never contacted. Of these, 394 had disconnected phones. In one case, we repeatedly reached a busy signal. There were 1418 establishments whose phones were never answered. In 1315 of these cases a full 15 attempts were made to establish contact with the establishment. There were 2 establishments for which no attempt at contact was made.

There are many ways to calculate response rates for telephone surveys. One way often used is to calculate the response rate as the ratio of completions to the sum of completions and refusals. Using this definition, the overall response rate is $1024/(1024+1147)=.471$ or 47.1%. Alternatively, we can use the ratio of effective completions to eligible businesses, where effective completions are the sum of completions, one-person businesses, and businesses with no eligible respondents (1577), and eligible businesses are the original sample of 5,400 less disconnected numbers, no answers, out of business, computer tones, and numbers not used (3280). The overall response rate using this method is 48.1%.

Table A.2 shows the disposition of the sample of 3,600 establishments used in the 1992 study. For this earlier study, the response rate was slightly higher. The ratio of completions to the sum of completions and refusals was 60.6% ($1288/(1288+838)$), while the ratio of effective completions to eligible businesses was 55.9% ($1661/2971$). These numbers reflect the general downward trend in response rates that has been witnessed nationally in recent years for both household and business surveys. The most common explanation for this trend is that businesses and households, having been asked to participate in a growing number of surveys over time, are simply less willing to participate in any one survey. The increased percentage of businesses that have explicit company policies against the completion of surveys is one indication of this phenomenon (105 out of 3600 in 1992 and 211 out of 5400 in 2001).

Also of note is the dramatic increase in the number of establishments at which there was no answer. In 1992, this occurred in 4.36% of the cases, whereas in 2001 there was no answer at 26.26% of the establishments that were called. In 2001, there were more establishments with no answer than there were wither completions or refusals. This rise could, in part, be explained by the rapid expansion in the number of telephone area codes nationwide over the past last few years, thus making some published phone numbers that are not properly updated in databases invalid.

Table A.1: Final Disposition of Sample of Establishments, 2001

Disposition	Count	Percent
No Answer	1418	26.26%
Refusals	1147	21.24%
Completed Interviews	1024	18.96%
One Person Business	422	7.81%
Disconnected Phone	394	7.30%
Not a Business Number	215	3.98%
Surveys Against Company Policy	211	3.91%
Repeated Scheduled Callbacks	142	2.63%
Person Able to Answer	134	2.48%
Unavailable No Eligible Respondent	131	2.43%
Computer Tone	91	1.69%
Language Problems	56	1.04%
Answering Machine Call	10	0.19%
Substitute Phone Number	2	0.04%
Number Not Used	2	0.04%
Phone Busy	1	0.02%
Total Sample	5400	100.00%

Table A.2: Disposition of Original Sample of Establishments, 1992

Disposition	Count	Percent
Completed Interviews	1288	35.78%
Refusals	838	23.28%
One person Business	358	9.94%
Disconnected Phone	277	7.69%
Person Able to Answer Questions	206	5.72%
Unavailable	157	4.36%
No Answer	124	3.44%
Repeated Scheduled Callbacks	106	2.94%
Out of Business Surveys	105	2.92%
Against Company Policy	105	2.92%
Disconnected Phones-Hurricane Andrew	50	1.39%
Language Problems	24	0.67%
Not a Business	23	0.64%
Computer Tone	16	0.44%
No Eligible Respondent	15	0.42%
Miscellaneous	13	0.36%
Total Sample	3600	100.00%

Appendix 2: Training Programs Included in the 2001 SBA Training Program Survey

1. California

California Community College Chancellors Office

Apprenticeships Program

1102 Q. Street

Sacramento, CA 95814-6521

(916) 445-8026

WWW: <http://www.edd.ca.gov>

Apprenticeship Training. Apprenticeship training involves a combination of classroom and hands-on training under the direction of a skilled worker. Currently over 800 trades and occupations, from electrical technician and machinist to auto body repairer, baker, professional truck driver, and funeral director, are recognized as apprenticeable. Industries include: construction, manufacturing, telecommunications, information technology/networking, service and retail industries, health care, the military, public utilities, and the public sector. An estimated 70% of the job placements are with firms that have less than 100 employees. They have an array of services targeted specifically to small businesses.

Workforce Investment Program – WIA Title I

Employment Development Department

800 Capital Mall, MIC 69

Sacramento, CA 95814

(916) 654-7111

FAX (916) 654-9586

WWW: <http://www.edd.ca.gov>

WIA – One Stops

800 Capital Mall, MS 69

Sacramento, CA 95814

(916) 653-9270

(916) 654-9586

WWW: <http://www.calmis.ca.gov>

WIA Title I. The Workforce Investment Act (WIA), which became fully effective July 1, 2000, mandates the formation of local “Workforce Investment Boards” to administer programs within a specific local area and to oversee a One-Stop service delivery system designed to provide quality information and services, including training, for customers. The local board assumes the role previously held by the Private Industry Council (PIC) as the administrative entity for Welfare-to-Work. The Job Training Partnership Act (JTPA), which authorized the establishment of PICs is no longer in effect after July 1, 2000. Under WIA, workforce programs will be aligned to provide an extensive menu of demand-driven, high-quality labor market information and services that can be easily accessed. The cornerstone of this new workforce investment system is One-Stop service delivery, that makes available numerous training, education and employment programs in a single, customer-focused, user-friendly service system at the local level.

All core services must be available at at least one physical site that may be supplemented by multiple additional sites and technological networks. As such, in addition to core services authorized under WIA, the act requires coordination among all Department of Labor-funded workforce programs, including the Wagner-Peyser Act Program, Unemployment Insurance, Veterans Employment and Training Services, Trade Adjustment Assistance (TAA), North American Free Trade Agreement/Transitional Adjustment

Assistance (NAFTA/TAA), and the Welfare-to-Work program, as well as other federal employment and training programs administered by the Departments of Education, Housing and Urban Development, Agriculture, Health and Human Services, and Transportation.

Food Stamps Employment and Training Programs (FSET)

Department of Social Services
Employment and Eligibility Branch
744 P Street, MS 16-33
Sacramento, CA 95814
(916) 657-5039
FAX (916) 654-1048
WWW: <http://www.dss.cahwnet.gov>

Food Stamps Employment and Training Programs (FSET). Funded by Welfare-to-Work, the program was established in 1997 and provides vocational training, on-the-job training, workfare and education. The clientele is non-assistance food stamp recipients.

Temporary Assistance for Needy Families (TANF)

Employment Development Division
California Department of Social Services
744 P Street, Mail Stop 16-26
Sacramento, CA 95814
(916) 654-1401
FAX (916) 654-1401
WWW: <http://www.dss.cahwnet.gov>

TANF-Funded Portion of CalWorks

Sacramento County Department of Human Assistance
2433 Marconi Avenue
Sacramento, CA 95821
(916) 875-3667
FAX (916) 875-3591

Temporary Assistance for Needy Families (TANF). The Temporary Assistance for Needy Families (TANF), which replaced the Aid to Families With Dependent Children (AFDC), is administered at the national level by the U.S. Department of Health and Human Services (DHHS). States have considerable flexibility to use the TANF block grant funds for cash welfare payments to families with children, work activities for welfare parents and related services, including training, which those parents may need to move from welfare to work. They believe most hires go to small employers. In Sacramento, medium and small businesses are 80% of the clients. The program specifically targets small businesses with two business information centers which provide support to small businesses and have CalWorks clients.

California Community College Chancellor's Office

CalWorks – Community College

1102 Q Street
3rd Floor
Sacramento, CA 95814
(916) 324-2353
FAX (916) 327-8253
WWW: <http://www.cccco.edu>

CalWorks - Community College. The program was established in 1997. It distributes funds to 107 community colleges for custom training for TANF recipients or former TANF recipients. Clients are referred by a welfare office. Classroom training, on-the-job training and Work Study constitute the breadth of their training.

Welfare-to-Work (WtW)

800 Capitol Mall, MIC 50
Sacramento, CA 95814
(916) 654-8275
FAX (916) 653-2467
WWW: <http://www.edd.ca.gov>

Welfare-to-Work (WtW). The Welfare-to-Work (WtW) Grants Program was authorized under the Budget Reconciliation Act of 1997, with funding targeted towards the hardest-to-serve, most disadvantaged TANF recipients. Administered by the U.S. Department of Labor (DOL), WtW supports local initiatives to provide help to welfare recipients and certain non-custodial parents to better enable them to become economically independent. Grants are made to states and communities to provide welfare recipients with training, transitional employment, job placement services and support services. Local communities have the flexibility to design programs that fit their particular needs. Approximately three-fourths of the \$3 billion authorized for Welfare-to-Work was allocated to states on the basis of their poverty population; the states are required to spend \$1 of non-federal funding for every \$2 in federal funds. Nearly one-fourth was awarded competitively to local government, one-stop centers or community-based organizations. The overall goal of the authorized activities under the program is to transition TANF recipients (and non-custodial parents of TANF recipients) from welfare to unsubsidized employment and help these individuals remain permanently employed. A complementary goal of the WtW program is to provide education, training and support services to facilitate career development and wage enhancement of welfare recipients once they become employed. The WtW formula and competitive grants are to fund services for the hardest-to-employ welfare recipients. At least 70 percent of grant funds were required to be spent on services to long-term recipients of Temporary Assistance to Needy Families (TANF) and non-custodial parents. The remainder could be spent on TANF recipients who have characteristics associated with long-term welfare dependency, youth who have received foster-care services and custodial parents with incomes below the poverty line.

In California, the program was established in 1997. Their expenditures for the most recent year was \$285 million. Curtis couldn't give me exact figures about small businesses, but he felt that they make up a small businesses so that they can automate their processes. There also needs to be more entry level occupations and help with skills upgrades so that small businesses can be more competitive.

