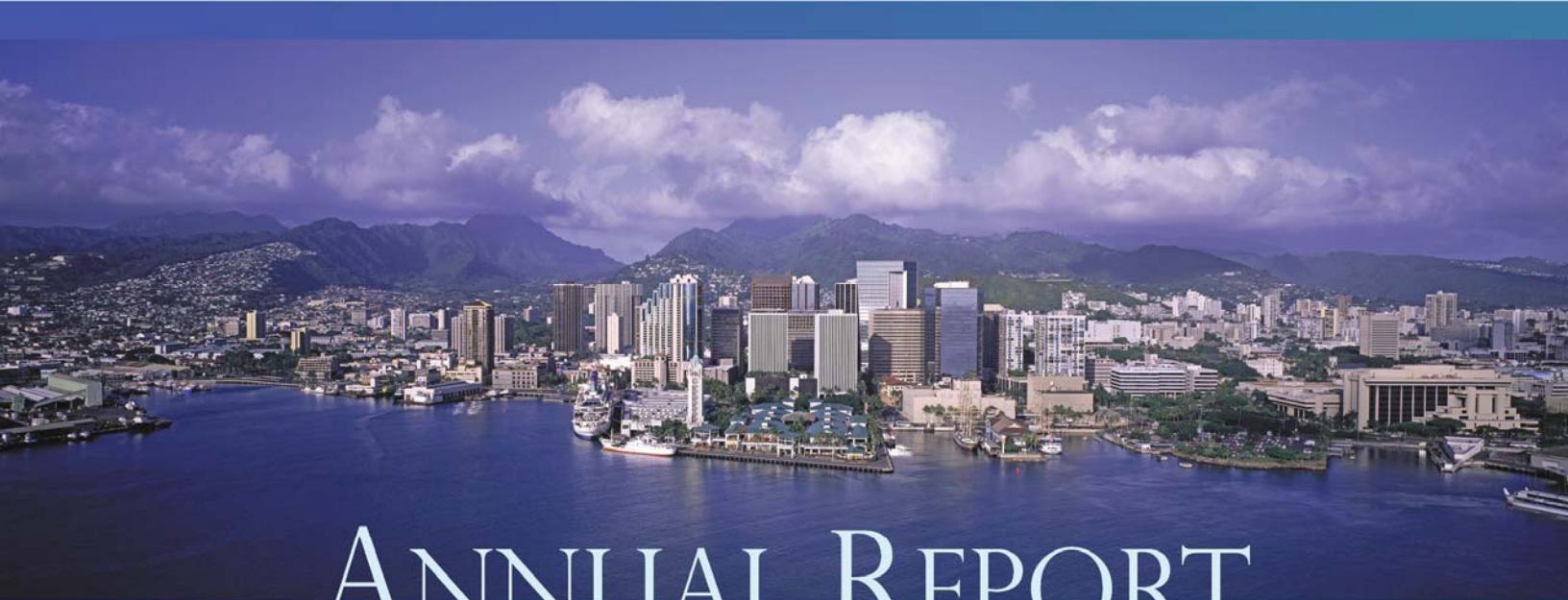


COMPREHENSIVE STATE PLAN FOR WORKFORCE DEVELOPMENT
STATE OF HAWAII
2009-2014



ANNUAL REPORT
TO THE GOVERNOR
YEAR THREE



WORKFORCE DEVELOPMENT
COUNCIL



January 2011

NEIL ABERCROMBIE
GOVERNOR



GREGG YAMANAKA
CHAIRPERSON

JAMES P. HARDWAY
EXECUTIVE DIRECTOR

**STATE OF HAWAII
WORKFORCE DEVELOPMENT COUNCIL**

830 PUNCHBOWL STREET, SUITE 417
HONOLULU, HAWAII 96813
www.hawaii.gov/labor/WDC
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April, 2011

The Honorable Neil Abercrombie
Governor, State of Hawaii
State Capitol
Honolulu, Hawaii 96813

Dear Governor Abercrombie:

I am pleased to transmit the Workforce Development Council's *2011 Report to the Governor*. The recent economic downturn has challenged workforce development like no other event in the history of this state. While the worst of the economic crisis has abated, the work of getting Hawaii residents back to work and back on a career ladder is more important than ever.

This effort has been bolstered by federal grant funds through the American Recovery and Reinvestment Act of 2009, which is helping to target and develop the green workforce in Hawaii. Other federal grants are assisting in healthcare workforce planning and developing a web portal to address college and career readiness for Hawaii's students, displaced workers, and incumbent workers.

Progress in workforce development must continue. The Workforce Development Council is concerned about the projected workforce shortage that will emerge once the state's economy fully recovers. To address the shortages, the WDC initiated Skill Panels during 2010 to bring together employers, training providers and other stakeholders to develop action plans for the short and long term. The first Skill Panels are focused on healthcare, and future Panels will be launched for green and high technology industries.

To continue to shed light on our long-term concerns relating to workforce development, the year three plan continues to focus on the four areas that the WDC identified in 2009 as vitally important to workforce development—ensuring a proper education for the incoming workforce; giving necessary training to upgrade the current workforce to achieve higher standards; utilizing both education and training to increase the labor pool; and assisting our workers today to obtain quality, affordable housing by which they can live and thrive in Hawaii. We hope that new resources can be directed toward these focus areas in the years to come.

Sincerely:

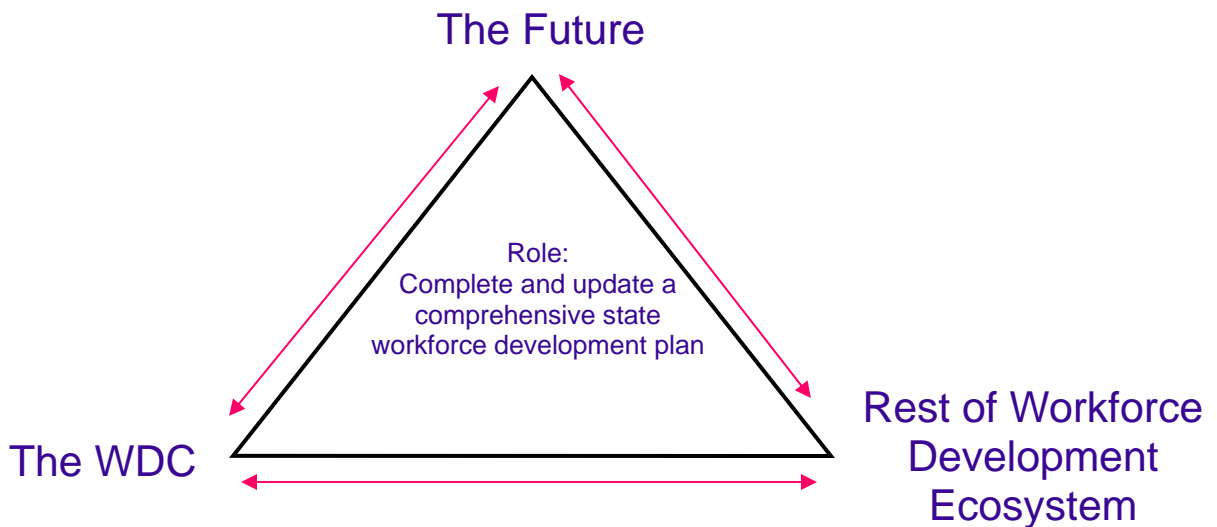
Gregg Yamanaka, Chair
Workforce Development Council

The Hawaii Workforce Development Council (“WDC”) is comprised of 31 private and public-sector members appointed by the Governor. The members provide direction to the State’s workforce development efforts, and support the best use of resources for those purposes.

