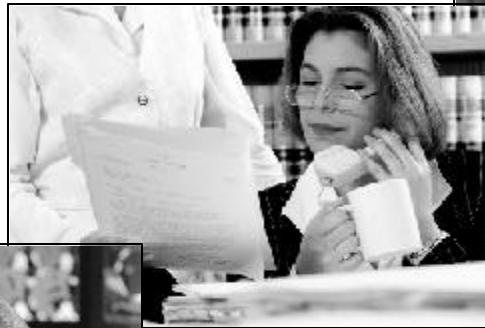




Benjamin J. Cayetano, Governor  
State of Hawaii

# 2002 Annual Report Employment and Training Fund Program

## INDUSTRY/TECHNOLOGY TRAINING



## BUSINESS SPECIFIC TRAINING

Department of Labor and Industrial Relations  
Workforce Development Division  
830 Punchbowl Street, Room 322  
Honolulu, Hawaii 96813  
Phone: (808) 586-8838  
Fax: (808) 586-8822



Leonard Agor, Director  
Department of Labor and Industrial Relations

# Table of Contents

<b>Introduction .....</b>	<b>1</b>
<b>About ETF .....</b>	<b>2</b>
<b>ETF Directions and Priorities .....</b>	<b>4</b>
<b>Summary of ETF Accomplishments .....</b>	<b>5</b>
<b>The Employer Referral Program Funded the Training of 8,926 Clients .....</b>	<b>6</b>
<b>ETF Continues to Meet Training Needs of Small Businesses .....</b>	<b>8</b>
<b>1,121 Employers Benefitted from ETF-Funded Training Services.....</b>	<b>9</b>
<b>Computer-Related Courses are the Most Requested by Business .....</b>	<b>9</b>
<b>ETF Provides Training Services to Hawaii's Counties.....</b>	<b>13</b>
<b>Status of ETF Funding .....</b>	<b>17</b>
<b>ETF Responded to Hawaii's Economic Crisis .....</b>	<b>18</b>
<b>Spotlighting an ETF Success Story: The Certified Landscape Technician Project .....</b>	<b>19</b>
<b>ETF Charts</b>	
<b>Chart 1: Number of Individuals Enrolled in Classroom Training .....</b>	<b>7</b>
<b>Chart 2: Number of Individuals Trained by Company Size .....</b>	<b>10</b>
<b>Chart 3: Number of Small Businesses Served Through ETF by County .....</b>	<b>11</b>
<b>Chart 4: Statewide Training Category Counts .....</b>	<b>12</b>
<b>Chart 5: Number of Individuals Trained Through ETF by County .....</b>	<b>14</b>
<b>Chart 6: Number of Training Courses Taken Through ETF by County .....</b>	<b>15</b>
<b>Chart 7: Number of Businesses Served Through ETF by County .....</b>	<b>16</b>
<b>Appendices</b>	
<b>Appendix I: ETF Strategic Plan .....</b>	<b>20</b>
<b>Appendix II: List of Employment and Training Fund Projects .....</b>	<b>24</b>

# 2002 Annual Report of the Employment and Training Fund Program

## Introduction

The Employment and Training Fund (ETF) Program underwent a challenging year (PY 2001-2002). Like in many other areas of American life, the events of September 11th had a considerable impact on ETF. One of the results, a downturn in Hawaii's economy, led to employers to become less willing to invest in training and participate in ETF. However, ETF was in a unique position to assist employers who had to cut back their workforce in response to the faltering economy. ETF was the only major training program able to serve furloughed workers. (See page 18 for more details about ETF's Furloughed Workers Program.) Furloughed workers are not eligible for federal job training programs.

Another challenge was to operate ETF under reduced funding, the result of the passage of Act 190 in 2000. This piece of legislation lowered ETF's assessment rate from .05 of taxable wages to the present .01 percent rate of the past program year. Lowering the assessment rate reduced ETF's program fund by about 80 percent.

ETF will face new challenges in the future. On July 1, 2002, the governor signed Act 248, which made ETF permanent but retained the .01 percent assessment rate. This means that the program will have to operate with the reduced operating funds cited above. Moreover, the program has to implement this new law that requires employers to contribute 50 percent of the cost of any ETF funding assistance.

However, ETF's impact on the business community still remains a significant one. Through its "micro" and "macro" programs, ETF enabled employers to upgrade the skills of nearly 10,000 workers, supervisors, managers, and owners.

---

ETF was in a unique position to assist employers who had to cut back their workforce in response to the faltering economy. ETF was the only training program able to serve furloughed workers.

---

# About ETF

**What is ETF?** In 1991, the Hawaii State Legislature created the Employment and Training Fund Program as a way to improve the competitiveness of Hawaii's labor force in a global economy. ETF's purpose is to "assist employers and workers through innovative programs, including, but not limited to, business specific training, upgrade training, and new occupational and management skills training to improve the long-term employability of Hawaii's people."

Funds are generated through an employer assessment collected together with unemployment insurance contributions. Presently, the assessment rate is .01 percent of employers' taxable wages.

During the 1999 legislative session, the State Legislature exempted ETF training services from procurement codes requirements under Chapter 103D and Chapter 103F, Hawaii Revised Statutes, to make the delivery of training readily accessible and the awarding of grants more timely. The practical result of this action has been to enable clients to select from a wide range of authorized training vendors. ETF now has 19 approved public and private training providers representing all islands; these vendors were selected through a request-for-proposal process.

**Why ETF?** The ETF program was created as part of a national movement that swept the country in the nineteen eighties. Our nation's leaders, particularly at state and local levels, were concerned about the United States workforce's ability to compete in the international economic arena.

Investing in human capital to improve productivity and the nation's quality of goods and services became a top priority. To enhance economic development or to attract new industries, 48 states, including Hawaii, enacted legislation to create over 60 training programs targeted to businesses. The spending for such customized training in 1998 was 593 million dollars. About ten states have programs similar to Hawaii in that they are supported by employer assessments through the

---

ETF funds "macro" grants, which must be used to develop "cutting edge" curricula and program design for education and training programs.

---

unemployment insurance system. Other states have other funding mechanisms, such as general funding or lotteries. All of these states believe that such training programs helps them to be economically competitive. Most federal training programs target those who face barriers in the work place, such as the long-term jobless, dislocated workers, and other disadvantaged groups. In contrast, ETF provides upgrade training to individuals at all levels--workers, supervisors, managers, and owners.