Employment Training Panel

Marketing Department
1100 J Street, 4th Floor
Sacramento, CA 95814
(916) 327-5262
FAX (916) 327-5270
Email: bworthing@etp.ca.gov
WWW: <http://www.etp.ca.gov>

Employment Training Panel. The ETP has several different components: (1) Typical Retraining Program – works primarily with manufacturing companies that need to update employee skills for evolving machinery or with companies that are not manufacturing but face out of state competition; (2) New Hire Program – trains people on unemployment or who have recently been on unemployment through schools

and agencies; (3) Special Employment Training – not manufacturing or facing out of state competition, but are eligible for funds anyway; (4) Small Business Management Skills – training for managers of companies with less than 10 workers to run their business more efficiently; (5) Barriers to Full Time Employment – offers funds for training in such areas as literacy or English as second language; (6) High Unemployment Category – offered in counties/areas with high unemployment rates; and (7) Front-line Workers – offered to firms who pay high wages (over \$19/hour).

ETP is 100% state funded through a tax on all for-profit companies. It contracts out the labor to the businesses who may again hire a private contractor or provide the training themselves.

California Community College Chancellor's Office
Educational Services & Economic Development Division
Vocational Education Services Team (VEST)
1102 Q Street
Sacramento, CA 95814
(916) 327-5494
WWW: <http://www.cccco.edu>

Vocational Education Services Team (VEST). VEST annually serves 2.5 million people with a budget of \$566 million. They provide on-the-job training and community college skills upgrading. The hours of training provided varies tremendously according to the individual.

Veterans Program
Employment Services
800 Capital Mall
Sacramento, CA 95814
(916) 653-7145
WWW: <http://www.calmis.ca.gov>

Veterans Program. This program is to help veterans who are returning from the service. It is specifically for veterans.

2. Colorado

Department of Labor and Employment
WIA Title I
Tower 2, Suite 700
1515 Arapahoe
Denver, CO 80202
(303) 620-4204
FAX (303) 620-4314
WWW: <http://www.cdle.state.co.us>
Please refer to California for a description of the WIA and WtW programs.

Colorado Department of Labor and Employment
Veterans Workforce Investment Act Program (VWIP)
1515 Arapaho Street, Tower 2
Suite 400

Denver, CO 80202
(303) 620-4213
FAX (303) 620-4257

Veterans Workforce Investment Act Program. The Veterans Workforce Investment Program emphasizes training veterans for, and placing them in, information and advanced technology and medical/allied health occupations and high demand occupations with significant labor shortages. Program elements include classroom training, occupational skills training and remedial education. The program is open to any honorably discharged veteran who served on active duty during a war or received a campaign or expedition badge, in addition to veterans with service connected disabilities or recently separated veterans, with an emphasis on females, minorities and economically disadvantaged veterans.

Governor's Office of Economic Development

Colorado First Jobs Training

Existing Industries Job Training

1625 Broadway

Suite 1700

Denver, CO 80202

(303) 892-3840

FAX (303) 892-3848

WWW: http://www.state.co.us/gov_dir/oed/finance/cofirst.html

Colorado First. Colorado First encourages quality economic development by providing training assistance as an incentive for the location of new or expanding firms in Colorado. The Colorado FIRST job training program is intended for: companies that use innovative approaches to training; permanent, non-seasonal, primary jobs created by non-retail companies newly locating or undertaking a significant expansion in Colorado; job-specific and short-term training lasting until the start-up or expansion training needs of the participation company are satisfied; jobs that pay well above minimum wage and provide a health plan for their employees; companies that coordinate their training through local community colleges or vocational/technical institutions; companies willing to contribute technical expertise, machinery, training space, money and other appropriate resources to improve program effectiveness; company sponsorship, in some cases requiring a percentage of the training costs of in-kind contributions to be provided by the company; and companies that make conservative projections of new job and wage creation.

Existing Industries Job Training Program. The Existing Industry Job Training Program focuses on retraining incumbent workers. The program only funds training for companies already located in the state [that are adopting new technologies, or striving to become more competitive.] All workers are already full-time employees of the participating company. To receive funding, a company must demonstrate a direct link between the training and the company's ability to remain competitive. Priority is given to situations where training may prevent the imminent layoff or dislocation of employees or may otherwise enhance worker retention.

Most training is conducted through the state's community colleges or vocational schools. Seventy percent of the training is classified as specialized, company-specific skills. The remaining 30% comprise training in many areas, such as quality assurance systems, management training, basic education and generic vocational skills.

Department of Labor and Employment

Trade Adjustment Assistance (TAA)/NAFTA

1515 Arapaho

Tower 2, Suite 400

Denver, CO 80202
(303) 620-4207
FAX (303) 620-4257

Trade Adjustment Assistance (TAA)/NAFTA. The Trade Adjustment Assistance (TAA) or North American Free Trade Agreement Trade Adjustment Assistance (NAFTA-TAA) programs, funded by the U.S. Department of Labor (DOL), provide support to workers who lose their jobs or see their wages reduced due to foreign trade. These workers may be eligible to receive job counseling, job-search assistance, out-of-area job-search and relocation allowances, and income support while enrolled in training. If DOL certifies that workers are eligible for assistance, funds are allocated to the states to operate these programs. While certification is pending, workers may receive services through the Dislocated Worker Program, which is available at One-Stop Centers across the country. Workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports may petition DOL for assistance under the TAA program. Workers who believe they have been affected directly or indirectly by increased imports from, or shifts in production to, Mexico or Canada may petition under the NAFTA-TAA program. Petitions also may be filed by employers, unions, community-based organizations or others who represent a group of workers.

Colorado Department of labor and Employment
Welfare-to-Work (WtW)
1515 Arapahoe Street
Tower 2, Suite 400
Denver, CO 80202
(303) 620-4218
FAX (303) 620-4257

Arapahoe/Douglas Works!
Colorado Employment First
Family Self Sufficiency (FSS) Program
Student Options
11059 East Bethany Drive, Suite 201
Aurora, CO 80014-2617
(303) 752-5820, ext. 330 and
(303) 752-5850
WWW: <http://www.adworks.org> and <http://www.cchs.state.co.us/os/fap/ef/efhomepage.html>

Colorado Employment First. Employment First is a federally mandated program designed to ensure that all able-bodied food stamp participants are engaged in activities that will improve their employability. The Program is administered by the Colorado Department of Human Services, and currently operates in 45 Colorado counties.

All individuals who apply for food stamps in Colorado and who do not meet federal exemption criteria must participate in Employment First activities. Participants who are identified by the Food Stamp Office as "able-bodied adults without dependents" must complete 20 hours each week in a work, workfare or education activity in order to receive more than three months of food stamps in a 36-month period. These activities include: workfare, adult basic education, GED preparation, literacy, college, vocational training, vocational rehabilitation, job search classes, and part-time work.

Family Self-Sufficiency (FSS) Program. Funded by Arapaho County Housing and Community Development, Englewood Housing Authority, Sheridan Housing Authority and Littleton Housing Authority, the FSS Program offers guidance and support to families in public housing. It encourages self-

sufficiency and independence from public assistance within a five-year period of enrollment. Upon employment by the head of the household, a portion of rent payments is deposited in an interest bearing escrow account. Upon completing the program, the escrow is released to the family to use for a down payment on a home or for other self-sufficiency needs.

Student Options. The Student Options program offers a variety of opportunities for youth that have or are at risk of dropping out of school. The program gives youth a chance to study for and take the GED or obtain high school credit. It provides exposure to other experiences for making life decisions through career counseling, pre-employment skills workshops, internships and other activities.

Department of Education
Adult Education and Family Literacy Act (AEFLA)
201 East Colfax, Room 408
Denver, CO 80203
(303) 866-6607
WWW: <http://www.cde.state.co.us>

Adult Education and Family Literacy Act (AEFLA). AEFLA funds are used to enable local programs to provide adult education and literacy services, including family literacy and workplace literacy. The purpose of the grant program is to: assist adults and their families to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency; assist adults who are parents to obtain the educational skills necessary to become full partners in the educational development and success of their children; assist adults in the completion of a secondary school education or its equivalent (GED); and assist adults and families in need of English literacy programs.

Employment Services of Weld County
Colorado Works in Weld County (CWWC-TANF)
Americorps
Tony Gramscas Youth Services Fund
P.O. Box 1805
Greeley, CO 80632
970-353-3800 X3400
WWW: <http://eswc.org>
http://www.state.co.us/gov_dir/audit_dir/2000perf/1258.pdf
<http://eswc.org/EmployerServices/Employment%20Programs/ecwwc.html>
<http://eswc.org/JobSeekerServices/EmploymentPrograms/amicorps.html>
<http://cpmcnet.columbia.edu/dept/nccp/statespdf/mt00co.pdf>
<http://www.cdphs.state.co.us/ps/pp/tony/tonyhom.asp>
<http://exwc.org/JobSeekerServices/EmploymentPrograms/ycpi.html>

Colorado Works in Weld County (CWWC – TANF). The three major goals of Colorado Works are (1) to assist participants in ending their dependence on government benefits by promoting job preparation, work and marriage; (2) to develop strategies that ensure participants are engaged in work activities; and (3) to provide counties with increased responsibility for the design and administration of Colorado Works. The combination of these programmatic changes has led to the creation of a dramatically different cash assistance program in Colorado. In particular, devolution of Colorado Works to the county level has essentially created 63 different Colorado Works programs that are intended to address the specific needs of recipients in each county.

Colorado Works in Weld County offers several programs that bring together employers and public assistance recipients to help recipients acquire critical job skills and become self sufficient. These include

the Work Supplementation Program, the Employer Incentives Program, the On-The-Job Training Program, and the Private Sector Work Activity Program.

AmeriCorps (Weld County Youth Conservation Corps (WCYCC) AmeriCorps). The AmeriCorps National Service Program is designed to give young people the chance to serve their country and community while earning money for college. Youth commit to twelve months of service, 1700 service hours, and in return for that service earn \$4,725 in educational award. The Weld County AmeriCorps works in Weld County communities focusing on conservation, neighborhood beautification, and enhancing the literacy and conflict resolution skills of at-risk elementary school children. The AmeriCorps consists of eight corps members ages 16 to 25 and one staff crew leader.