The federal Workforce Investment Act of 1998 mandates a state council and Local Workforce Investment Boards (“LWIBs”). Each county’s LWIB has a private-sector driven council and provides WIA funds for operation of One-Stop Centers on six islands.

The WDC also is a conduit for federal monies targeted for specific workforce development programs. Through various departments in the federal government, including the Department of Labor, Department of Health and Human Services and Department of Energy, the WDC has sought and been awarded a number of federally funded grant opportunities.

WDC Vision:	WDC Mission:
<p><i>A globally competitive and skilled workforce that promotes and nurtures a diverse and prosperous economy and preserves the special quality of life in Hawaii.</i></p>	<p><i>Promote and facilitate the development of a skilled workforce that meets the needs of business and industry, enhances workplace productivity, and increases opportunities for high wage employment and entrepreneurship.</i></p>



WORKFORCE INFRASTRUCTURE DIAGRAM

HAWAII WORKFORCE DEVELOPMENT COUNCIL

PRIVATE SECTOR

GREGG YAMANAKA

Workforce Development Council Chair
CEO, APEC Hawaii 2010

SIGNE GODFREY

Workforce Development Council Vice Chair
President, Olsten Staffing Services

TODD APO

Director of Public Affairs, Disney Aulani

JONATHAN CHUN

Attorney, Belles Graham Proudfoot & Wilson

ALLEN CHUNG

President, C Three Consulting LLC

RAYNARD SHANE CHUNG

Labor Organization
Service Representative-Hawaii Carpenters Union

MICHAEL GLEASON

Hawaii County Workforce Investment Board Chair
President & CEO, the ARC of Hilo

CARL HINSON

Director of Workforce Development, Hawaii Pacific Health

CARLA KUROKAWA

Community-Based Hawaiian Organization
Employment and Training Manager, ALU LIKE Inc.

STEVE LUPKES

Kauai Workforce Investment Board Chair
Research Station Manager, BASF Kauai

NANI MEDEIROS

Policy and Public Affairs Director,
Hawaii Primary Care Association

RONALD NELSON

Mauie County Workforce Investment Board Chair
Human Resources Manager, Macy's Kahului

MARCIA TAIRA

Director of Human Resources, Oceanic Time Warner Cable

JAMES TOLLEFSON

Oahu Workforce Investment Board Chair
President & CEO, Chamber of Commerce of Hawaii

JAMES WATARU

Labor Organization
President, United Public Workers

LANCE WILHELM

SVP/Area Manager, Kiewit Building Group

Currently Vacant:

2 private sector representatives

PUBLIC SECTOR

NEIL ABERCROMBIE

Governor, State of Hawaii
Designee: Vacant—to be designated by the Governor

DWIGHT TAKAMINE

Director, Department of Labor and Industrial Relations
Designee: Vacant—to be designated by the Director

M.R.C. GREENWOOD

President, University of Hawaii System.
*Designee: Peter Quigley, Associate Vice President,
U.H. Community Colleges*

KATHRYN MATAYOSHI

Superintendent, Department of Education
Designee: Vacant—to be filled by the Superintendent

PETER CARLISLE

Mayor, City and County of Honolulu
Designee: Vacant—to be designated by the Mayor

ALAN ARAKAWA

Mayor, County of Maui
*Designee: Roland Prieto, Executive Director,
Maui Workforce Investment Board*

CLAYTON HEE

State Senator

JILL TOKUDA

State Senator

KARL RHOADS

State Representative

RYAN YAMANE

State Representative

RICHARD LIM

Director, Department of Business, Economic Development and Tourism
Designee: Wayne Thom

PAT McMANAMAN

Director, Department of Human Services
Designee: Vacant—to be designated by the Director

WORKFORCE DEVELOPMENT COUNCIL STAFF

James Hardway - Executive Director
Amita Aung-Thwin—SESP Program Manager
Ruth Caldwell—Healthcare Program Specialist
Stan Fichtman - Employment Analyst
Maile Horita—SESP Program Specialist
Anna Powell - Employment Analyst

TABLE OF CONTENTS

The Workforce Development Council.....	I
Wokforce Infrastructure Diagram.....	II
WDC Membership List.....	III
Executive Summary.....	1
Economic and Labor Analysis.....	3
Skills Panels, grant programs and reports	10
Partnerships with other Workforce Programs.....	27
Local Workforce Investment Board Highlights.....	31
Update of the WDC 2009 Recommendations.....	36
Workforce Investment Act Performance Results.....	43
Workforce Investment Act 2011 Performance Measures.....	50

EXECUTIVE SUMMARY

2010 marks the Third Year of the Comprehensive Hawaii State Plan for Workforce Development 2009-2014.

While improving slightly, Hawaii's economic recovery and job growth will be slow. During 2011 job growth is expected to be 1.1%, and during 2012, 1.9%. Short term projects show that hospitality and food services will lead the jobs recovery, followed by healthcare and education. Construction may continue to decline. The fastest growing occupations are in healthcare, operations, hospitality, and information technology.

For long term growth, Between 2008 and 2018, statewide employment is projected to expand 7.1%, or .7% per year on average. Highlights include: growth in education and health care (15.8%), construction (7.9%), professional/business services, large trade/transportation and utilities (6.9% and 6.2%) and hospitality (4.3%). Contractions are expected in the information (1.2%) and natural resources and mining (.9%). sectors.

WDC Highlights

WDC moves toward sector-based planning. This is an attempt to improve upon our ability to advise the Governor and the Legislature regarding specific issues related to workforce development for specific industries. In late 2010, the WDC established **Statewide Health Care Industry Skill Panels** with employers, labor, economic development boards, non-profits, and educators focusing on 1) Long Term Care, 2) Nursing, 3) Technical Disciplines, and 4) Primary Care.

The goals of the Panels are to resolve a communication gap with the University of Hawaii and industry, meet employer labor needs in a 12 to 18 month time frame, and to address long term labor needs for the industry.

Other industries, noting the success of this Skills Panel, have approached the WDC to organize skills panel forums in industries such as software developers and media production.

Green Workforce Report, Initial Labor Market Analysis Report The WDC funded an initial analysis of green industries and occupations. Findings include a nearly 44% increase in green jobs from 1998 to 2007, and green jobs continue to grow more quickly than total jobs. There are three categories of jobs. "Green Increased Demand" are entry-level jobs that require basic skills; "Green Enhanced Skills" include traditional job-specific skills and credentials with "an aspect" of green added; and "Green New and Emerging" are new categories with specific skills, knowledge and credentials required. A number of recommendations were offered to increase information and intelligence about green jobs and industries in Hawaii.

\$6 Million State Energy Sector Partnership and Job Training Grant.