Who is Eligible? Since it is funded by assessments from the private sector, ETF serves industry groups, business associations, business consortia, individual businesses, and nonprofit corporations. Government agencies must partner with businesses on grant proposals. However, ETF, as set forth in its statutes, also serves individuals who are unemployed and not otherwise eligible for federally funded employment and training programs.

---

...ETF provides upgrade training to individuals at all levels--workers, supervisors, managers, and owners.

---

How Does One Access ETF Funds? Employers and employer groups can access ETF funds by applying for assistance from the following two programs:

1. Employer Referral Program. Employers can refer their employees to existing short-term, noncredit training courses, such as those offered at the community colleges and other approved public and private training vendors. The program is open to all within a company: owners, managers, supervisors, and workers. Starting in PY 2002-2003, ETF will pay 50 percent of the assistance for courses taken.
2. Statewide and Countywide Training Grants. ETF provides grants for education and training projects. The grant purposes are ambitious and demanding. The funding must serve as a catalyst, providing "seed" money for innovative education and training curricula and program design. Grants are awarded through a request-for-proposal process.

## ETF Direction and Priorities

ETF's priorities have remained consistent over the past several years; the program believes them to be of continuing importance to Hawaii. Therefore, the program encourages efforts in the following areas:

---

ETF targets small businesses in its Employer Referral Program; they represent over seventy percent of the businesses served by ETF.

---

- Serve small businesses, helping to train their personnel on how to adjust to changes in technology, consumer tastes, and the economy. Over the years, ETF awarded funds to many projects targeting small businesses; this is a deliberate policy. Serving small businesses is an important criteria used to decide on grant awards. ETF also targets this group in its *Employer Referral Program*; small businesses represent over seventy percent of all the businesses served by ETF.
- Support economic development initiatives and industry expansion. The State Administration has targeted forestry and aquaculture as being promising industries for either economic development or expansion. ETF funded several projects in these areas the past year. In the past, ETF funded projects in two other promising industries with good potential for growth--aviation (pilot training) and fashion.
- Develop voluntary certification programs that incorporate national and state skill standards into training curricula. ETF has awarded grants to projects that lead to national or state certification in the retail, restaurant, tourist, and landscape industries (See article on page 19). Several projects have been nationally recognized.
- Expand choices of training providers for the Employer Referral Program. ETF, through a request-for-proposal (RFP) process, now has 19 vendors on its authorized vendor list. These vendors, both public and private, offer a large variety of training opportunities to the business community in a wide variety of subject areas, ranging from truck driving to web design.

## Summary of ETF Accomplishments

The Employment and Training Fund Program provides services at two levels, state- and county-wide. The state office administers state grants to business/industry groups and associations or consortia of individual business firms. ETF awards grants through a request-for-proposal (RFP) process (the “Macro” program). The funds must be used to develop “cutting edge” curricula and/or new, innovative ways to deliver training that does not duplicate existing programs.

The Workforce Development Division (WDD) branch offices administer two different programs. They accept county-level grant proposals and administer the Employer Referral Program or “Micro” training program. Under this program, employers can enroll employees in existing short-term training courses offered through approved public and private training providers.

In the past program year, ETF oversaw four “macro” training projects in the areas of human services, landscaping, and aquaculture. These projects trained approximately 633 clients from a variety of different employers and are committed to continue the training after the projects’ contracts end dates.

The following subsections describes in more detail the accomplishments of the ETF program in terms of: 1) how the “micro” program trained 56,689 individuals in the past ten years, 2) how ETF meets the training needs of small businesses, and 3) how ETF is meeting the training needs of businesses in the areas of technology and areas of high occupational demand.

---

ETF funds must be used to develop “cutting edge” curricula and/or new, innovative ways to deliver training that does not duplicate existing programs.

---

## *The Employer Referral Program Funded the Training of 8,926 Clients*

In the last seven program years, the general trend for the Employer Referral Program or “Micro Program” has been continual increases in the number of clients served each year. However, the pattern did not hold true this past program year; instead the numbers declined. As explained in the introduction, the events of 9/11 and ETF’s reduction in program funds were the most likely reasons for the big enrollment drop.

In Program Year (PY) 1995-96, ETF funded the training of 1,119 clients under the Employer Referral Program and 18,576 in PY 2000-2001, which is a sixteenfold increase over the six year period. (See Chart 1). However, in the past program year, the number of clients served decreased by approximately 52 percent from the previous year (PY 2000-2001). The number of courses taken by clients shows a similar decrease over the past two years, down from 31,323 in PY 2000-01 to 20,266 in PY 2001-02. (See Chart 6.) The program expects enrollment to continue dropping in the future as the program’s revenue declines and the provisions of Act 248, which requires employers contribute fifty percent of the assistance, is carried out.

However, ETF staff continues to publicize the program by participating in business expositions, job and career fairs, and delivering presentations on ETF to a variety of professional associations and business and labor groups, and community-based organizations. The program has been featured several times in daily and business newspapers, which resulted in many inquiries from the business community.

ETF initiated several actions in past years that made the program more attractive to employers. It expanded the number of private training organizations on its State authorized vendor list from the original three to the present 19. These vendors promote ETF to the business community.

The huge demand for training services over the past decade shows that members of Hawaii’s business community are realizing how important it is for Hawaii to invest in training in order to keep pace with international competitors and constant technological change.