In addition to completing service projects which directly help communities in areas of identified need, the AmeriCorps operates as a vehicle to develop job and communication skills and service and work ethic in the Corps members. To accomplish both the service projects for the community, and to develop tangible job and life skills in the members, the WCYCC relies on a team model developed over the years by the Youth Corps in Weld County. Studies conducted by ABT Associates show that youth corps have a significant impact on both communities and youth. The study shows that youth corps:

Tony Grampsas Youth Services Fund. The Tony Grampsas Youth Services Fund makes grants to community-based organizations to prevent crime by bringing parents, neighbors, and community members together to help children and families. Local grantees may offer child care, home visits, teen parenting programs, family literacy services, and other early interventions that target high-risk children and youth, as well as their parents. Tony Grampsas Youth Services presently has 24 programs in 12 counties funded with Colorado Youth Mentoring Services dollars. In Weld County, the program provides youth the opportunity to participate in a learning environment in which they can work towards a GED, improve their essential skills in reading, math, etc., receive assistance in passing entrance exams for post secondary education, and obtain workforce skills.

Denver One-Stop Career Center

Denver's Non-Custodial Parent Program
Mayor's Office of Employment and Training
1391 N. Speer Blvd., Suite #500
Denver, CO 80204
303-376-6700
WWW: <http://www.mowd.org>

Denver's Non-Custodial Parent Program. The Denver Mayor's Office of Workforce Development, in cooperation the Denver Human Resource Department and with numerous other community partners, is developing a new program to help "Non-Custodial Parents" of children receiving an identified form of public assistance. This Welfare to Work (WtW) program is designed to improve the earning capacity of participants and assist them to fulfill their child support obligations.

The program will help non-custodial parents:

- obtain and keep a good paying job that best fits their needs;
- get a job with employer-assisted benefits;
- negotiate a realistic child support order;
- upgrade job skills through on-the-job training, paid work experience or classroom instruction;
- obtain tutoring and coaching that can lead to a GED;
- receive mental health and substance abuse counseling, special education tutoring;

- learn more information about and obtain assistance in finding suitable housing and transportation;
- find support services such as transportation, work clothes, and vocational counseling;
- possibly reconnect with their children through mediation, counseling or legal assistance.

Community Colleges of Colorado

E-Commerce

1391 N. Speer Blvd., Suite #600

Denver, CO 80204

303-595-1539

WWW: <http://www.rightchoice.org>

Community Colleges of Colorado. Community Colleges of Colorado is helping to meet Colorado's workforce and economic development needs with more than 400 academic and career programs, excellent job training and retraining, practical professional development and in-demand certificates and degrees. The system serves over a quarter million Coloradans through 14 state system community colleges, two local district community colleges, four area vocational schools and career/technical programs in 154 school districts.

E-Commerce. The E-Commerce program was designed with cooperation from the Global Commerce Co. It provides training in two areas of e-commerce: business and technology. Coursework is sequential and students move through two phases of training. The first phase is core classwork providing fundamentals of e-commerce, business and technology. The second phase offers more advanced training in either business or technology. Coursework provides a total of 16 college credits.

Division of Vocational Rehabilitation

Vocational Rehabilitation

2211 W. Evans, Bldg. B

Denver, CO 80223

720-884-1234

FAX 720-884-1213

WWW: <http://www.cdhs.state.co.us/ods/dvr>

Vocational Rehabilitation. The Division of Vocational Rehabilitation assists individuals show disabilities result in barriers to employment or independent living to obtain or maintain employment and to live independently. Rehabilitation provides the services necessary to help individuals with disabilities to secure and/or retain employment. Clients secure gainful employment, achieve self-sufficiency, increase self-esteem, and improved quality of life, and decreased dependency on Public Assistance Programs.

State Department of Human Services

Colorado Works

1575 Sherman Street

3d Floor

Denver, CO 80203

303-866-4404

WWW: <http://cdhs.state.co.us>

http://www.state.co.us/gov_dir/audit_dir/2000perf/1258.pdf

<http://eswc.org/EmployerServices/Employment%20Programs/ecwwc.html>

Colorado Works. The three major goals of Colorado Works are (1) to assist participants in ending their dependence on government benefits by promoting job preparation, work and marriage; (2) to develop strategies that ensure participants are engaged in work activities; and (3) to provide counties with increased

responsibility for the design and administration of Colorado Works. The combination of these programmatic changes has led to the creation of a dramatically different cash assistance program in Colorado. In particular, devolution of Colorado Works to the county level has essentially created 63 different Colorado Works programs that are intended to address the specific needs of recipients in each county.

3. Iowa

Iowa Workforce Development

WIA Title I

Welfare-to-Work (WtW)

New Employment Opportunities Fund

Trade Adjustment Assistance (TAA)/NAFTA

150 Des Moines Street

Des Moines, IA 50309

(515) 281-9027

FAX (515) 281-9096

WWW: <http://www.iowaworkforce.org>

Please refer to California for a description of the WIA and WtW programs.

New Employment Opportunities Fund. The recently established New Employment Opportunities Fund (NEOF) supports employment of underutilized workers. Under the program, “underutilized workers” include individuals with disabilities, ex-offenders, immigrants and refugees, older workers, dislocated workers, minority youth and other unemployed individuals. NEOF participants will have access to money for training and support services such as customized, on-the-job training, job coaching, mentoring, short-term, basic education internships, child care, health care and health insurance, and transportation.

Trade Adjustment Assistance (TAA). The Trade Adjustment Assistance (TAA) or North American Free Trade Agreement Trade Adjustment Assistance (NAFTA-TAA) programs, funded by the U.S. Department of Labor (DOL), provide support to workers who lose their jobs or see their wages reduced due to foreign trade. These workers may be eligible to receive job counseling, job-search assistance, out-of-area job-search and relocation allowances, and income support while enrolled in training. If DOL certifies that workers are eligible for assistance, funds are allocated to the states to operate these programs. While certification is pending, workers may receive services through the Dislocated Worker Program, which is available at One-Stop Centers across the country. Workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports may petition DOL for assistance under the TAA program. Workers who believe they have been affected directly or indirectly by increased imports from, or shifts in production to, Mexico or Canada may petition under the NAFTA-TAA program. Petitions also may be filed by employers, unions, community-based organizations or others who represent a group of workers.

PROMISE JOBS (Promoting Independence and Self-Sufficiency Through Employment and Job Opportunities and Basic Skills)

Department of Human Services

1305 east Wlanut Street

Hoover State Office Building

5th Floor

Des Moines, IA 50319-0114

(515) 281-4607
FAX (515) 281-7791
WWW: <http://www.state.ia.us>

PROMISE JOBS. The PROMISE JOBS program provides work and training services for people in families eligible for Family Investment Program (FIP) cash assistance. Program services include assessment, employment-related service (job club and job search, paid and unpaid work and post-employment services), basic education (high school completion, English as a Second Language and Adult Basic Education), post-secondary education (including targeted employment-related education and short-term training), and support services (referral to family planning counseling, parenting classes, life skills training, mentoring and family development).

Central Iowa Employment and Training Consortium

Information Technology Scholar Program

215 Watson Powell Jr. Way
Des Moines, IA 50309
(515) 281-9679
WWW: <http://www.employmenttraining.org>

Information Technology Scholar Program. The H-1B Visa is a temporary work permit for professional positions that allows foreign nationals to live and work in the U.S. for up to 6 years. The job title and job duties must require at least U.S. bachelor degree or its equivalent. The foreign national must possess at least a U.S. bachelor degree or its equivalent and the organization must show that they have an available position and have the resources to pay at the prevailing wage to the H-1B visa holder. For each worker that an employer brings into the country, the employer must pay a \$1,000 fee to the Department of Labor.

Using the fees collected, grants are awarded to Workforce Investment Boards and to business partnerships to provide technical skills training to American workers, so that firms can lessen their dependence on high skilled foreign workers.

Division of Vocational Rehabilitation Services

Vocational Rehabilitation

510 East 12th Street
Des Moines, IA 50319
(515) 281-4151
FAX (515) 281-4703
WWW: <http://www.dvrs.state.ia.us>

Vocational Rehabilitation. The Iowa Division of Vocational Rehabilitation Services assists eligible individuals with disabilities to become more productive members of the Iowa workforce. Eligible individuals are provided with services needed to enter, remain in, or return to suitable employment in accordance with an individualized written plan. Services may include: diagnosis and evaluation; counseling and guidance; physical or mental restoration; vocational training, including college or university, technical or trade; job development and job placement; services to ensure that the rehabilitated person is performing satisfactorily on the job; and post-employment services.

Iowa Department of Economic Development
Iowa Industrial New Jobs Training Program (260E)
Iowa Jobs Training Program (260F)
Accelerated Career Education Program (ACE) (260G)

Career Link

Certified School to Career Program

200 East Grand Avenue

Des Moines, IA 50309

(515) 242-4781

FAX 9515) 242-4727

WWW: <http://www.state.ia.us/idiid>

Iowa Industrial New Jobs Training Program (260E). The Iowa Industrial New Jobs Training Program provides funds to train new employees of businesses that are new to Iowa, expanding their Iowa workforce, or relocating to the state. Employees qualifying for training service must be in newly created positions and pay Iowa withholding tax. Job training services are defined as any training needed to enhance the performance of a business' new employees. Services include vocational and skills assessment testing, adult basic education, job-related training, cost of company, college or contracted trainer or training services, training-related materials, equipment, software, and supplies, lease or rental of training facilities, training-related travel and meals, subcontracted services, contracted or professional services. Employee salary reimbursement during on-the-job training also is available.

Iowa Jobs Training Program (260F): The Iowa Jobs Training Program provides job training services to current employees of eligible businesses that are located in Iowa. Job training services are defined as any training needed to enhance the performance of a business' employees. Services include vocational and skill assessment testing, adult basic education, job-related training, cost of company, college or contracted trainer or training services, training-related materials, equipment, software and supplies, lease or rental of training facilities, training-related travel and meals, subcontracted services, contracted or professional services. Employee salary reimbursement during on-the-job training is not allowed.

Programs under this fund include: Innovative Skills, Targeted Industries, Business Network, Community College Consortium, Community College Business Network, and Apprenticeship Program.

Accelerated Career Education Program (ACE) (260G). ACE is an educational program that allows community colleges to establish or expand programs that train individuals with the skills most needed by local businesses that provide quality jobs and exhibit a strong likelihood of growth in the state of Iowa. The jobs have to pay at least \$22,500.