Acquired from USDOL, this project is focused on developing green industries in Hawaii and in providing incumbent workers with cutting-edge, green-focused skills training. The project provides participants with long-term career development opportunities in green industries and industries with a "green layer."

\$1.247 Million "Green Jobs" Labor Market Improvement Grant. Acquired from the USDOL to assist in the statewide transformation to become 70 percent reliant on renewable energy by 2030. The grant will provide energy sector participants the best available and reliable Labor Market Information for existing industries and sectors, and for those that are emerging. Products will include occupation and skills reports for industries, industry-sectors, State and local areas; a green sector Web site;

asset map of green employers and training providers; new career pathways and rapid reemployment tools; and training and awareness activities.

Healthcare Workforce Planning Grant

The US Department of Health and Human Services funded grants to 25 states to plan for healthcare workforce needs for 2010 to 2020. Goals include: determining workforce shortages; developing the top 25 high-need healthcare occupations; creating an asset map of education and training resources; developing a standard data set for collecting data; and developing and disseminating a Hawaii State Comprehensive Healthcare Workforce Development Plan. Five WDC members are on the Planning Committee, and many other stakeholders will participate in the planning process. Skill Panel activity will substantially contribute to the Plan.

Local Workforce Investment Board ("LWIB") Reports

LWIBs are private-sector driven groups in each of Hawaii's four counties. LWIBs determine workforce development needs at the local level, and operate the One-Stop Centers that offer comprehensive services to businesses and job seekers. They are funded primarily by WIA grants. During PY 2009 and part of PY 2010, LWIBs received ARRA funds that allowed them to expand or add programs needed by their communities.

WDC Recommendations and Focus Areas

In 2009 the WDC released the Hawaii State Comprehensive Workforce Development Plan for 2009-2014. 2010 is Year Three of the Plan, and there has been progress in each of the four focus areas:

Recommendation 1: Improve the delivery of timely education and training to prepare current and future workers for high-skill occupations.

Recommendation 2: Focus more attention on upgrading the skills of incumbent workers.

Recommendation 3: Expand the labor pool in the face of a long-term labor shortage.

Recommendation 4: Address the need for workforce housing.

WIA Performance Measures

The WDC analyzes WIA performance for the four LWIBs and prepares an annual WIA Performance Report. The performance targets of each local area are the same as the State's negotiated performance levels. Overall, the four local areas **exceeded** 80% of their targets and missed 13%. The State:

- **exceeded most** negotiated outcomes for employment, retention, earning and employability among adults and dislocated workers;
- **exceeded** twelve of its negotiated performance targets, had one within the 80%-100% threshold, and missed two older youth performance targets;
- **exceeded** negotiated outcomes for employability for youth ages 14-18; and
- **missed** negotiated outcomes for employment, retention, earning and employability among youth ages 19-21.



- **OVERALL CURRENT ECONOMIC ANALYSIS DBEDT**
- **SHORT-TERM ECONOMIC AND EMPLOYMENT ANALYSIS (2009-2011)**
- **LONG-TERM ECONOMIC AND EMPLOYMENT ANALYSIS (2008-2018)**

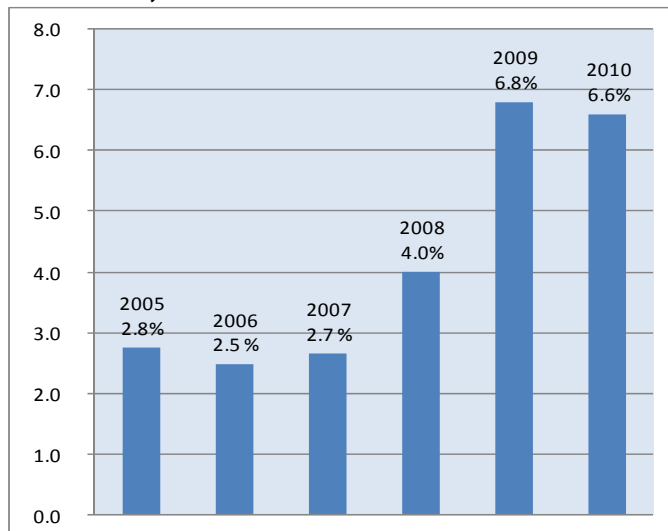
ECONOMIC CLIMATE IN HAWAII

Analysis by the Department of Business, Economic Development & Tourism

Based on the most recent development in the tourism industry, labor market, and real estate conditions, Hawaii's economy is expected to continue positive growth into the 4th quarter of 2010. The recovery will spread modestly into all economic areas. Overall, the current DBEDT forecast is more optimistic than that from the 4th quarter of 2010.

Hawaii's economy depends significantly on conditions in the U.S. economy and key international economies, especially Japan. For the U.S. economy, slightly worse-than-expected economic data in recent months has resulted in more conservative expectations reflected in the consensus forecast used to guide the DBEDT forecast. According to the November 2010 Blue Chip Economic Consensus Forecasts, U.S. real GDP was expected to increase by 2.7 percent in 2010, but now is expected to only have increased at an annual rate of 2.4 percent in the fourth quarter of 2010. For 2011 the Consensus forecast now expects an overall 2.5 percent growth in U.S. real GDP. These growth rates are lower than those released in August 2010.

Chart 1 Unemployment Percentage in Hawaii, 2005-2010



HIGHLIGHTS OF ECONOMIC AND WORKFORCE RECOVERY IN HAWAII—DBEDT ANALYSIS

Wages and Salary

The projection for wage and salary jobs in 2010 changed slightly from a 0.6 percent decline in the previous forecast to a 0.4 percent decline in the current forecast. Job growth is expected to be positive in the fourth quarter of 2010. In 2011, jobs are projected to increase a modest 1.1 percent.

Personal Income

Personal income growth in current dollars is projected to show an increase of 2.7 percent in 2010, up 0.2 of a percentage point from the previous forecast.

Expectation Beyond 2011

Beyond 2011 the gradual recovery is expected to continue with modest job growth of around 1.2 percent for 2012. Visitor arrivals are expected to increase 3.5 percent in 2012. Hawaii's real GDP growth in 2012 is expected to reach 1.9 percent. The gradual recovery should continue into 2013, assuming national and international economic conditions continue to improve.

Contrary to the expectations for the U.S. economy, the revised forecast for Hawaii shows more encouraging expectations, although the basic projection of a slow and gradual recovery has not changed.

Overall, Hawaii's economy measured by real GDP is projected to show a 1.4 percent increase in 2010, up slightly from a 1.2 percent growth forecast last quarter. That growth is expected to increase to 1.8 percent in 2011.