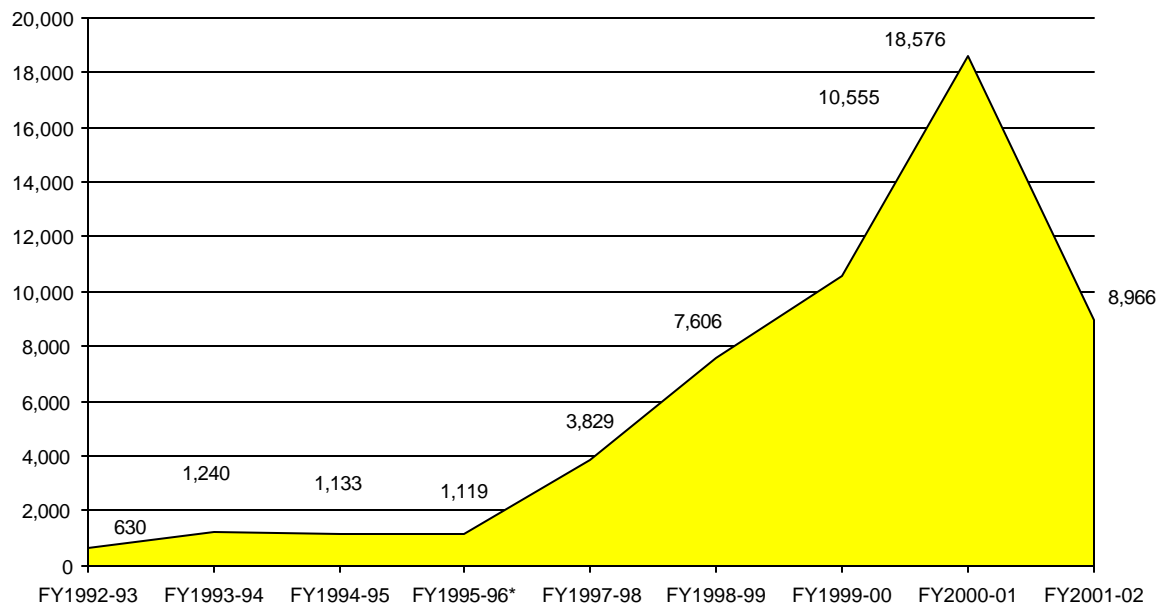
---

The huge demand for training services over the past decade shows that members of Hawaii’s business community are realizing how important it is for Hawaii to invest in training in order to keep pace with international competitors and constant technological change.

---



## Number of Individuals Enrolled in Classroom Training [Program Years (PY) 1992-1993 to PY 2001-2002]



### Number of Individuals Enrolled in Classroom Training

<b>PY 2001-02</b>	<b>8,966</b>		
PY 2000-01	18,576	Micro Training	56,689
PY 1999-00	10,555	Macro Training	18,533
PY 1998-99	7,606	<b>Total</b>	<b>75,222</b>
PY 1997-98	3,829		
PY 1996-97	3,035		
PY 1995-96	1,119		
PY 1994-95	1,133		
PY 1993-94	1,240		
PY 1992-93	630		
<b>Total:</b>	<b>56,689</b>		

## *ETF Continues To Meet the Training Needs of Small Businesses*

Serving the training needs of small businesses is one of the highest priorities of ETF, and the program continues its success in serving this target group. This is true for both the Employer Referral Program and the Statewide and County Grant Program. For example, ETF's grant application packet cites "serving small businesses" as one of the most important selection criteria in awarding grants.

A major reason for focusing on this group is the high proportion of small businesses in Hawaii. Many small business owners cannot afford to send themselves or their employees to training. Training can be expensive, especially when on company time. During training, an employee is not producing goods or delivering services. On the other hand, many large companies have in-house training programs or because of economies of scale are in a better financial position to purchase training services.

---

Many small business Owners cannot afford the expense of sending themselves or their workers to training.

---

In the past, businesses could rely upon on-the-job training to bring their workers to desired productivity levels. This is no longer true. Today, small businesses must rely on technology for their everyday operations, whether they be cell phones, personal computers, product scanners, or e-mail and the Internet. Through ETF, they are able to provide themselves and their workers the ability to keep pace with their competitors, who today span the globe.

ETF has funded project proposals designed to meet the unique needs of small businesses. For example, many of them want training that is on-site, individualized, self-paced, conveniently located, and on days and at hours that fit individual work schedules.

In program year 2001-02, a total of 4,640 employees from small businesses (0-249 employees) accessed ETF funds for skill training (See Chart 2). This population represents 52 percent of the total 8,966 individuals trained. Of that number, 2,298 were from businesses with 49 or fewer employees.

Individuals who enrolled in ETF-funded training programs attended a total of 20,226 classes. The total number of classes taken by participants from small businesses was 9,031. Training services to small businesses are offered statewide. On the Big Island, clients enrolled in 2,010 classes; on Kauai, 875; on Maui, 1574; and on Oahu, 15,767. (See Chart 3.)

---

Individuals who enrolled in ETF-funded training programs attended a total of 20,226 classes.

---

### ***1,121 Small Businesses Benefitted from ETF-Funded Training Services***

In the past program year, ETF served 1,469 businesses. The majority of employers served were from small businesses (0--249 employees); they numbered 1,121 or 76 percent. These include 48 employers on Kauai, 143 on the Big Island, 160 on Maui, and 770 on Oahu. Importantly, 798 or 54 percent of the businesses had 49 employees or fewer and 342 or 23 percent had 10 employees or fewer (See Chart 3).

---

The majority of employers served were from small businesses (0-249 employees); they numbered 1,121 or 76 percent.

---

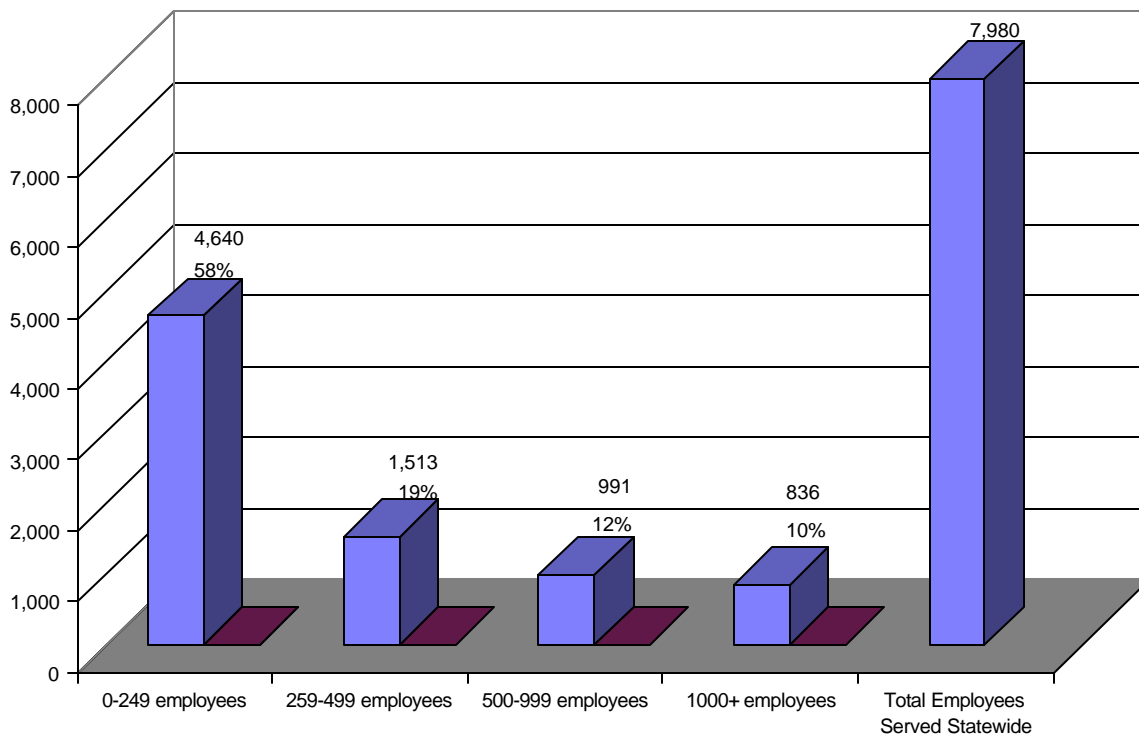
### ***Computer-Related Courses are the Most Requested by Businesses***