Career Link. The Career Link program is an industry-driven training program that invests in projects that assist the underemployed and working poor to obtain the training and skills they need to move into available higher-skill, higher wage jobs. Economic development groups can assist business and industry by functioning as the administrative entity for the funds.

Certified School-to-Career Program. The Certified School-to-Career Program, administered by the Iowa Department of Economic Development (IDED) and the Iowa Department of Education, is a tool to help Iowa businesses develop, train and maintain quality workers. The program enables students to receive specialized classroom training while gaining valuable workplace experience with an Iowa employer. The business pays wages to the student for working and puts additional funds into an account to help pay for the student's formal post-secondary training. Annually, for up to three years, the IDED reimburses the business a portion of the amount it provided toward the students' wages and postsecondary education or apprenticeship training.

Federal Bureau of Apprenticeship and Training
Apprenticeship Training
Room 715
210 Walnut Street
Des Moines, IA 50309
(515) 284-4690
FAX (515) 284-4195

Apprenticeship Training. Apprenticeship is a voluntary training system, a unique partnership of business and labor as the primary operators of programs, with government playing a support role. Apprenticeship is learning by doing in a structured instruction program under the supervision with the apprentice as an employed worker. On-the-job training is supplemented by theoretical study and instruction related to the occupation. Apprentice training programs are sponsored and conducted by joint employer and labor groups, employers and/or employer associations, often through collective bargaining agreements.

Apprenticeship in most occupations is open to anyone age 16 or older, however, individuals must usually be 18 to apprentice hazardous occupations. Traditionally associated with the skilled trades apprenticeship is now available in hundreds of other occupations. Apprenticeship's basic features have broad applicability as effective means of training and retraining workers. These features include: structured on-the-job training combined with related instruction, formal certification and recognition of programs and award of journey worker level credentials upon completion, private sponsorship, tailored to industry yet flexible for the employer, with limited financial support from government and education, transfer of skills on the job through a mentor, supervisor or skilled co-workers, an agreement between the training sponsor and the apprentice on the performance expectations, processes, and outcomes of training.

Food Stamp Employment and Training (FSET)

Department of Human Services
Division of Economic Assistance
Hoover State Office Building
Des Moines, IA 50319-0114
(515) 281-3012

Food Stamp Employment and Training (FSET). The Food Stamp Employment and Training Program provides employment and training services to selected non-FIP food stamp recipients for the purpose of enhancing their employability. Program services include: assessment; employment-related services such as job club and job search, unpaid work; and basic education, including high school completion, English as a Second Language and Adult Basic Education. This program also pays expenses for transportation and child care for people participating in these activities.

4. Kentucky

Barren River Local Workforce Investment Area
Welfare-to-Work (WtW)
WIA Title I
P.O. Box 90005
Bowling Green, KY 42102-92005
(270) 781-2381
FAX (270) 782-6141
WWW: <http://www.bradd.org>

Please refer to California for a description of the WIA and WtW programs.

TENCO Workforce Investment Area
Welfare-to-Work (WtW)
WIA Title I
P.O. Box 460
Maysville, KY 41506
(606) 564-6894
FAX (606) 564-0955
WWW: <http://www.state.ky.us/agencies/btrc>

EKCEP Workforce Investment Area
WIA Title I
Welfare-to-Work (WtW)
941 North Main Street
Hazard, Ky 41701
(606) 436-5751
FAX (606) 436-5755

Bluegrass Workforce Investment Area
WIA Title I
Welfare-to-Work (WtW)
Bluegrass Area Development District
699 Perimeter Drive
Lexington, KY 40517
(859) 269-8021
FAX (859) 269-7917
WWW: <http://www.bgadd.org>

Cumberland Workforce Investment Area
Welfare-to-Work (WtW)
WIA Title I
P.O. Box 1570
2384 Lakeway
Russell Springs, KY 42642
(270) 866-4200
FAX (270) 866-2044
WWW: <http://www.cadd.org>

Northern Kentucky Workforce Investment Area
Welfare-to-Work (WtW)
WIA Title I
16 Spiral Drive, P.O. Box 668
Florence, KY 41022-0668
(859) 283-1885
FAX (859) 283-8178

Lincoln Trail Workforce Investment Area
WIA Title I
Welfare-to-Work
P.O. Box 604
Elizabethtown, KY 42702
(270) 769-2393
FAX (270) 769-2993

Green River Workforce Investment Area

Welfare-to-Work (WtW)

WIA Title I

3860 U.S. Highway 60 West

Owensboro, KY 42301

(270) 926-4433

(270) 684-0714

WWW: <http://www.gradd.com>

Louisville and North Central Workforce Investment Area

WIA Title I

Welfare-to-Work (WtW)

IT Advantage Project

410 West Chestnut, Suite 200

Louisville, KY 40202

(502) 574-453

FAX (502) 574-4600

WWW: <http://www.kentuckianworks.org>

IT Advantage Project. The IT Advantage Project is funded through a federal grant (H1-B funds) in which monies are used for a vouchered training system that links shorthanded employers, excellent training and qualified individuals. The objectives of the IT Advantage Project are to: increase opportunities for individuals to enter IT-related occupations, increasing the supply of workers to meet expanding needs; offer employer assistance in accessing training by subsidizing the cost of and locating the best training providers to meet their needs; and enhance the local one-stop system to better serve the current and future needs of employers.

The H-1B Visa is a temporary work permit for professional positions that allows foreign nationals to live and work in the U.S. for up to 6 years. The job title and job duties must require at least U.S. bachelor degree or its equivalent. The foreign national must possess at least a U.S. bachelor degree or its equivalent and the organization must show that they have an available position and have the resources to pay at the prevailing wage to the H-1B visa holder. For each worker that an employer brings into the country, the employer must pay a \$1,000 fee to the Department of Labor.

Job Corps

10140 Linn Station Road

Louisville, KY 40223-3813

(502) 394-2220

FAX (502) 394-2344

WWW: <http://www.jobcorps.com>

Job Corps. Job Corps, a public-private partnership, administered by the U.S. Department of Labor, is the nation's largest and most residential education and job training program for at-risk youth, ages 16 through 24. Since 1964, the program has provided more than 1.9 million disadvantaged young people with the integrated academic, vocational and social skills training they need to gain independence and get quality, long-term jobs or further their education.

Kentucky Department for Employment Services
Trade Adjustment Assistance (TAA)
275 East Main, 2nd Floor West
Frankfort, KY 40621
(502) 564-7456
FAX (502) 564-5974

Trade Adjustment Assistance (TAA). The Trade Adjustment Assistance (TAA) or North American Free Trade Agreement Trade Adjustment Assistance (NAFTA-TAA) programs, funded by the U.S. Department of Labor (DOL), provide support to workers who lose their jobs or see their wages reduced due to foreign trade. These workers may be eligible to receive job counseling, job-search assistance, out-of-area job-search and relocation allowances, and income support while enrolled in training. If DOL certifies that workers are eligible for assistance, funds are allocated to the states to operate these programs. While certification is pending, workers may receive services through the Dislocated Worker Program, which is available at One-Stop Centers across the country. Workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports may petition DOL for assistance under the TAA program. Workers who believe they have been affected directly or indirectly by increased imports from, or shifts in production to, Mexico or Canada may petition under the NAFTA-TAA program. Petitions also may be filed by employers, unions, community-based organizations or others who represent a group of workers.

Department for Employment Services
Ky Transitional Assistance Program
275 East Main
Frankfort, KY 40621
(502) 564-7456
FAX (502) 564-7459

Ky Transitional Assistance Program (K-TAP). K-TAP is the monetary assistance program established by Kentucky using federal funds from the TANF (Temporary Assistance for Needy Families) block grant. K-TAP is available for families with dependent children who meet certain technical and financial criteria. K-TAP benefits are in the form of monetary assistance payments based on family size and income. In addition to the monetary grant, K-TAP recipients may also be eligible for supportive services such as childcare and transportation assistance through the Kentucky Works program. Relocation Assistance is also available to qualified K-TAP recipients, as are the educational bonus, work incentive bonus, and Employment Retention Assistance.

Ky Department of Technical Education
Kentucky TECH – Secondary Vocational Technical Education
20th Floor, Capitol Plaza Tower
500 Mero Street
Frankfort, KY 40601
(502) 564-2326
Cell (502) 545-8140

Kentucky Tech – Secondary Vocational Technical Education. The Department for Technical Education's state operated system of Kentucky TECH schools provides technical education through: secondary institutions (buildings are locally owned by boards of education and the schools are state-operated by Kentucky TECH) and 52 area technology centers; and training programs for business and industry designed to meet a company's specific employee training needs. The primary purpose of area technology centers is to serve high school students by enhancing and expanding student career options that lead to continuation of education at the postsecondary level and/or successful employment upon graduation from high school.

Kentucky TECH's 52 secondary schools are located in small-to medium-sized counties throughout the state and reflect each community's need.

Kentucky Community and Technical College System (KCTCS)

Workforce Development

2624 Administration Drive
Lexington, KY 40511
(859) 246-3146, ext. 1226
FAX (859) 246-3153
WWW: <http://www.kctcs.net>

KCTCS Workforce Development. KCTCS serves Kentucky employers by delivering various programs and services designed to improve individual and organizational performance. Training representatives work with employers to develop and customize a training plan specific to the organization's needs. Services and courses are offered in fields including, but not limited to: job analysis and human resource services, strategic management and organizational development, continuous improvement, information technology, manufacturing technology and technical training, leadership and management, workplace essential skills, health and safety, etc.

Bluegrass State Skills Corporation

Grant-in-Aid

Skills Training Investment Credit

Ky Cabinet for Economic Development
Capital Plaza Tower
21st Floor, 500 Mero Street
Frankfort, KY 40601
(502) 564-4252, etc. 4287
FAX (502) 564-4669
WWW: <http://www.think.kentucky>

Bluegrass State Skills Corporation (BSSC). BSSC improves and promotes employment opportunities for Kentucky residents through training grants and investment credits for skills training projects. The collaborative efforts facilitated by the BSSC create partnerships with business and industry who absorb a share of project costs. BSSC offers two programs for companies. The Grant-in-Aid program offers matching grants for many types of skills training activities and the Skills Training Investment Tax Credit Program gives a tax credit for qualified companies to perform skills upgrade and occupational upgrade projects.