EMPLOYMENT FORECASTS—SHORT TERM

Analysis by DLIR, Research and Statistics Office

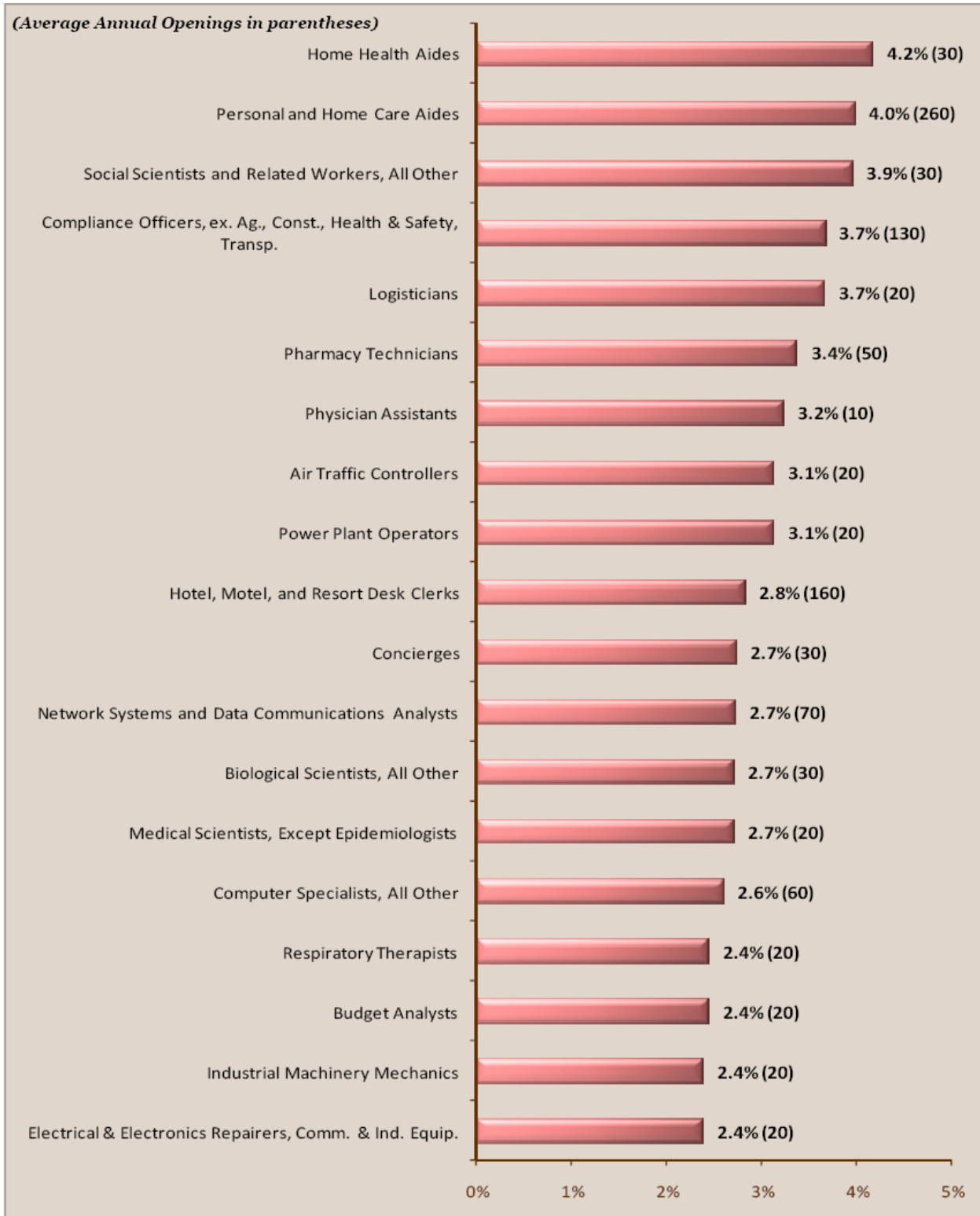
Highlights of the 2011 Short-term (2009-2011) Employment Forecasts from the Research and Statistics Office include:

- Hawaii's **total employment** is forecasted to increase from 644,130 in the third quarter of 2009 to 649,420 in the third quarter of 2011, for a 0.8 percent growth or 5,290 net job growth.
- Of the **22 major occupational groups**, 14 are expected to expand, while 8 may contract. (see chart 3)
- **Leisure and hospitality** is expected to lead the recovery as visitors return to the islands. Annual job growth of 1.3 percent is forecasted as the accommodation and food services industry increases hiring.
- **Construction** may undergo more job loss, though at a slower pace, with a projected 2.9 percent annual decrease.
- Other industries showing a significant drop are **information** (-2.3 percent), **natural resources and mining** (-1.6 percent), and **manufacturing** (-1.2 percent).

A listing of DLIR-RSO Short and Long Term Projections can be found on the website:

www.hawaii.gov/labor/rs

Chart 2. Fastest Growing Occupations, 2009-2011, State of Hawaii



Source: DLIR R&S Employment Forecasts for the Short-Term Future 2009-2011

Chart 3. Industry Employment and Growth for the State of Hawaii, 2009-2011

Industry	3rd Qtr. 2009	3rd Qtr. 2011	Net Growth	Percent Growth	Avg. Ann. Growth
TOTAL, ALL INDUSTRIES	644,130	649,420	5,290	0.8%	0.4%
NATURAL RESOURCES AND MINING	6,760	6,550	-210	-3.1%	-1.6%
Agriculture, Forestry, Fishing and Hunting	6,410	6,180	-230	-3.6%	-1.8%
Mining	350	370	20	5.7%	2.9%
CONSTRUCTION	30,320	28,540	-1,780	-5.9%	-2.9%
MANUFACTURING	13,510	13,180	-330	-2.4%	-1.2%
TRADE, TRANSPORTATION, AND UTILITIES	109,790	110,890	1,100	1.0%	0.5%
Wholesale Trade	17,640	17,480	-160	-0.9%	-0.5%
Retail Trade	65,550	66,510	960	1.5%	0.7%
Transportation and Warehousing	23,400	23,610	210	0.9%	0.4%
Utilities	3,200	3,280	80	2.5%	1.3%
INFORMATION	8,760	8,350	-410	-4.7%	-2.3%
FINANCIAL ACTIVITIES	27,590	27,490	-100	-0.4%	-0.2%
Finance and Insurance	16,220	15,840	-380	-2.3%	-1.2%
Real Estate and Rental and Leasing	11,370	11,650	280	2.5%	1.2%
PROFESSIONAL AND BUSINESS SERVICES	70,380	71,340	960	1.4%	0.7%
Professional, Scientific, and Technical Services	24,090	23,950	-140	-0.6%	-0.3%
Management of Companies and Enterprises	6,890	6,830	-60	-0.9%	-0.4%
Admin. & Support & Waste Mgmt. & Remediation Services	39,400	40,570	1,170	3.0%	1.5%
EDUCATION AND HEALTH SERVICES	122,360	124,990	2,630	2.1%	1.1%
Educational Services	57,550	58,230	680	1.2%	0.6%
Health Care and Social Assistance	64,810	66,760	1,950	3.0%	1.5%
LEISURE AND HOSPITALITY	100,770	103,450	2,680	2.7%	1.3%
Arts, Entertainment, and Recreation	10,710	10,420	-290	-2.7%	-1.4%
Accommodation and Food Services	90,060	93,030	2,970	3.3%	1.6%
OTHER SERVICES	23,980	24,230	250	1.0%	0.5%
GOVERNMENT	75,090	75,650	560	0.7%	0.4%
Federal Government	33,300	34,860	1,560	4.7%	2.3%
State Government, excluding Education and Hospitals	22,750	22,000	-750	-3.3%	-1.6%
Local Government, excluding Education and Hospitals	19,040	18,790	-250	-1.3%	-0.7%
SELF-EMPLOYED & UNPAID FAMILY WORKERS	54,830	54,760	-70	-0.1%	-0.1%

Source: DLIR R&S Employment Forecasts for the Short-Term Future 2009-2011

EMPLOYMENT FORECASTS—LONG TERM

Statewide employment is projected to expand by 7.1 percent from 685,950 in 2008 to 734,790 in 2018, resulting in a gain of 48,840 jobs. Averaged over the ten-year period, this amounts to about 0.7 percent job growth each year.