ETF's authorized training vendors deliver a wide array of training opportunities. However, given the increasing importance of technology in the workplace, it is not surprising that computer-related courses represented over half of clients funded by ETF. For example, of the 20,434 courses in which clients enrolled, 11,477 enrolled in this particular training category. This represents over half of all enrollments in the various training courses funded by ETF (See Chart 4). For example, clients enrolled in courses such as computer-aided design (CAD), desktop publishing, local area networking (LAN), programming, the Internet/web page design, and basic, intermediate, and advanced courses in the more popular computer applications, such as word processing, spreadsheets, data base, and presentations.

Other popular courses requested by clients were in the areas of soft training (3,004 enrollees), human services (1,972), business/managerial (1,165), travel industry (918), health industry (669), and transportation/vehicle (313).

## Number of Individuals Trained by Company Size (PY 2001-2002)

In Program Year 2001-2002, a total of 4,640 individuals from small businesses (0-249 employees) accessed ETF funds for skill training. This population represents 52 percent of the total number of individuals trained.

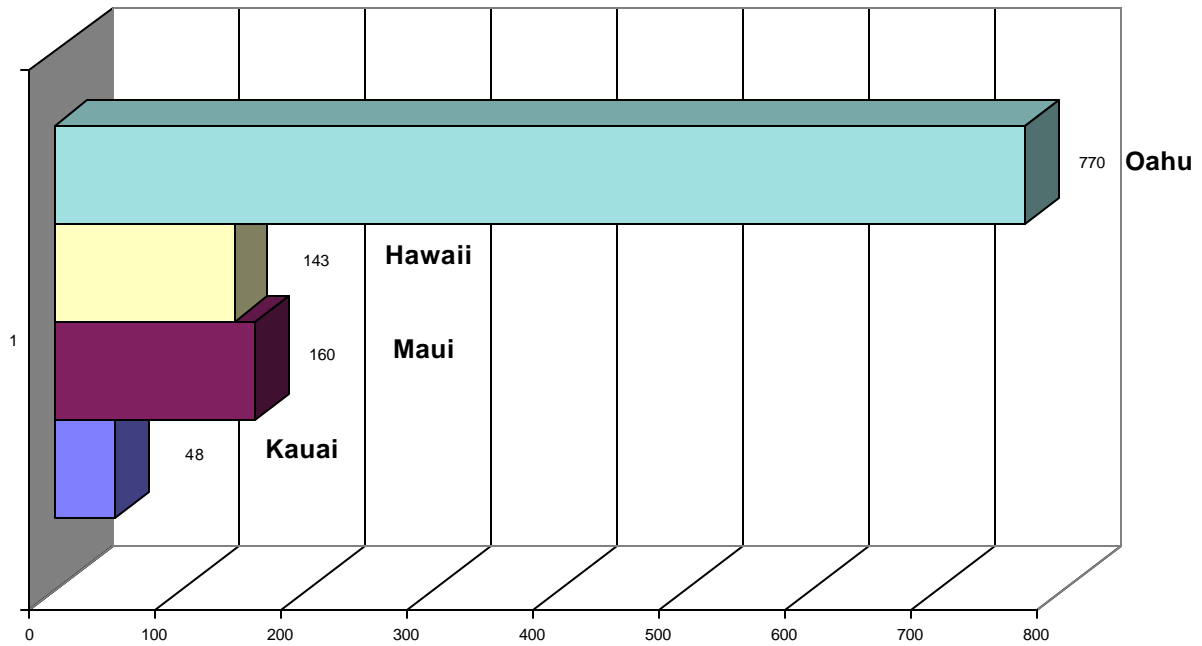


### Number of Individuals Served by Size of Business

<u>Size of Business</u>	<u>Individuals Served</u>
0-249 Employees	4,640
250-499	1,513
500-999	991
1000+	836
	7,980

## Number of Small Businesses Served by ETF by County (PY 2001-2002)

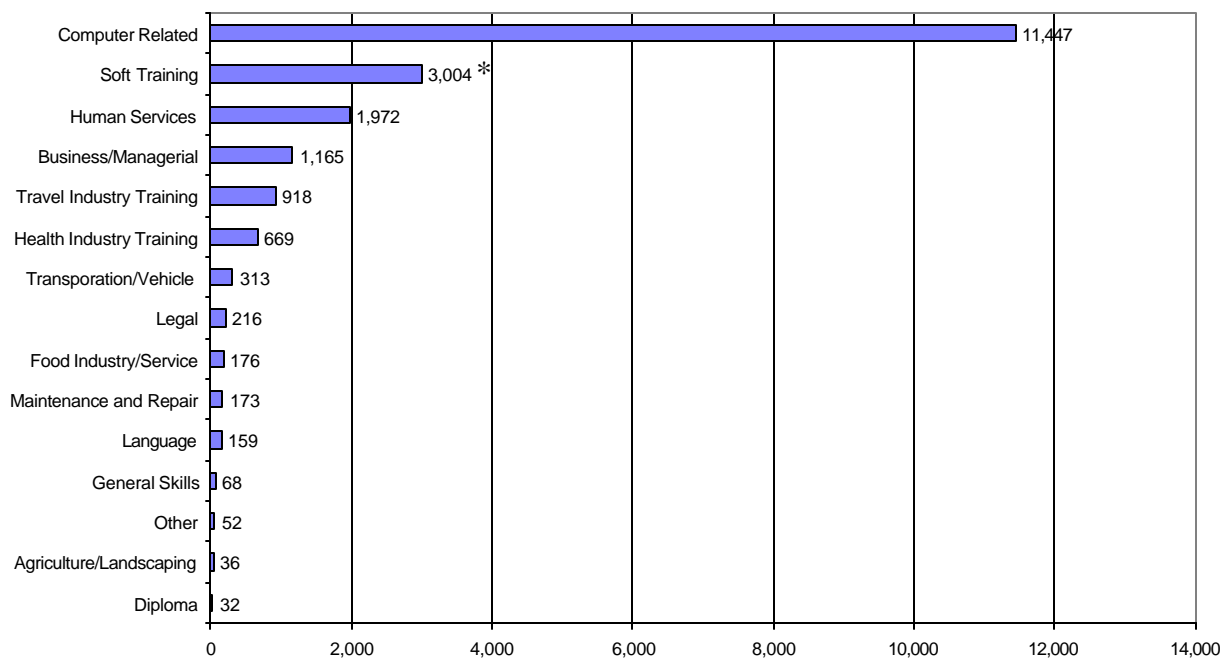
The following chart and table set forth the numbers of small businesses served by ETF in PY 2001-2002 in each county.