Training for Human Service Employees

Ky Cabinet for Families and Children

592 East Main Street
Frankfort, KY 40621
(502) 564-9932
FAX (502) 564-9940
WWW: <http://www.cfctrainingbranch.eku> or <http://www.trc.eku.edu>

Ky Cabinet for Families and Children Training for Human Service Employees. The Ky Cabinet for Families and Children has developed a continuum of pre-service, in-service and advanced leadership development opportunities for its child welfare workers. The landmark initiative focuses on the development of an integrated and seamless staff development systems. Through this initiative, Kentucky intends to target simultaneously the undergraduate social work student interested in public child welfare,

the field practitioner who must possess extensive job skills, and the long-term employee who could benefit from advanced leadership development opportunities.

Apprenticeship Programs

Ky Labor Cabinet
1047 U.S. 127 South, Suite 4
Frankfort, KY 40601
(502) 564-3070
FAX (502) 564-2248
WWW: <http://www.state.ky.us/agencies/labor/eshome.htm>

Apprenticeship Programs. Apprenticeship training involves a combination of classroom and hands-on training under the direction of a skilled worker. Currently over 800 trades and occupations, from electrical technician and machinist to auto body repairer, baker, professional truck driver, and funeral director, are recognized as apprenticeable. Industries include: construction, manufacturing, telecommunications, information technology/networking, service and retail industries, health care, the military, public utilities, and the public sector.

Ky Cabinet for Workforce Development
School-to-Work Kentucky
229 Main Street
Frankfort, KY 40601
(502) 564-5901
FAX (502) 564-5904
WWW: <http://www.state.ky.us/agencies2/stw>

School-to-Work Kentucky. School-to-Work Kentucky is an initiative of the Ky Cabinet for Workforce Development. Its goal is to better prepare Kentucky's students to meet the state's current and future workforce needs. It seeks to promote integrating career education into every Kentuckian's school experience. The hope is to achieve: a lower drop out rate by using a curriculum that will emphasize applied learning and workplace-relevant experiences; all students attaining a high school diploma or equivalent, a certificate or diploma for completion of 1 or 2 years of postsecondary education (if necessary), and a skill certificate; and better preparation of all students to begin a first job and pursue further education and training. A combination of school-based learning (including career awareness and counseling), work-based learning (including work experiences through internships, apprenticeships, etc.) and connecting activities (coordination of school-based and work-based activities).

University of Kentucky
Cooperative Extension
Kentucky Women in Agriculture
205 Scovell Hall
Lexington, KY 40508
(859) 257-3887
FAX (859) 257-7565
Email: psmith@ca.uky.edu

Kentucky Women in Agriculture. The goals of the program are to empower women and help them learn ways of implementing new products and markets by networking with others in the fields, educating the public and policymakers on agricultural issues, defining members roles in making the family farm profitable, et al.

University of Kentucky
Cooperative Extension
Home-Based Micro Businesses
205 Scovell Hall
Lexington, KY 40508
(859) 257-7192

Home-Based Micro Businesses. Courses, seminars and workshop series are offered to entrepreneurs who wish to start their own business or to persons who are currently operating a business.

5. Louisiana

Quick Start Training Program
P.O. Box 94064
Baton Rouge, LA 70804
(225) 342-3343

Quick Start Training Program. Quick Start Training Program was established to create new jobs by helping new and expanding industries train new employees. Any new or expanding company creating at least ten new jobs is eligible to participate. The wage level of the jobs created must be higher than minimum wage. Most recently only new employers in the state have received funds.

Department of Labor
Welfare-to-Work (WtW)
P.O. Box 44094
Baton Rouge, LA 70804
(225) 342-3016
FAX (225) 342-7664
WWW: <http://www.laworks.net>
Please refer to California for a description of the WIA and WtW programs.

Rapides Parrish Office of Economic and Workforce Development
Welfare-to-Work (WtW)
5601 D Colliseum Blvd.
Alexandria, LA 71303
(318) 442-6394
(318) 442-0295

Department of Labor
Workforce Investment – WIA Title I
Office of Workforce Development
PO Box 94094
Baton Rouge, LA 70804
(225) 342-7621
WWW: <http://www.ldol.state.la.ua>

Department of Labor
Rapid Response – Dislocated Workers
PO 94094
Baton Rouge, LA 70804
(225) 342-7633
FAX (225) 342-3030
WWW: <http://www.ldol.state.la.us>

Rapid Response – Dislocated Workers. The primary goal is to get workers back to work. They mainly provide administrative coordination with WIA folks, although they do provide some on-the-job training. The training they provide is formal and most often with clients from the One Stop centers. Once a company decides to close, the Rapid Response Program will contact that company to determine the extent of layoffs, provide orientation for workers, job placement services and workforce transition.

Department of Labor
Registered Apprenticeship Training
PO Box 94094
Baton Rouge, LA 70804
(225) 342-7820
FAX (225) 342-2712
WWW: <http://www.laworks.net>

Apprenticeship Training. Apprenticeship training involves a combination of classroom and hands-on training under the direction of a skilled worker. Currently over 800 trades and occupations, from electrical technician and machinist to auto body repairer, baker, professional truck driver, and funeral director, are recognized as apprenticeable. Industries include: construction, manufacturing, telecommunications, information technology/networking, service and retail industries, health care, the military, public utilities, and the public sector. In Louisiana, the program was established in the 1930s and concentrates primarily on the construction trades.

Louisiana Department of Social Services
Office of Family Support
FIND Work Program
PO Box 94065
Baton Rouge, LA 70804-9065
(225) 342-2514
FAX (225) 342-2536
WWW: <http://www.dss.state.la.us>

FIND Work Program. The FIND Work Program receives TANF money. The program was started in 1997. Right now clients must be on cash assistance, but next year they intend to branch out and work with those who are low income but not on assistance. They have a mix of different sized firms, from very small to very large.

Welfare-to-Work (WtW). See above for general description. In this department, they work some with community-based organizations to provide training, as well as private contractors and educational institutions. They don't provide funds or reimbursement of costs to companies but they will pay costs of subsidized jobs. They also help with soft skills, transportation and child care. She believes that there should be some way to extend health care benefits to workers. She would like to see that as a characteristic of a training program.

Incumbent Worker Training Program

PO Box 94094
Baton Rouge, LA 70804
(214) 767-4993
FAX (214) 767-4995
WWW: <http://www.ldol.state.gov>

Incumbent Worker Training Program. The Incumbent Worker Training Program Their program mainly provides customized training to fit needs of businesses. The workers already have jobs, but they need skills upgrading. The funding comes solely from the unemployment insurance account. By law they must reserve 25% of their funds to help small businesses for the first nine months of the year.

Louisiana Community and Technical College System

System Office
822 Neosho Avenue
Baton Rouge, LA 70802
(225) 219-8705
(225) 219-8710

Louisiana Community and Technical College System. The Systems work with WIA and the Incumbent Worker Program and mainly offer continuing education. Their clientele are new high school graduates or older workers who need more training.

Office of Elderly Affairs
Employment and Training Administration
Senior Community Service Employment Program
4528 Bennington Avenue
P.O. Box 80374
Baton Rough, LA 70898-0374
(504) 342-7030
WWW: <http://www.wdsc.doleta.gov>

Senior Community Service Employment Program. The Senior Community Service Employment Program was intended to pull those over 55 years of age out of poverty. They focus on pre-employment and entry-level skills training, literacy skills, etc.

Employment and Training Administration
Special Program
Indian and Native American Welfare-to-Work
P.O. Box 94094
Baton Rouge, LA 70804-9094
(504) 342-7637
FAX: (504) 342-7664
WWW: <http://www.wdr.doleta.gov>

Indian and Native American Welfare-to-Work. The program is intended to help those Indian and Native American who receive TANF monies. Most of their clientele live on reservations. The program was structured with lots of input from Indians and Native Americans and is mostly administered by them.

6. Massachusetts

Middlesex Community College
Cisco Regional Academy
33 Kearney Square
Lowell, MA 01852
WWW: <http://www.middlesex.cc.ma.us/CISCO>

Cisco Regional Academy. Cisco Regional Academy, located on the Lowell campus of Middlesex Community College offers a 280 hour/9 month, Cisco certified network administrator program. During the 4 semester course, students study: OSI model and industry standards; network typology; IP addressing, including subnet masks; networking components; basic network design; beginning router configuration, et al. The Academy also offers course on: (1) the fundamentals of sun microsystems solaris; and fundamentals of Web design with Adobe.

Greater Boston Manufacturing Partnership
E-TEAM Machinist Job Training Program
C/o St. Stephen's Memorial Episcopal Church
74 South Common
Lynn, MA 01902
617-522-7144
WWW: <http://www.gbmp.org>

The E-TEAM Machinist Job Training Program. The E-TEAM Machinist Job Training Program is a grass roots economic development activity that invests in people. The program goals are to:

- Train low-income members of the community in a skilled trade that offers good jobs, benefits and a career path.
- Provide highly qualified, motivated, team oriented, informed on all aspects of the industry, entry level workers to meet a critical shortage in the machinist trade.
- Encourage self-sufficiency, enabling graduates to get a job, keep a job, and advance their career.
- Encourage good citizenship-giving back to the program and the community

The academic curriculum provides basic education in the fundamental subject areas which are essential to today's machinist trade environment. The machining curriculum provides hands-on training in the use of basic machine shop machine tools: lathes, drill, milling and grinding machines. Industry educators believe that knowledge of manual machining enhances a workers problem solving ability and potential for job success in the workplace. Career Management PREP presents workshops and support strategies that lead students to self-sufficiency.

H-1B Technical Skills Training Program
Commonwealth Corporation
100 Plastics Avenue –OL3
Pittsfield, MA 012021
413-494-7596
WWW: www.commcorp.org/BES/Enterprise/H1B.html

The H-1B Technical Skills Training Program. The H-1B Technical Skills Training Program is designed to develop the skilled workforce required to ensure the success of the growing number of technology-based companies located in Berkshire County. The grant will assist local employers to design and deliver

technical training courses in such areas as Software Design Engineering, Systems Design and Integration Engineering, Hardware Design Engineering and other specialized technology-related courses.