This forecast improves on a projected 4.5 percent increase for the previous ten-year period from 2006 to 2016. Highlights of the long term employment forecast includes:

- **Education and health services** is expected to lead the recovery with 15.8 percent growth as the health care and social service industries experience significant job expansion. The “Other Services” sector is expected to follow with 12.4 percent growth.
- **Construction** is expected to improve with a 7.9 percent increase in jobs.
- **Professional and business services** and the **large trade, transportation, and utilities industry** are projected to expand by 6.9 and 6.2 percent, respectively, while **leisure and hospitality** may grow by 4.3 percent.
- **Information** is projected to experience the most job loss with a 1.2 percent decline. **Natural resources and mining** may also lose jobs with a forecasted 0.9 percent dip.

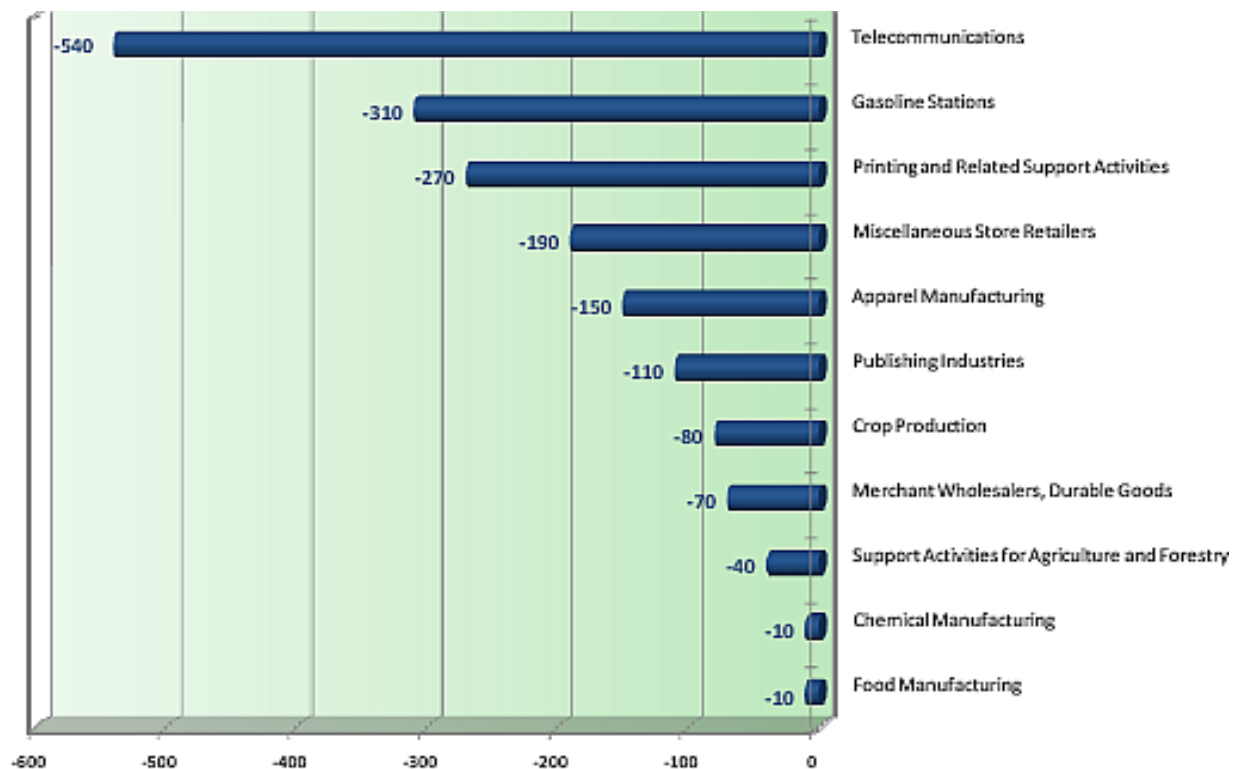
In view of specific occupations, the long term projections are as follows:

- **Personal care and service occupations** are expected to lead growth with 20.4 percent.
- **Healthcare support** will expand significantly by 19.0 percent, followed by **healthcare practitioners and technical occupations** with 15.0 percent growth.
- In terms of net growth, **education, training, and library occupations** may see large increases, expanding by 5,990 jobs or 12.8 percent.
- Only two groups are anticipated to contract—**legal occupations** down by 0.6 percent and **architecture and engineering occupations** decreasing by 0.5 percent.

**Chart 4. Long-Term Employment Projections by Industry Division
State of Hawaii, 2008-2018**

Industry Division	2008	2018	Net growth	Percent Growth	Avg. Ann Growth
Total Employment, All Industry Divisions	685,950	734,790	48,840	7.1%	0.7%
Education and health services	128,220	148,440	20,200	15.8%	1.6%
Other Services (except government)	25,230	28,360	3,130	12.4%	1.2%
Construction	37,470	40,440	2,970	7.9%	0.8%
Professional and Business Services	75,340	80,510	5,170	6.9%	0.7%
Trade, Transportation and Utilities	117,940	125,300	7,360	6.2%	0.6%
Total Self-Employed and Unpaid Family Workers	59,590	62,380	2,790	4.7%	0.5%
Leisure and Hospitality	106,860	111,450	4,590	4.3%	0.4%
Government	74,050	75,930	1,880	2.5%	0.3%
Financial Activities	29,320	29,980	660	2.3%	0.2%
Manufacturing	14,850	15,110	260	1.8%	0.2%
Natural Resources and Mining	7,050	6,990	-60	-0.90%	-0.10%
Information	10,040	9,920	-120	-1.20%	-0.10%

Chart 5. Industries with the most job loss, State of Hawaii, 2008-2018



Source: DLIR R&S Employment Projections for Industries and Occupations, 2008-2018



- **HEALTHCARE WORKFORCE SKILLS PANELS**
- **INITIAL GREEN WORKFORCE REPORT & “GREEN” LABOR MARKET INFORMATION IMPROVEMENT**
- **COMPLETE COLLEGE AMERICA**
- **STATE ENERGY SECTOR PARTNERSHIP**
- **HEALTHCARE WORKFORCE PLANNING**
- **COLLEGE ACCESS CHALLENGE**

WORKFORCE DEVELOPMENT COUNCIL



Hawaii's Healthcare Industry Skill Panels

Initial Report and Addendum to the Comprehensive State Workforce Development Plan