### Number of Small Businesses Served by ETF in PY 2001-02

Oahu	770
Hawaii	143
Maui	160
Kauai	48
<b>Statewide</b>	<b>1,121</b>

## Statewide ETF Training Category Counts (PY 2001-2002)



The most frequently requested training categories were computer, soft training\*, business/managerial, human services, and travel industry training categories.

Total Transactions: 20,266 \*\*

\*Soft training includes courses such as *Customer Service*, *Human Resource Management*, and *Interpersonal Skills*.

\*\*Transactions are the number of student enrollments per course.

### *ETF Provides Training Services to Hawaii's Counties*

When the 1996 Hawaii State Legislature extended the ETF program for another five years, it requested program administrators to direct more of ETF's services and resources to the counties. In response, ETF distributed funds to the counties using a formula based on the proportion of total wages generated by each county. This legislative initiative has been particularly successful. The ETF program is today statewide in scope and serves rural and isolated areas such as Molokai; Hana, Maui; Waialua, Oahu; Waimea, Kauai; and Waiakoloa, Hawaii.

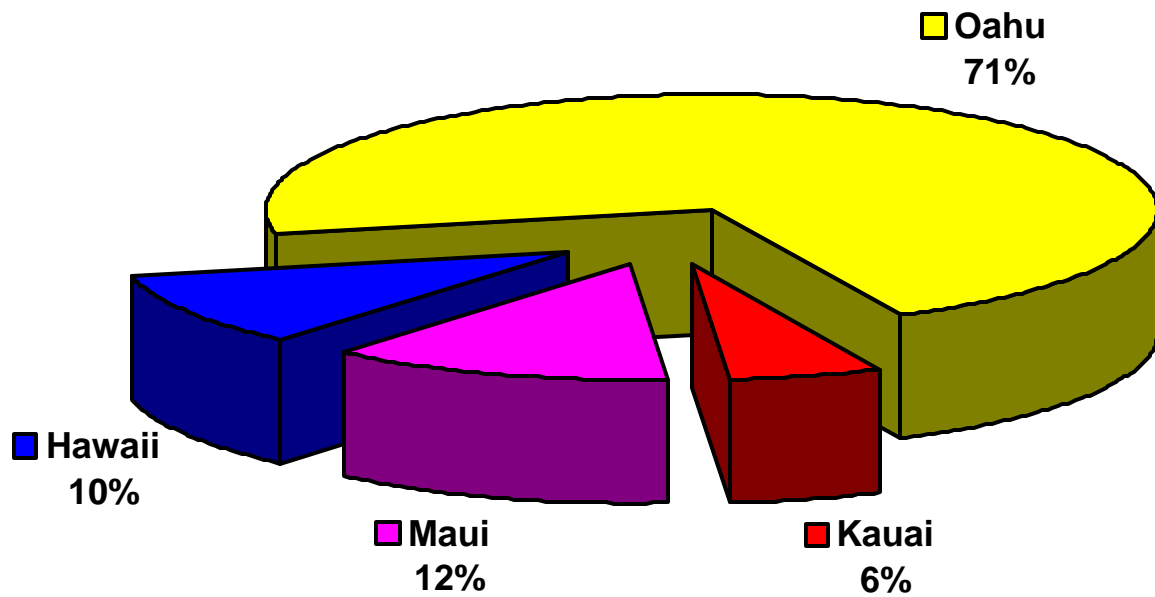
On Hawaii (Big Island), ETF funded the training of 183 clients in PY 2001-02; on Kauai, the number was 505; on Maui, 1,119 ; and on Oahu, 6,364. (See Chart 6.)

ETF personnel at branch and local offices continues to market ETF. They made presentations to business and professional groups, labor organizations, and community-based organizations, describing the benefits of the program. They promoted ETF through the media, such as newspapers, radio, and newsletters published by business and professional associations. They also are involved in sponsoring or participating in business/industry expositions.

Branch and local offices are located on all major islands. On Oahu, there are three local offices: Honolulu, Kaneohe, and Kapolei. On the Big island, there are offices in Hilo and Kailua-Kona. On Maui, offices are located in Wailuku and Kaunakakai, Molokai. The Kauai office is located in Lihue.

## Number of Individuals Trained Through ETF by County (PY 2001-2002)

The chart and table set forth the proportion and numbers of individuals who received ETF funding assistance for training services in each county.



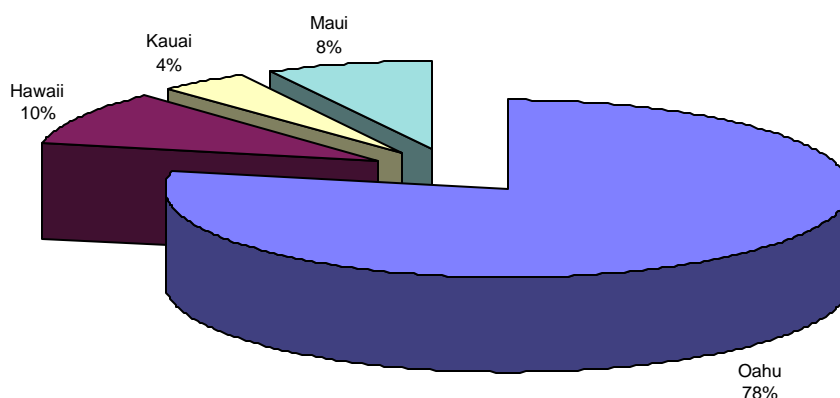
### Number of Individuals Trained through ETF by County (PY 2001-2002)

Hawaii	940
Oahu	6,401
Kauai	505
Maui	1,120
<b>Statewide</b>	<b>8,966</b>



## Number of Skill Training Courses Taken by County (Course Enrollments/Transactions, PY 2001-2002)

This chart and tables reflect the proportion and numbers of training courses in which individuals were enrolled (number of transactions) and the percentage of clients served in each county.