Once developed and tested, the training courses offered under the program will migrate out to regional colleges and universities to modernize their programs and help to more effectively link their graduates'

The H-1B grant program is funded from a portion of the \$1,000 fee paid by U.S. companies for each H-1B non-immigrant visa that they apply for under 1998's American Competitiveness and Workforce Improvement Act. This Act allows companies to bring in foreign workers to fill jobs in which a skill-shortage exists among available American workers. The grant program is helping to eliminate these skill shortages by training American workers to fill these highly skilled occupations.

Department of Labor and Workforce Development

WIA Title I

1 Ashburton Place

21st Floor

Boston MA 02108

617-727-6573 x104

Please refer to California for a description of the WIA and WtW programs.

Twin Cities Community Development Corporation

Worklinks to Plastics

195 Kimball Street

Fitchburg, MA 01420

978-345-7905

WWW: <http://www.twincitiescdc.com>

Worklinks to Plastics. The Worklinks to Plastics program is a three-year, workforce development employment initiative that will enable the twin Cities Community Development Corporation (CDC) to support and train entry-level, low-wage workers for higher wage, second-tier jobs in local plastics companies. The project's primary objective is to achieve long-term, systemic change in the way local plastics companies hire, train and retain and promote their employees.

The Worklinks to Plastics project was the product of several years of strategic planning which began in 1995. The CDC conducted focus groups to determine the needs and priorities of the community, particularly low-income residents. Most of the issues centered on the need to overcome barriers to successful employment. The program provides the basic skills and skills-specific training needed in plastics companies, while offering a network of career counseling and support services, and gives low wage workers a chance to advance to higher-paying, second-tier positions in the plastics industry.

New England Shelter for Homeless Veterans

Veterans Technical Training Institute

17 Court Street

Boston, MA 02108

617-371-1812

WWW: www.neshv.org

<http://www.bostonjobtraining.org/orgz/vtti/html>

Veterans Technical Training Institute. The Veterans Technical Training Institute (Vet Tech) provides free entry-level, job skill training to veterans of our nation's armed forces, resulting in successful long-term employment. All Vet Tech courses include training in industry-appropriate customer service skills. Practical exercise is incorporated into each course and Vet Tech also provides jobs preparation training in resume writing, job research, and interview techniques. Courses offered include Computer Support Specialist, Computer Operations and Office Specialist, Commercial Drivers License and Culinary Arts.

Commonwealth Corporation

Construction Industries Training Assistance Program (CITAP)

The Schrafft Center

529 Main Street

Suite #110

Boston, MA 02129

617-727-8158 x1214

WWW: www.comcorp.org/wss/citap

Construction Industries Training Assistance Program (CITAP). The Construction Industries Training Assistance Program (CITAP) is designed to assist women, and those economically disadvantaged state-wide in gaining access to quality construction skills training, job readiness training, professional career development assistance, on-the-job training and employment opportunities in the transportation and construction industry. CITAP is managed by the Executive Office of Transportation and Construction. Funding is from the Federal Highway Administration, through the Mass Highway Department. Commonwealth Corporation works in partnership with the Massachusetts Division of Apprenticeship Training, and the William Monroe Trotter Institute to implement CITAP.

Division of Employment and Training

Workforce Training Fund

19 Stanford Street, Second Floor

Boston, MA 02114

617-626-5189

WWW: www.detma.org/workforce

Workforce Training Fund . The Workforce Training Fund is a state fund financed entirely by Massachusetts employers, and enacted into law in July 1998. Its purpose is to provide resources to Massachusetts businesses and workers to train current and newly hired employees. The Workforce Training Fund is administered by the Division of Employment and Training, an agency of the Massachusetts Department of Labor and Workforce Development.

The program is geared toward small and medium size companies. The companies submit RFPs and develop their own training programs to upgrade their workers skills.

The program is evolving, and the state is currently working on a small business pilot program that would establish a list of approved training vendors. This development would eliminate the need for businesses to submit RFPs and create programs of their own.

Division of Employment and Training

Skills Plus

Charles F. Hurley Bldg.

19 Staniford Street, First Floor

Boston, MA 02114

617-626-5335

WWW: www.detma.org/jobseeker/skills_plus

Skills Plus. Skills Plus is designed to help Recipients of Transitional Assistance to Families with Dependent Children (TAFDC). The program offers short-term training programs designed to lead to long-term jobs. Individuals can attend training programs to learn new skills or brush up existing skills. Skills Plus graduates earn an average of \$10.00 an hour on their first job after training – substantially more than minimum wage.

Commonwealth Corporation

Mass High-Tech Entry Ramp Program

The Schrafft Center

529 Main Street

Suite 110

Boston, MA 02129

617-727-8158

WWW: www.commcorp.org/BES/WLS/EntryRamp

Mass High-Tech Entry Ramp Program. The Mass High-Tech Entry Ramp Program is designed to:

- Help alleviate the shortage of skilled workers in high-tech occupations in Massachusetts,
- Train individuals for high-tech occupations which will increase their skill and salary levels
- Promote partnerships between businesses, educational institutions, and intermediary organizations to develop industry-driven training programs

The Massachusetts Educational Financing Authority will make low interest loans available to many individuals enrolled in Mass High-Tech Entry Ramp training programs. Consortia of high-technology businesses and educational institutions receive funding to design industry-driven short-term training programs. Each consortium includes the training provider(s), high-technology businesses, and an intermediary to oversee the project and/or provide links to businesses, internships, and job placements. Listed businesses will provide (1) input into curriculum development, (2) internships, and (3) jobs for program graduates.

Commonwealth Corporation

Extended Care Career Ladder Initiative (ECCLI)

The Schrafft Center

529 Main Street

Suite 110

Boston, MA 02129

617-727-8158 x 1271

WWW: www.commcorp.org/WSS/ECCLI

Extended Care Career Ladder Initiative (ECCLI). The Extended Care Career Ladder Initiative (ECCLI) is a grant program to help licensed nursing homes provide career ladder development and training for their workers and improve staff retention and overall quality of care. Commonwealth Corporation is managing the program in close consultation with the long-term care community.

Department of Labor and Workforce Development

Welfare-to-Work (WtW).

1 Ashburton Place

21st Floor

Boston MA 02108

617-727-6573 x103

Just-A-Start Corporation

Cambridge Biomedical Careers Program

142 Cambridge Street

Charlestown, MA 02129

617-242-0562 x15

WWW: <http://members.bellatlantic.net/~futures1/JASmission>

Cambridge Biomedical Careers Program. The Cambridge Biomedical Careers Program is a nine-month training program that prepares participants for entry-level jobs in the biotech industry. Training includes chemistry, biology, medical terminology, computers, and lab skills.

Commonwealth Corporation

Trade Adjustment and Assistance (TAA)/NAFTA.

The Schrafft Center

529 Main Street

Suite 110

Boston, MA 02129

617-727-8158 x 1336

WWW: www.commcorp.org/BES/trade

Trade Adjustment and Assistance (TAA)/NAFTA. The Trade Act of 1974 created a program of Trade Adjustment Assistance (TAA) to help individuals who become unemployed as a result of increased foreign competition to return to suitable employment.

This law was amended in 1993 to contain special provisions for workers of companies adversely affected by competition from Canada or Mexico, NAFTA/TAA (NAFTA). Trade services and allowances may include Employment Counseling, Vocational testing, Job placement, Supportive Services, Paid Retraining Programs, Job Search Allowances, Relocation Allowances, and weekly subsistence Payment (Trade Readjustment Allowances). In Massachusetts, the services of the Trade Programs are administered by the Commonwealth Corporation.

Services under the Trade Programs are accessed through Career Centers across Massachusetts. If a worker needs to attend a training program to gain new skills that will help the worker find a new job at a salary comparable to the worker's previous wage, this may be included in a Career Plan as developed by the worker and the Career Center.

Just-A-Start Corporation
Business BASICS Program
142 Cambridge Street
Charlestown, MA 02129
617-242-0562
WWW: <http://members.bellatlantic.net/~futures1/JASmission>

Business BASICS Program. The Business BASICS (Business Applied Skills Including Customer Service) Program is a twelve week/240 hour intensive course of study for TAFDC recipients or low income individuals from Cambridge, Boston, and MetroNorth. Graduates earn up to 10 college credits and are qualified to enter jobs in the fields of secretarial sciences, customer service and office support. Staff also provides tutoring, academic support, case management and job placement services.

Commonwealth Corporation's Gloucester Fisherman and Families Assistance Center

11-15 Parker Street
Gloucester, MA 01930
617-727-8158 x1311
WWW: <http://commcorp.org/wss/Fisherman>

The Commonwealth Corporation's Gloucester Fisherman and Families Assistance Center. The Commonwealth Corporation's Gloucester Fisherman and Families Assistance Center was established in 1994 with funding from the U.S. Department of Labor to assist all types of fishermen, their eligible family members and fishing related industry workers from Boston and the North shore to make the transition into new careers in response to the fishing industry crisis. The Center offers free employment and training services to eligible individuals.

Massachusetts Community Colleges Executive Office
MASS*NET (Massachusetts Training Network)
294 Washington Street
Suite #18
Boston, MA 02108
617-542-2911
WWW: www.masscc.org

MASS*NET (Massachusetts Training Network). MASS*NET is a statewide workforce training program that matches the individual training needs of local businesses with education and training offered at Massachusetts' 15 community colleges. MASS*NET gives local businesses an opportunity to communicate their training needs directly to the community college, which then responds by providing high quality, cost effective education and training. With multi-site locations, year round, part time, day and evening study, community colleges through partnerships with businesses and industry provide job training, retraining, certification and skills improvement to ensure a workforce equipped to meet the needs of a changing economy.