February 2011





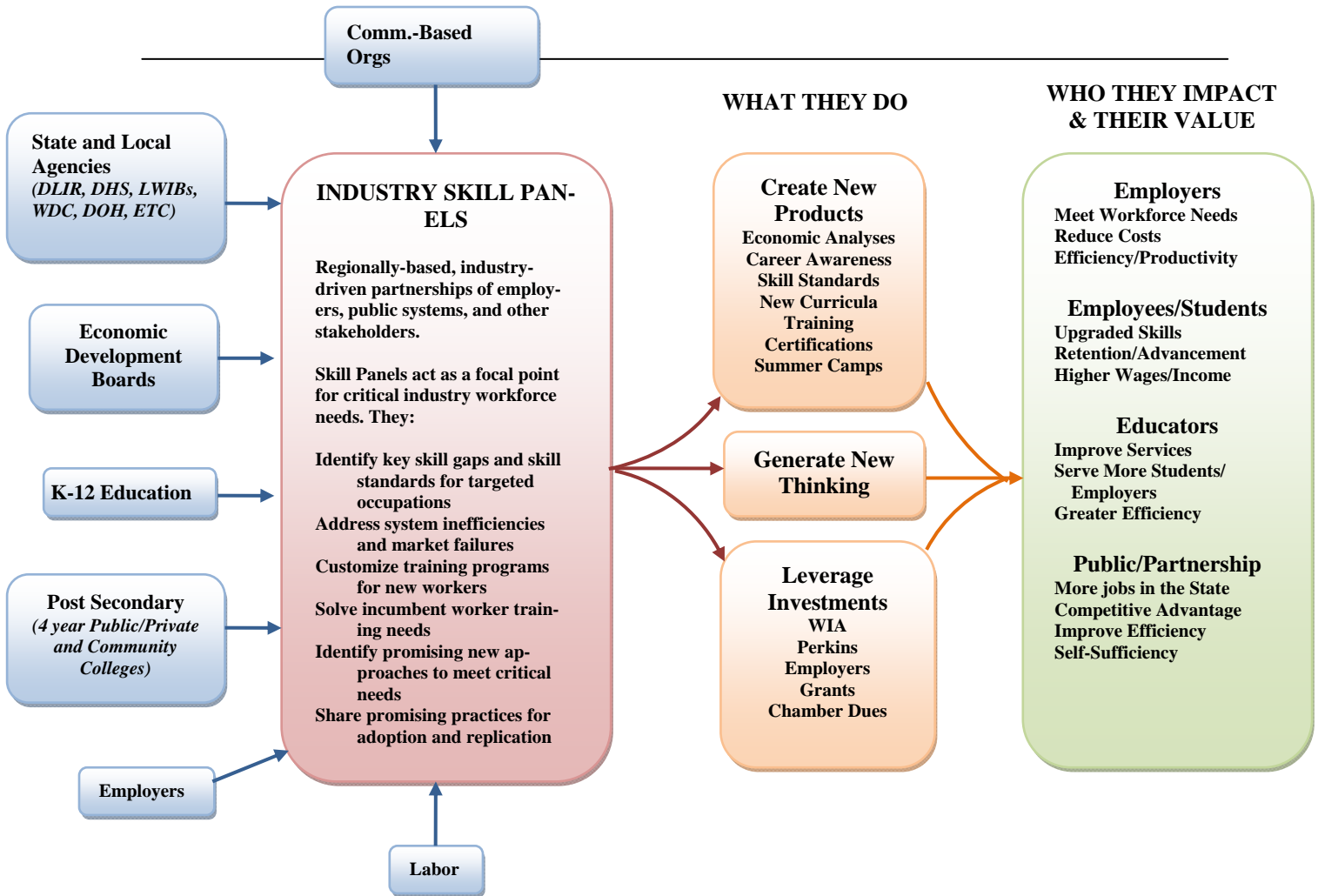

830 PUNCHBOWL STREET #417, HONOLULU HAWAII 96813

HEALTHCARE WORKFORCE INDUSTRY SKILL PANELS

A First in Hawaii

Comprehensive State Plan for Workforce Development - State of Hawaii

ANATOMY OF THE HAWAII WORKFORCE SKILL PANELS



The expectations of each constituency group in a skills panel:

Employers and Labor:

- Identify skill sets needed
- Identify skill needs required

Economic Development agencies:

- Identify employers that should be on panel
- Identify economic development programs that may be leveraged.
- Assist in understanding the labor market when attracting outside companies to come to Hawaii and establish a business.

Department of Education: K-12

- Provide a linkage to parents and students of where jobs and training opportunities are located.

University of Hawaii system (higher education)

- Identify training programs that would be affected.
- Include private educational institutions

Local Workforce Investment Boards and Councils

- Identify job-training dollars
- Identify training programs

Community Based Organizations

- Identify training funds and programs
- Providing case-management for clients
- Understand the needs of the client
- Identify job-training programs and opportunities

HEALTHCARE WORKFORCE SKILL PANELS

The Industry Skill Panel initiative in Hawaii was launched in 2010 and funded by the WDC and the Center for Career and Technical Education. Additional sponsors were the DLIR and the Chamber of Commerce of Hawaii. These initiatives develop strategies to provide:

- Workers with better skills, jobs and career opportunities;
- Employers with more efficiency and less turnover;
- Educators with information about current skill requirements; and
- Public agencies with data on employers' skill needs.

Over 150 Skill Panel members provided perspectives on current and future high-demand skill requirements. Five Panels were launched in October and November of 2010 in Nursing, Long Term Care, Technical Disciplines, Primary Care and Workforce Readiness. The goals of the Skill Panels are to:

Connect Hawaii residents to training, funding, and jobs to meet short-term healthcare workforce needs in the next 12 to 18 months (2011-2012) by:

- Developing action plans to meet long-term labor needs for healthcare; and
- Bridging the communication gap between employers and educators (secondary and post-secondary).

Skill panels bring competitors and other stakeholders in a specific industry together and enable them to collaborate in addressing critical issues, skill gaps, training needs, and setting and monitoring performance outcomes. The impacts of these Panels on industry have been impressive.

The work of the Skill Panels are not finished, and many Panels will run for years to develop solutions to the problems identified in the October and November sessions.

HEALTHCARE SKILL PANELS LEADERSHIP

Skill Panel Planning Committee:

Carl Hinson, Co-Chair
Signe Godfrey, Co-Chair
Nani Medeiros
Peter Quigley
Kelley Withy
Allen Chung
Steven Lee
JoAnn Inamasu
Angela Meixell
Jim Tollefson

Skill Panel Co-Chairs:

Nursing:

- Cathy Adams, Wilcox Memorial
- Charlene Ono, Kauai Community College

Primary Care:

- Nani Medeiros, Hawaii Primary Care Association/WDC Member
- Kelley Withy, John A. Burns School of Medicine

Long-Term Care:

- Gail Okamura, Hawaii Health Systems Corporation
- Nina Enomoto, Center for Career and Technical Education

Technical Disciplines:

- Patty Boekmann, Hawaii Pacific Health
- Aaron Koseki, Kapiolani Community College

The first Skill Panel report is available on the WDC website:

www.hawaii.gov/labor/wdc



WORKFORCEDEVELOPMENT
COUNCIL

GREEN WORKFORCE REPORT
STATE OF HAWAII








INITIAL LABOR MARKET ANALYSIS REPORT




WORKFORCEDEVELOPMENT
COUNCIL
October 2009

Hawai'i's Green Workforce
A Baseline Assessment

December 2010

State of Hawai'i
Department of Labor and Industrial Relations
Research & Statistics Office

GREEN JOBS AND INDUSTRIES REPORTS

Comprehensive State Plan for Workforce Development - State of Hawaii

REPORTS ON THE GREEN WORKFORCE IN HAWAII

The initial Green Workforce Report, released in late 2009 highlights some notable findings regarding developing a green economy and green industries. This Report formed the foundation for the LMI Improvement Grant.