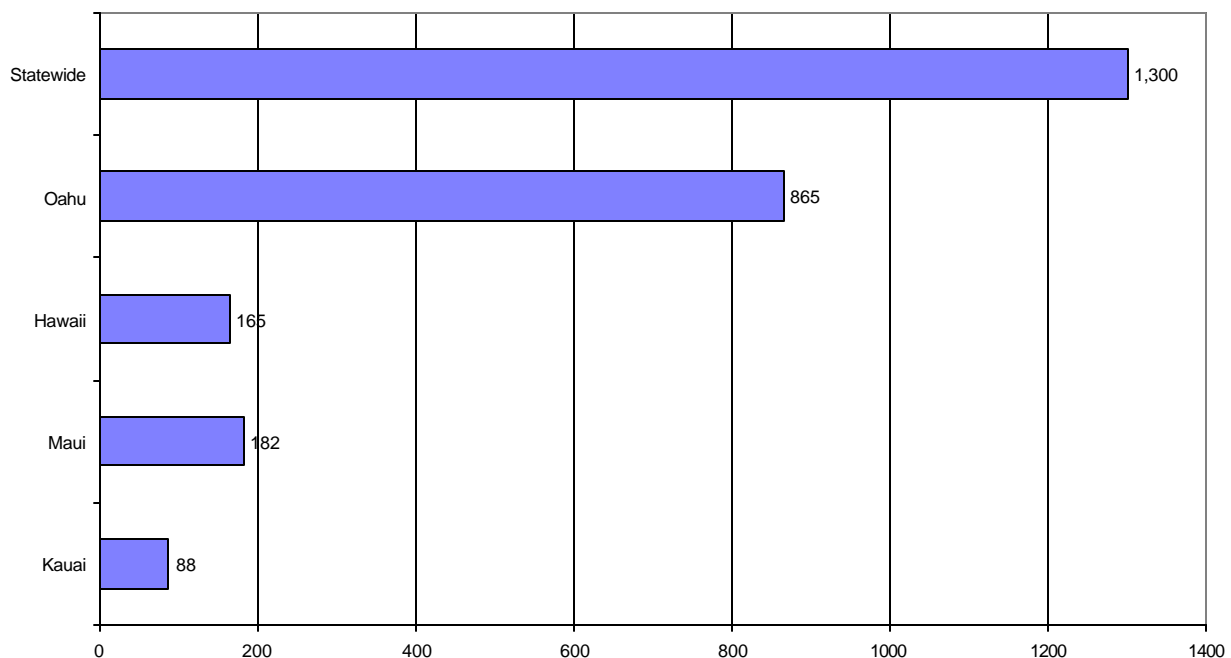


### Number of Skill Training Course Taken By County (PY 2001-02)

Oahu	15,767
Hawaii	2,010
Maui	1,574
Kauai	875
Statewide	20,226

## Number of Businesses Served Through ETF by County ( PY 2001-2002)

This chart sets forth the number of businesses in each county whose employees enrolled in ETF-funded training services in PY 2001-2002.



### Number of Businesses Served Through ETF by County (PY 2001-02)

Oahu	865
Hawaii	165
Maui	182
Kauai	88
<b>Statewide</b>	<b>1,300</b>

## Status of ETF Funding

The following table describes the status of ETF funding for FY 2000-2001. ETF funds are maintained in a special account . Funds may carry over year to year, providing continuity in administering ETF's projects and other training activities.

### Program Year 2001-2002

Total Revenue:	<u>\$2,224,988</u>
Expenses:	
Administrative	\$234,880
Grant Expenditures	\$4,601,037
Total Expenses:	<u>\$4,835,917</u>
Net Revenue:	<u>(\$2,610,929)</u>

### Cumulative Funds

Net Resources	\$3,686,311
Grant Funds Encumbered	<u>\$3,197,412</u>
<b>FUND BALANCE</b>	<u><b>\$ 488,899</b></u>

# ETF Responded to Hawaii's Economic Crisis

## *ETF Funded Training for Furloughed Workers Impacted by 9/11 Events*

After the tragic events of September 11, 2001, Hawaii's economy, like many other states, spiraled downward. Thousands of workers in the tourism, transportation, and retail industry were laid off or placed on furlough (furloughed workers are still attached to their companies). This placed ETF in a unique position. It was the only major job training program in Hawaii that had the flexibility and funding to meet the training needs of furloughed workers. Furloughed workers were not eligible for federal job training programs, which could serve only workers who were actually unemployed.

---

This placed ETF in a unique position. It was the only major job training program in Hawaii that had the flexibility and funding to meet the training needs of furloughed workers.

---

Responding to the crisis, the Workforce Development Division, with the assistance of the Office of the Lieutenant Governor, notified businesses of ETF funds available for this target group. ETF informed employers of the availability of tuition assistance for hundreds of short-term training courses offered by ETF's 19 approved vendors. Their workers would be able to upgrade their skills and use their "down time" productively.

ETF implemented its Furloughed Worker Project for a four month period--December 2001 through March 2002. ETF provided funding assistance to 169 furloughed workers, who took 511 training courses. Twenty-six businesses participated in the project.

Government and business leaders across the country have recognized the value of State-funded, business training programs such as ETF. They have created over 60 customized, business training programs in forty-eight states.

Since Congress sets forth its own purposes for their programs, such as assisting clients who face barriers in the workplace, most federal job training programs lack the flexibility of State-funded ones. A state can more easily implement desired policies on job training, economic development, and employment using a state-funded program as a tool.

# Spotlighting An ETF Success Story:

## *The Certified Landscaping Technician Project*

To achieve a “world-class workforce,” America’s business and government leaders have been promoting national skill standards/certification systems for various industries. The intent is to incorporate these standards in education and training curricula throughout the country.

The Hawaii Island Landscape Association (HILA) believed that Hawaii needed to introduce a national certification system to its landscape industry. It cited the lack of qualified workers and the poor care of grounds that resulted.