7. Texas

Texas Workforce Commission
Trade Adjustment Assistance (TAA)
101 East 15th Street, Room 506T
Austin, TX 78778-0001
(512) 463-2227
WWW: <http://www.texasworkforce.org/svcs/taa/taahp.html>

Trade Adjustment Assistance (TAA). The Trade Adjustment Assistance (TAA) or North American Free Trade Agreement Trade Adjustment Assistance (NAFTA-TAA) programs, funded by the U.S. Department of Labor (DOL), provide support to workers who lose their jobs or see their wages reduced due to foreign trade. These workers may be eligible to receive job counseling, job-search assistance, out-of-area job-search and relocation allowances, and income support while enrolled in training. If DOL certifies that workers are eligible for assistance, funds are allocated to the states to operate these programs. While certification is pending, workers may receive services through the Dislocated Worker Program, which is available at One-Stop Centers across the country. Workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports may petition DOL for assistance under the TAA program. Workers who believe they have been affected directly or indirectly by increased imports from, or shifts in production to, Mexico or Canada may petition under the NAFTA-TAA program. Petitions also may be filed by employers, unions, community-based organizations or others who represent a group of workers.

Program Planning and Service Design
WIA Title I
101 East 15th Street
Austin, TX 78778-0001
(512) 936-0390
WWW: <http://www.texasworkforce.org/svcs/jtpa/dislocat.html>
Please refer to California for a description of the WIA and WtW programs.

Choices (TANF Employment Program)
Welfare-to-Work (WtW)
Texas Workforce Commission
101 East 15th Street
Austin, TX 78778-0001
(512) 463-8942
FAX (512) 463-2710
Email: lela.dyson@twc.state.tx.us
WWW: <http://www.texasworkforce.org/welref/welrefinfo.html>

Choices. Choices is the employment and training program serving applicants and former recipients of Temporary Assistance for Needy Families (TANF) cash assistance. Choices (referred to Workforce Advancement and Attachment (WAA) in other states), is encompassed under the Work First policies in the Temporary Assistance for Needy Families (TANF), which replaced the Aid to Families With Dependent Children (AFDC) and is administered at the national level by the U.S. Department of Health and Human Services (DHHS). States have considerable flexibility to use the TANF block grant funds for cash welfare payments to families with children, work activities for welfare parents and related services, including training, which those parents may need to move from welfare to work. In Texas, Local Workforce Development Boards administer the Choices program, developing service strategies that enable individuals to find and retain employment and upgrade skills in order to move up the economic ladder. If TANF cash

recipients are unable to locate employment within a reasonable time frame, workforce staff may determine that additional services, including education, job skills training, on-the-job training, work-based training, are needed to prepare the recipient for employment.

Texas Workforce Commission

Skills Development Fund

Self-Sufficiency Fund

101 East 15th

Austin, TX 78778-0001

(512) 463-8942

FAX (512) 463-2710

WWW: <http://www.texasworkforce.org/svcs/funds/sdintro.html>

Skills Development Fund. The Skills Development Fund assists businesses, labor unions and community and technical colleges by financing customized job training for new or existing jobs in local businesses. The program is designed to help Texas public community and technical colleges and a higher education extension agency finance customized job training for their local businesses. Businesses and labor unions who form partnerships with local community colleges and technical schools or the higher education extension agency may apply. They should have a training plan and jobs that pay the occupational wage. A Skills Development Fund proposal is required and will assist the Executive Director of the Texas Workforce Commission in determining grant funding.

Self-Sufficiency Fund. The Self-Sufficiency Fund teams the business community with local educational institutions to fund job training for individuals that receive Temporary Assistance for Needy Families (TANF). The goal of the Fund is to help TANF recipients obtain jobs and become independent of government financial assistance. The Fund makes grants to eligible public colleges or to eligible private, non-profit organizations so that these entities may provide customized job training for specific employers. In order for a job-training program to qualify for assistance from the Fund, the individuals trained by that program must be TANF recipients.

Texas Association of Community Colleges

Skills Development Fund

Self-Sufficiency Fund

Smart Jobs Fund

General Contract Training

1101 Trinity, Suite 200

Austin, TX 78701

(512) 476-2572

FAX (512) 476-0262

WWW: <http://www.taac.org>

Texas Department of Economic Development

Smart Jobs Fund

1700 North Congress, Room 250F

Austin, TX 78711-2728

(512) 936-0135

FAX (512) 936-0089

WWW: <http://www.tded.state.tx.us> (under job training)

Smart Jobs Fund. The Texas legislature established the Smart Jobs Fund program in 1993 to meet strong employer demand for highly skilled workers that affect location and expansion decisions of technology-oriented businesses and industries. The program awards grants to Texas employers for customized training

to promote the creation of new jobs and increase the wages of existing employees. Employers must provide at least a 10 percent match or in-kind contribution and pay a salary increase to trainees at the end of the training. The program is funded by one tenth of one percent of the Unemployment Compensation Tax.

General Contract Training. Arrangements between the community college and businesses for general and customized training.

Apprenticeship Training

Texas Workforce Commission

101 East 15th

Austin, TX 78778-0001

(512) 463-8942

FAX (512) 463-2710

WWW: <http://www.texasworkforce.org/svcs/apprentice.html>

Apprenticeship Training. Apprenticeship is a structured system of job training designed to prepare individuals for occupations in skilled trades and crafts. It combines on-the-job training under the supervision of experienced journey workers with related classroom instruction. Apprentices who successfully complete the prescribed number of training hours in an apprenticeship program become certified skilled craft workers. All programs must be registered with the Bureau of Apprenticeship and Training, U.S. Department of Labor.

Proprietary Schools

Texas Workforce Commission

101 East 15th Street

Austin, TX 78778-0001

(512) 936-3014

FAX (512) 936-3111

WWW: <http://www.twc.state.tx.us/svcs/propschools/prophp.html>

Court Reporting Institute of Dallas

Proprietary Schools

8565 North Stemmons Freeway

Suite 200, North Tower

Dallas, TX 75247

(214) 350-9722

FAX (214) 631-0143

Proprietary Schools. Private, postsecondary institutions offer a wide variety of occupational curricula that provide students with various skills needed to succeed in the workforce. There are approximately 200 private, postsecondary institutions in Texas offering programs in diverse fields including aviation, welding, computer technology, medical support and performing arts. The intent of the educational experience is to link the classroom with the workplace.

Tarrant County College (TCC)

South Campus

Credit and Non-Credit Continuing Education

5301 Campus Drive

Ft. Worth, TX 76119

(817) 515-4614

FAX (817) 515-6088

WWW: <http://www.tccd.net>

Credit and Non-Credit Continuing Education. TCC is a teaching institution that offers a wide range of educational experiences in the areas of general academics, technical-vocational programs, developmental courses, and continuing education and community services. Non Credit Continuing Education offerings may vary in length from one session to a full semester, and in most cases, are open to interested persons without regard to previous background and without formal admission.

Midland College
Distance Learning and Continuing Education
3600 North Garfield
Midland, TX 79705
(915) 685-4516
WWW: <http://www.midland.cc.tx.us>

Distance Learning and Continuing Education. Midland College's Department of Continuing Education at Midland College offers a large selection of non-credit courses. Participants are most often individuals who are primarily committed to adult responsibilities rather than to a traditional education program. The courses provided by this department are designed to meet specific learning needs, and their format and duration vary accordingly. Courses may be offered on- or off-campus. The college works with area businesses, industries, individuals, and groups to plan continuing education courses, workshops, institutes, and forums.

8. Wisconsin

Center on Wisconsin Strategy
Jobs With a Future
Milwaukee Jobs Initiative (MJI)
1180 Observatory Drive, # 7122
Madison, WI 53706
(608) 262-6944
WWW: <http://www.cows.org>

Jobs With a Future. Established in 1995, a series of partnerships have been founded that bring employers, labor, public educators and human service providers together to discuss and act on common industry problems and collectively work to provide increased opportunity for entry-level and low-wage workers in those industries. Partnerships have been established in health care, manufacturing, and finance and insurance. From programmer trainees to phlebotomists, industry and the technical colleges have worked within the partnerships to develop new solutions to occupational shortages.

Milwaukee Jobs Initiative (MJI). In 1995, the Annie E. Casey Foundation selected Milwaukee as one of six cities to participate in a national jobs initiative aimed at enhancing the connection between central city residents and family supporting jobs. MJI focuses on manufacturing, printing and construction jobs projects. In manufacturing, participants enter firms with some basic understanding of work in manufacturing, having received short-term (usually 12-18 weeks) training designed by the technical college. In construction, MJI collaborates with the One-Stop Job Center where job seekers can obtain employment information, etc. MJI's printing project has developed entry-level curricula which qualifies central city workers for jobs in printing.

WIA Title I

Trade Adjustment Assistance (TAA)

Area 10&11, Employment Services and Adult Education
Iowa County Job Center
319 Elaines Court
Dodgeville, WI 53533
(608) 935-3116
WWW: <http://www.jobcenter.org>
WWW: <http://www.nwcep/org>

WIA Title I

Area 7, Employment Services and Adult Education
52380 Beaver Tail Road
Madison, WI 54856
(715) 392-6127

Trade Adjustment Assistance (TAA)

Area 8, Employment Services and Adult Education
221 West Madison Street
Eau Claire, WI 54703
(715) 836-2631

Trade Adjustment Assistance (TAA). The Trade Adjustment Assistance (TAA) or North American Free Trade Agreement Trade Adjustment Assistance (NAFTA-TAA) programs, funded by the U.S. Department of Labor (DOL), provide support to workers who lose their jobs or see their wages reduced due to foreign trade. These workers may be eligible to receive job counseling, job-search assistance, out-of-area job-search and relocation allowances, and income support while enrolled in training. If DOL certifies that workers are eligible for assistance, funds are allocated to the states to operate these programs. While certification is pending, workers may receive services through the Dislocated Worker Program, which is available at One-Stop Centers across the country. Workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports may petition DOL for assistance under the TAA program. Workers who believe they have been affected directly or indirectly by increased imports from, or shifts in production to, Mexico or Canada may petition under the NAFTA-TAA program. Petitions also may be filed by employers, unions, community-based organizations or others who represent a group of workers.

Bureau of Apprenticeship Standards
Apprenticeship Training
Department of Workforce Development
P.O. Box 7972
Madison, WI 53707
(608) 266-3132

Apprenticeship Training. Apprenticeship training involves a combination of classroom and hands-on training under the direction of a skilled worker. Currently over 800 trades and occupations, from electrical technician and machinist to auto body repairer, baker, professional truck driver, and funeral director, are recognized as apprenticeable. Industries include: construction, manufacturing, telecommunications, information technology/networking, service and retail industries, health care, the military, public utilities, and the public sector. The Wisconsin Technical College Systems plays a key role by providing the apprenticeship classroom instruction. In most cases, there are plenty of qualified applicants for apprenticeships, but not enough employers willing to training an apprentice. This is especially true in the

industrial sector of the economy. For that reason, the program targets employers first and applicants second.