To support Hawaii's efforts in developing a new green economy and the workforce needed to compete for green jobs, seven recommendations were made in the initial green workforce report:

1. Conduct a survey of business establishments based on the North American Industry Classification System (NAICS) to determine occupations considered "green";
2. Determine the impact of "green practices" on industries and occupations that do not directly produce green products or services, but apply green practices to daily operations to improve the environment and/or to support sustainability;
3. Expand green job development by soliciting job orders on the HireNet Hawaii website and by offering retraining and reemployment services for people to re-enter the workforce;
4. Obtain green job openings by extracting jobs from online job banks and conducting job vacancy surveys;
5. Build partnerships with employers, labor unions, and community colleges to provide guidance on gaps that exist within education and training systems;
6. Conduct focus group sessions with industry representatives for better knowledge of skills needed; and
7. Support continuous improvement through usability studies and customer satisfaction surveys.

During 2010, surveys were sent to over 9,000 local companies, asking whether they would determine themselves to be "green" based on criteria presented

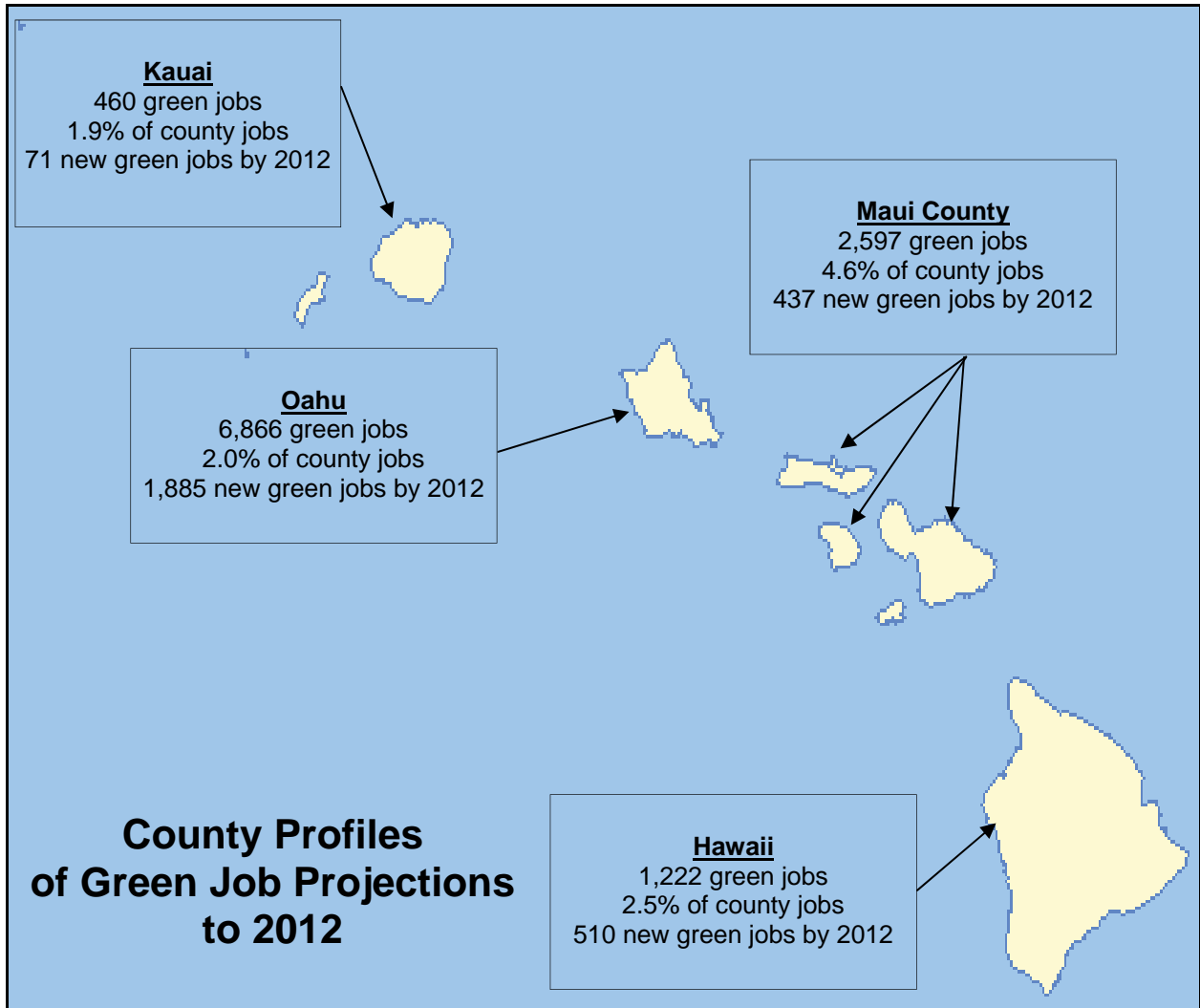
in the surveys.

In December 2010, an initial evaluation of the surveys was presented to the WDC. Most "green" jobs on Oahu and Maui are focused mostly in the Construction industries, while on Kauai and Hawaii Counties, waste management (refuse) claim most of the green jobs. A second report is due to be presented in mid- 2011.

KEY FINDINGS OF THE INITIAL EVALUATION HAWAII'S GREEN WORKFORCE A BASELINE ASSESSMENT REPORT December, 2010

- Green jobs in the private sector of Hawaii are estimated at **11,145**, which accounts for **2.4 percent of total private employment**
- Current Green Job vacancies are estimated at **671**, which represent **1.5 percent of Hawaii's total unemployment**
- Between 2010 and 2012, employer worksites project the number of green jobs to increase **by 26 percent to 14048**, accounting for **2.9 percent of total unemployment.**
- Community Colleges and trade schools fulfill **62 percent** of the education and training requirements for reported green jobs
- Businesses report an average of **3.5** green practices per worksite

SNAPSHOT OF GREEN JOBS IN THE STATE OF HAWAII





WORKFORCEDEVELOPMENT
COUNCIL

The Alliance of States

Complete College America is building an Alliance of States ready to take bold actions to significantly increase the number of students successfully completing college and achieving degrees and credentials with value in the labor market and close attainment gaps for traditionally underrepresented populations.