To address this problem, HILA applied for and was awarded two ETF grants, Certified Landscape Technician (CLT) Program I and II. HILA brought the Associated Landscape Contractors of America (ALCA) certification program to Hawaii and set up both a testing system and training program. HILA used the grants to develop curricula and to offer training in subjects such as plant identification, irrigation maintenance and troubleshooting, and seed and sod installation. More than 20 states and Canadian provinces offer the CLT tests. However, Hawaii is one of the few states that offer both testing and CLT training courses.

With the Landscape Industry Council of Hawaii (LICH) and the University of Hawaii Cooperative Extension Service as partners, HILA trained 258 individuals, over the course of the project. Over a hundred companies sent their employees for the landscape training.

The Certified Landscape Technician Program has turned out to be one of the most successful of all ETF projects. Under the umbrella of LICH, the industry has continued to support the training and certification program after the ETF funding ended. During the past two years, LICH conducted about 200 training classes, which averaged about 12 students each. Presently, 44 individuals have become certified landscape technicians by passing the CLT examinations.

---

Presently, 44 individuals have become certified landscape technicians by passing the CLT examinations.

---

# APPENDIX I: ETF Strategic Plan

## Overview: New Directions for ETF

In this document, the Department of Labor and Industrial Relations (DLIR) sets forth its overall focus for the Employment and Training Fund (ETF) program for the next five years. Implementing the plan will take the program into several new directions based on input from the community and policy makers and trends in the economy and the population.

The first change is the integration of ETF into the department's workforce development system. DLIR's Workforce Development Division was created by consolidating the Office of Employment and Training Administration, the Employment Service Division, and the Apprenticeship Division. ETF will assist in carrying out the mission and goals of DLIR's Workforce Development Strategic Plan. This ETF plan describes in more detail how the program will accomplish the vision, mission, and goals set forth below.

### State Workforce Development Strategic Plan

**Vision:** A globally competitive and skilled workforce which promotes and nurtures a diverse and prosperous economy while preserving the special quality of life in Hawaii.

**Mission:** Develop a skilled workforce that meets the needs of business and industry, enhances workplace productivity, and increases opportunities for employment.

**Goal#1:** Establish and foster collaborative relationships to plan and implement comprehensive workforce and economic development policies.

**Goal#2:** Improve the productivity of workplaces in Hawaii.

The second change in direction is the institution of a more structured, streamlined, and efficient method of awarding grants. A simplified application and process will facilitate a faster turnaround from the receipt of a proposal to the awarding of a contract.

The third change is the increased emphasis on involving local communities in identifying needs, establishing priorities, planning, and operating programs. This will involve greater employer participation. DLIR's Workforce Development Division has branches in each county, with staff who are familiar with local needs and problems. Each branch will rely on local advisory committees to assist ETF in identifying workforce training needs.

The fourth change is to increase communication with the public, particularly industry and businesses on how ETF can benefit their firms and employees. ETF will conduct applicant workshops and informational campaigns as part of that effort.

To achieve the above priorities and goals, ETF will be guided by ten principles.

1. Maximize return of investment by aggregating demand and leveraging resources;
2. Promote and achieve self-sufficiency of capacity building efforts;
3. Be customer driven;
4. Be committed to excellence;
5. Involve stakeholders (e.g. business, education and training, government, etc.) that mirror the makeup of the community;
6. Build partnerships to integrate services and eliminate redundancy;
7. Develop performance-based outcomes and measures;
8. Plan for both long and short term impact;
9. Be proactive in meeting community needs; and
10. Continuously improve.

# The Employment and Training Fund Strategic Plan

**WDD Strategic Plan Goal 1: Establish and foster collaborative relationships to plan and implement comprehensive workforce and economic development policies.**

**Objective A:** To assist in planning and operating its programs, ETF will establish county advisory committees that represent all segments of the economy and have a vested interest in developing a skilled and proficient workforce.

Strategy 1 Assure that county advisory committee memberships mirror the community in terms of economic sectors and geographic areas (rural and urban).

Strategy 2 Assess on a regular basis with input from the committees, the types of skills, knowledge, attitudes, and behaviors employees need to be successful in the work place.

Strategy 3 Rely on committee advice in designing an ETF delivery system that best meets the identified needs, taking into consideration the economic development outlook for the area.

**Objective B:** ETF shall work towards expanding and enhancing the linkages between training service providers and employers in order to improve and streamline the program's operations.

Strategy 1 Work on developing cooperative relationships among employers and training providers to facilitate development of specific, short-term training opportunities.

Strategy 2 Promote the efficient operation of ETF by pooling and leveraging resources, aggregating demand for training services, and consolidating, and streamlining operations.

Strategy 3 Incorporate ETF into the State's One Stop Center. Integrate its operations with the other One-Stop partners.

Strategy 4 Simplify and streamline ETF's intake, assessment, and service delivery.

Strategy 5 Evaluate ETF's application and review process periodically to ensure that it is user-friendly and easy to understand and assures accountability.



**WDD Strategic Plan Goal 2: Improve the productivity of work places in Hawaii.**

- Objective A:** Align ETF project decisions with opportunities generated by economic development and diversification activities.
- Strategy 1 Encourage employers, particularly new and expanding businesses, to use Hawaii’s workforce as the primary source for employees.
  - Strategy 2 Keep abreast of projected growth in new industries, economic development and diversification initiatives, and other important data and information that may have significant impact on the labor force and the economy.
  - Strategy 3 Survey businesses to ascertain economic conditions in Hawaii—booms and downturns—and the impact on training needs and hiring.
- Objective B:** Identify and improve the skills, qualifications, and behaviors of workers in the labor force to increase the competitiveness of individual employees and business firms in the international marketplace.
- Strategy 1 Identify employer requirements for their workforce to plan and design more effective and relevant education and training programs.
  - Strategy 2 Work closely with employers and other organizations to learn about and keep informed of changing work duties and requirements resulting from reengineering, changing technology, and best practices.
  - Strategy 3 Gather assessment (e.g. pre and post tests) and follow-up information on ETF clients; analyze data to determine training effectiveness and areas of needed program improvement.
- Objective C:** Market the ETF program so that workers, employers, and the larger community are able to take advantage of available services and become aware of the benefits of the program in improving Hawaii’s workforce.
- Strategy 1 Develop outreach programs such as applicant workshops to inform employers of the availability of funding for needed training services.
  - Strategy 2 Develop a variety of effective promotional materials to inform the community of the value and the accomplishments of the ETF program.