Wisconsin Department of Commerce
Customized Labor Training Program
Business Employees Skills Training
ISO 14000 Training Program
P.O. Box 7970
Madison, WI 53707
(608) 267-9382
FAX (608) 267-0436

Customized Labor Training Program. Commerce provides loans or grants to businesses to fund a labor training program. Training must focus on new technology, industrial skills or manufacturing processes and the training must not be available through other resources.

Business Employees Skills Training. Commerce provides grants to businesses and the businesses must agree in writing to use the grant to provide skills training or other education related to the needs of the business.

ISO 14000. Commerce provides grants to businesses to help them take the training that is necessary to achieve ISO 14000 certification.

WIA Title I

Welfare-to-Work

Kenosha County Job Center
8600 Sheridan Road, Suite 1000
Kenosha, WI 53143-6504
(262) 697-4586 or 4535

Please refer to California for a description of the WIA and WtW programs.

Continuing Education and Workforce Development

Milwaukee Area Technical College District
700 West State Street
Milwaukee, WI 53233
(414) 297-6720
FAX (414) 297-6025
WWW: <http://www.matc.edu/busindus>

Continuing Education and Workforce Development Division. The Continuing Education and Workforce Development Division offers full-service training and technical assistance designed to area businesses. Curricula address diverse training needs such as organizational performance, management and team development; microcomputer training; CIS; manufacturing and industrial engineering; basic skills in reading, writing, and math; and food and beverage service. Courses are delivered from four campuses and 10 evening centers, or through a mobile lab of laptop computers that can be setup anywhere. The college is also developing and operating workplace learning centers at employer sites throughout the Milwaukee area, enabling employees to take advantage of training opportunities that range from basic skills to advanced technology.

Central City Initiative
429 West North Avenue
Milwaukee, WI 53212
(414) 263-8769

Central City Initiative. The Governor's Central City Initiative, a program of the Wisconsin Department of Workforce Development, was established in July 1991 by former Governor Tommy Thompson to provide Milwaukee's Central City residents with greater access to government and private sector resources that would increase employment/employment training and facilitate business development. Initially focusing on the highly at-risk customer, the initiative's mission continues with expansion to anyone seeking specialized services to become employed and in need of case management and intervention.

Milwaukee County Workforce Development Area
WIA Title I
Workforce Advancement and Attachment (WAA)/TANF
101 West Pleasant
Milwaukee, WI 53212
(414) 270-1725
FAX (414) 226-2375
WWW: <http://www.milwjobs.com>

Southwest Wisconsin Workforce Development Area
WIA Title I
Workforce Attachment and Advancement (WAA)/TANF
Welfare-to-Work (WtW)
319 Elaines Court
Dodgeville, WI 53533
(608) 835-3116
WWW: <http://www.jobcenter.org> or <http://www.swwdb.org>

Bay Area Workforce Development Area
Welfare-to-Work
WIA Title I
Workforce Attachment and Advancement (TANF)
3019 Holmgren Way
Green Bay, WI 54304
(920) 339-4202

Southeastern Wisconsin Workforce Development Area
WIA Title I
Workforce Attachment and Advancement (WAA)/TANF
1717 Taylor Avenue
Racine, WI 53403
(262) 638-6622

Workforce Advancement and Attachment (WAA)/TANF. WAA is encompassed under the Work First policies in the Temporary Assistance for Needy Families (TANF), which replaced the Aid to Families With Dependent Children (AFDC) and is administered at the national level by the U.S. Department of Health and Human Services (DHHS). States have considerable flexibility to use the TANF block grant funds for cash welfare payments to families with children, work activities for welfare parents and related services, including training, which those parents may need to move from welfare to work.

Lakeshore Technical College
Lakeshore Technical College WORKplus
1290 North Avenue
Cleveland, WI 53015-1414
(920) 693-1237
WWW: <http://www.gotoltc.com/>

Lakeshore Technical College WORKplus. LTC WORKplus is a collection of educational opportunities designed specifically for working adults. Working adults and their employers choose from a wide range of choices including classes, seminars, self-paced courses, customized training, and other learning options, all of which are held at times and places that are convenient for working adults and employers. Classes also may be scheduled at the place of business. Employee training is offered in everything from public safety to supervisory training to computer software and everything in between.

Northcentral Technical College District
1000 West Campus Drive
Wausau, WI 54401
(715) 675-3331, ext. 4285
WWW: <http://www.northcentral.tec.wi.us/>

Northcentral Technical College (NTC) District. Business and industry turn to NTC for customized training and technical assistance provided by NTC faculty and staff. The college offers a wide range of services, including tailor-made classes, testing and evaluation, and consulting services. Among the areas of expertise are computing and workplace skills, manufacturing, computer-assisted design/drafting, agriculture, human resource development, health and safety, and small business development. Workplace education programs also provide technical and job-specific training.

College of Technology, Engineering and Management
University of Wisconsin-Stout
280 Technology Way
Jarvis Hall, UW-Stout
Menomonie, WI 54751
(715) 232-1325
WWW: <http://www.uwstout.edu/ctem/>

College of Technology, Engineering and Management. In addition to offering degree programs in business communications, education and training, industrial management, and technology, the college houses the Stout Technology Transfer Institute, an award-winning institute in manufacturing technology composed of eight specialized centers that assists manufacturers and R&D companies in creating new products through the use of the CRAY J916 supercomputer; assists manufacturers by assessing plant layout, quality improvement needs, productivity and efficiency, and works with companies to implement changes; helps start-up companies, R&D companies and high-technology companies with new product development; provides technical assistance with packaging development, testing and evaluation in most product areas; works with companies in management system education, training and outreach to regional business and industry on the implementation and operation of systems based on international standards; offers expertise in safety engineering, regulatory compliance, industrial hygiene, environmental matters, ergonomics and risk control; assists companies with occupational and career-related educational programs; and assures that graduates in manufacturing, business and educational programs will be able to effectively apply skills, knowledge and values.

Northwest Wisconsin Manufacturing Outreach Center

University of Wisconsin-Stout
278 Jarvis Hall
Menomonie, WI 54751
(715) 232-2310
WWW: <http://nwmoc.uwstout.edu>

Northwest Wisconsin Manufacturing Outreach Center. NWMOC coordinates and delivers technology assistance, manufacturing improvement and training programs. With federal, state, and local resources NWMOC provides services to improve the competitiveness, strength, productivity, growth and innovative capabilities of small- and medium-sized manufacturers. Primary services include: manufacturing assessments, on-site technical assistance projects, resources networking, training and referrals. Funding is from the National Institute of Standards and Technology (NIST), the U.S. Department of Agriculture, Wisconsin Technical College System, University of Wisconsin Extension and Continuing Education Extension, the University of Wisconsin-Stout and the Wisconsin Procurement Institute.

Wisconsin Regional Training Partnership

303 East Vienna Avenue
Milwaukee, WI 53212
(414) 672-4128
WWW: <http://www.wrtp.org>

Wisconsin Regional Training Partnership (WRTP). The WRTP was formed by business and labor leaders to support family-supporting jobs in a highly competitive manufacturing environment. The WRTP builds partnerships between the public, private and non-profit sectors to unite the employment and training needs of workers and communities with the workforce needs of employers. The WRTP assists employers and unions with the development of joint processes to identify their common objectives, to lay out their strategic plans, and to access resources and services to help implement them. In addition, the WRTP provides managers and labor leaders with a forum to share their stories with one another, to learn best practices from their peers, and to work together on new tools and pilot projects. Finally, the partnership has forged an effective constituency to advocate for manufacturing at the state and local level. The WRTP has played a major role in the development of three new initiatives over the last couple of years. First, the Wisconsin Manufacturing Extension Partnership supports assistance to smaller shops. Second, the Milwaukee Jobs Initiative supports efforts to recruit and train central city residents for new job openings. Third, the Waukesha County Technical College supports work with employers and unions in the New Berlin Industrial Park to develop a model for multi-worksite learning centers.

Western Wisconsin Technical College District Technical, Certificate and Associate Degree Programs

304 6th Street North
La Crosse, WI 54602
(608) 785-9210
WWW: <http://www.western.tec.wi.us>

Western Wisconsin Technical College (WWTC). WWTC offers 38 programs that lead to an associate in applied science degree and over 15 programs that lead to a technical diploma. Technical diploma programs consist almost entirely of occupational-specific courses. These programs are in four divisions: Business, Family and Consumer Sciences, Human Services, and Industrial Technologies. WWTC also offers Advanced Technical Certificates (ATCs) for workers to upgrade skills, become up-to-date with industry standards, and become highly specialized in a particular area. Currently WWTC offers an ATC in Microcomputer Programming and an ATC in Small Business Computer Network Administration.

Department of Vocational Rehabilitation
Home Based Enterprise Program
1819 Aberg Avenue
Madison, WI 53703
(608) 242-4809
WWW: <http://www.dwd.workweb/dvr>

Home Based Enterprise Program. Wisconsin's Vocational Rehabilitation (VR) is a federal/state program designed to obtain, maintain and improve employment for people with disabilities. The Home Based Enterprise Program offers an employment opportunity for persons with disabilities. DVR consumers produce and market products and services in a way best suited to their abilities. The HBE teacher provides instruction/training to individuals in developing self-employment.

Fox Valley Technical College
1825 North Bluemound Drive
P.O. 2277
Appleton, WI 54912-2277
(920) 735-4826

Fox Valley Technical College. The mission of the college is to deliver associate degree, technical diploma and certificate-level educational programs that provide the skills and knowledge needed to address occupation competencies from initial job-entry to advanced certification. The college provides training and education to upgrade the occupational skills of individuals and the business and industry work force; offers related academic and technical support courses for joint labor/management apprenticeship programs; designs and delivers customized training, consulting services and technical assistance for public and private sector employers to further economic development.