## APPENDIX II: List of Employment and Training Fund Projects

	Project Title	Project Dates	Employees Trained	Budget
1	Maui Family Care Project	1/92-9/93	32	25,000
2	SWATH Shipbuilding Technology	1/92-11/93	27	98,711
3	Kahua 'Oihana, Job Skills Center	7/92-6/93	106	40,000
4	Training Opportunities Program	7/92-6/93	114	25,000
5	Establishment of Diagnostic Medical Sonography Program (Agreement Cancelled)	8/92-6/93	0	26,970
6	Expansion of Medical Laboratory Technician Program to Hilo	8/92-6/93	25	11,500
7	Healthcare Training	8/92-8/93	4	64,946
8	MIL-STD 2000 Certification Training	8/92-12/92	36	10,000
9	AM Cooperative Training	9/92-12/93	345	15,000
10	Hawaii Computer Training Center Skill Upgrade	9/92-10/93	152	25,000
11	Home Health Aide/Long-Term Care Nurse Aide Training	9/92-3/93	11	10,397
12	Kailua Learning Center	9/92-8/93	101	33,000
13	Kauai Family Child Care Project	9/92-19/93	90	25,000
14	Kmart Training Initiative	9/92-12/92	300	27,705
15	Landscape Industry Training Program	9/92-3/94	736	50,000
16	Special Needs 'Ohana	9/92-5/94	53	20,000
17	Waikiki Learning Center	9/92-4/94	65	81,628
18	Programmable Logic Controller Training	10/92-6/93	12	47,972
19	Students With Disabilities Will Be the Workers of the Future	10/92-5/93	15	25,000
20	Audio Visual Connection	11/92-9/92	5	14,875
21	Maui Visitor Industry's Workplace Basics Training Program	11/92-10/93	955	50,000
22	Building and Construction Technology Academy	1/93-8/93	27	46,457
23	Moloka'i Business Education & Skills Training Series (BEST)	1/93-8/93	183	31,500
24	Kauai CC, Office of Community Training--Upgrade Training	2/93-6/93	20	30,000
25	The Success Perspective Series	2/93-1/94	120	29,800
26	Automotive Technical Training Program	3/93-2/94	121	25,000
27	Graphic Communications Union Training	6/93-5/94	9	30,000
28	A Partnership Benefiting Hawaii's Organizations and Their Customers	9/93-12/95	523	136,545
29	Legal Secretarial Training Project	9/93-12/94	27	16,127
30	Training for Panelization Plant	9/93-3/94	72	35,700
31	Improve Hawaii's Tourism's Frontline Worker (Manual Only, No training)	10/93-11/93	0	22,385
32	Improve Hawaii's Tourism's Frontline Workers	11/93-11/93	424	2,000
33	Legal Training & Certification Program for Secretaries & Support Staff	11/93-11/93	65	7,500
34	Quality of Service Project (Motorola)	1/94-2/96	43	350,000
35	Landscape Industry Training Project	3/94-2/96	1460	195,700
36	Hawaii Aviation Training Center ( Agreement Terminated, New Agreement (See #62)	7/94-6/96	0	89,075
37	PRISE Service Excellence Center	10/94-10/96	2063	790,200
38	Quality Rapid Product Development Workshop	11/94-12/94	18	1,250
39	Waikiki Lifelong Learning Center	11/94-4/96	857	106,000

## APPENDIX II: List of Employment and Training Fund Projects

	Project Title	Project Dates	Employees Trained	Budget
40	Airport Hospitality Project	1/95-9/96	1300	80,500
41	Tour Guide Project	1/95-8/97	1103	142,175
42	HIOSH Small Business Training Program	5/95-3/97	419	154,474
43	Business Survey (Survey, No Training)	9/95-7/96	0	5,753
44	ICBO Hazardous Materials & Occupations Seminar	10/95-6/95	26	4,000
45	Multi-Media Project	3/96-8/98	252	366,700
46	Hawaii Food Industry Association Training Project (Contract Renegotiated, (see # 53)	7/96-6/98	0	58,820
47	Molokai Employer Consortium Training Initiative	8/96-1/98	212	58,060
48	Establishment & Management of a Resource Training Center	11/96-10/98	658	299,932
49	Big Island Safety Association (BISA) Project	5/97-8/98	829	88,913
50	No'Eau Ho'okipa Incumbent Worker Project	6/97-6/98	120	25,000
51	Dental Assistant Training Certificate Program	12/97-3/99	10	30,220
52	Hawaii Ecotourism Association Project	12/97-7/98	40	24,710
53	Hawaii Food Industry Association Project: Management Program	1/98-12/99	112	64,820
54	Smart Business Computing	1/98-12/98	26	45,000
55	The Fashion Industry Training and Technology Center	4/98-4/99	24	100,000
56	Hawaii Visitor Industry Security Association Tourism Impact Project	5/98-12/99	107	264,513
57	Marine Finfish Maturation, Reproduction, and Hatchery Training Program	6/98-5/99	25	174,522
58	Retail Industry in Excellence Program (RITE)	7/98-8/98	700	153,180
59	Indoor Quality Management Program for Building Owners and Management (New Project)	11/98-4/00	36	69,665
60	Restaurant Industry Service Excellence Program	11/98-1/01	972	320,922
61	HCC Flight Training Development Project	12/98-11/99	54	100,000
62	Early Care & Community Based Training Project	2/99-3/00	22	92,606
63	Employee Training Center (KIAA)	2/99-5/00	587	73,274
64	Certified Landscape Technician Program	5/99-4/00	258	85,120
65	Orbital Welding Project	6/99-8/00	6	23,620
66	KCC Small Business Management Academy	7/99-6/00	96	50,000
67	Small Business Computing II	7/99-6/00	118	211,151
68	Core Abilities for Business	8/99-8/00	25	88,900
69	Cosmetology Training	9/99-9/00	9	100,000
70	Finfish Hatchery & Growout Training Program	9/99-8/00	48	199,781
71	Forest Industry Training Project	10/99-12/00	201	143,678
72	Moving Business Forward: A Statewide Training Program	2/00-1/01	152	100,000
73	QUEST-Quality Through Employee Strategic Planning	3/00-2/01	117	404,485
74	Disability Services Instructional Program	7/00-9/00	20	7,405
75	Hawaii Human Services Training Institute	7/00-12/01	441	150,000
76	Rural Product Training Program	7/00-5/01	76	119,370
77	Aquaculture Training Project	8/01-7/02	46	92,195
78	Aging Institute of Hawaii	2//02-12/02	70	68,155
<b>Total</b>			18,533	