Members of the Alliance of States:

Arkansas	Louisiana	Pennsylvania
Connecticut	Maryland	Rhode Island
Florida	Massachusetts	South Dakota
Georgia	Minnesota	Tennessee
Hawaii	Nevada	Texas
Idaho	Ohio	Utah
Illinois	Oklahoma	Vermont
Indiana	Oregon	West Virginia



BILL & MELINDA
GATES *foundation*

Complete College America

COMPLETE COLLEGE AMERICA

Hawai'i is one of eight states selected by Complete College America ("CCA") to participate in leading with a college completion agenda.

CCA, a national nonprofit supported by 5 foundations, was founded in 2009 to work with states to increase the number of Americans with college degrees or certificates, and to close the attainment gaps for underrepresented groups.

The goal of the Grant is to increase the numbers graduating with 2- and 4- year degrees, as well as short term certificates. Hawaii was selected based on an assessment of the state's readiness to move forward to increase college completion. Factors assessed by CCA included the current strategic goals of UH, plans for performance funding, and strategies and practices to help students compete. Hawai'i joined CCA's Alliance of States in March 2010.

The CCA Hawai'i team drafted a **state completion plan** that includes 3 points:

- Fifteen to Finish. Encourage students to enroll full-time and complete 15 credits per semester to increase on-time completion, communicate the advantages of taking 15 credits per semester; provide incentives and make course offerings more accessible.
- Accelerate to Finish. Provide effective options for students to begin earning credits to complete their degree or certificate requirements: prepare high school graduates for college level work; reduce time in remediation; and use summer school more efficiently.

- Workforce-Responsive Certificates. Establish new certificates with clear pathways to meet workforce needs and economic diversification goals. Work with employers and the WDC to identify needed skills in new or high-demand areas.

Overall, UH is developing a strategic communications plan to emphasize the importance of college completion aimed at students, parents, the general public, elected officials, and University faculty and staff. In addition, Hawaii's state completion plan will encourage innovation (programs, strategies, incentives, etc.) that leads to increased completion.

COMPLETE COLLEGE AMERICA HAWAII TEAM:

- **Dr. MRC Greenwood**, President, University of Hawaii System
- **Senator Jill Tokuda** (Chair, Senate Higher Education Committee) Hawai'i State Legislature
- **Representative Jerry Chang** (Chair, House Higher Education Committee) Hawai'i State Legislature
- **Brother Bernie Ploeger**, President, Chaminade University
- **Mr. James Hardway**, Executive Director, Workforce Development Council Department of Labor and Industrial Relations
- **Dr. Pearl Imada Iboshi** State Economist & Administrator, Research and Economic Analysis Division Department of Business, Economic Development and Tourism
- **Dr. Linda K. Johnsrud**, Vice President for Academic Planning & Policy, University of Hawai'i
- **Dr. John Morton**, Vice President for Community Colleges, University of Hawai'i
- **Dr. Joanne Y. Taira**, Special Assistant for Planning and Policy, University of Hawai'i System and CCA Hawai'i State Liaison



WORKFORCEDEVELOPMENT

COUNCIL

STATE ENERGY SECTOR PARTNERSHIP GRANT

THE STATE ENERGY SECTOR PARTNERSHIP

In late January 2010, The U.S. Dept. of Labor announced that the WDC had been awarded a \$6 million, 3-year State Energy Sector Partnership (“SESP”) Competitive Job Training Grant.

In total, 34 grants ranging from \$2 million to \$6 million each were awarded to State Workforce Investment Boards in partnership with their State Workforce Agencies, Local Workforce Investment Boards and One-Stop Career Center delivery systems. A Project Director was hired along with a Program Specialist to oversee the entire grant program (the WDC Grant Team). First steps included execution of contracts with training and employment providers as part of the grant requirements.

A significant portion of activity this year was the examination of the training programs proposed by the SESP partners. The WDC grant team needed assurance that the proposed programs could adequately meet the SESP grant provisions. The WDC grant team recognized that training activities first proposed in the grant might not be applicable since they were from October of 2009.

Over the year, a number of meetings have been held to evaluate and rank the training programs that all SESP stakeholders plan to bring to the table in late 2010, 2011 and 2012. The reports that emerged from this evaluation were reviewed by the SESP steering committee and graded. The steering committee is made up of individuals with knowledge of the need for Green expertise in new Green industries. For 2011, the approved trainings will be funded by the grant and first results of this are expected by late 2011.

The SESP Steering Committee is responsible for the feasibility, business case and achievement of outcomes of SESP. The members provide insight on long-term strategies in support of SESP grant mandates.

Project Teams in each county determine local training and employment needs. The respective Chair of each LWIB also chair the county SESP Project Team. Team members include employers, educators, economic development professionals, energy experts, and other stakeholders in developing energy efficiency and renewable energy projects.



SESP Steering Committee Members:

Signe Godfrey	Chair-SESP Steering Committee <i>Vice Chair, Workforce Development Council</i>
James Tollefson	Chair, Oahu Workforce Development Board
Michael Gleason	Chair, Hawaii County Workforce Investment Board
Steven Lupkes	Chair, Kauai Workforce Investment Board
Ron Nelson	Chair, Maui Workforce Investment Board
Dwight Takamine	Director, Department of Labor and Industrial Relations
Richard Lim	Director, Department of Business, Economic Development and Tourism
TBD	Deputy Director, Department of Business, Economic Development and Tourism, State of Hawaii Recovery Act Coordinator
TBD	Executive Director, Pacific Resources Group
TBD	State of Hawaii Energy Czar
Mark Duda	Hawaii Solar Energy Association
Richard Vieira	Training Director, Painting Industry of Hawaii
TBD	Executive Director, Hawaii Farm Bureau
Jason Choy	Hawaiian Electric Company
Karen T. Nakamura	Chief Executive Officer, Building Industry Association of Hawaii
Johnny Higa	Executive Vice President, General Contractors Association
Johnathan Young	President, Associated Builders and Contractors – Hawaii Chapter
Danielle Moskowitz	Vice President of Human Services, Goodwill Industries International (Hawaii)
Stella M.Q.Wong	Vice President of Programs, Catholic Charities of Hawaii
Mark McGuffie	Managing Director, Economic Development Alliance of Hawaii
Peter Quigley	Associate Vice President of Community Colleges, University of Hawaii
Sheryl Grady	Kauai Island Utility Co-op

Contracted amounts to SESP Training Providers by total dollar amount:

City & County of Honolulu	\$1,593,543
University of Hawaii Community Colleges	\$1,150,000
County of Hawaii	\$543,725
County of Maui	\$432,890
County of Kauai	\$273,278
Goodwill Industries of Hawaii	\$225,000
Catholic Charities Hawaii	\$225,000
Hawaiian Electric Industries	\$194,000
Building Industry Association of Hawaii	\$87,500
Intl Union of Painters and Allied Trades District Council 50	\$87,500
Associated Builders & Contractors - Hawaii Chapter	\$87,500
General Contractor's Association	\$87,500
Pacific Resources Partnership	\$87,500
Kauai Island Utility Co-op (KIUC)	\$87,500
Hawaii Farm Bureau Federation	\$87,500



Photos Courtesy of the International Union of Painters and Allied Trades, District Council 50



WORKFORCEDEVELOPMENT

COUNCIL

HEALTHCARE PLANNING GRANT

HEALTHCARE WORKFORCE PLANNING GRANT

In 2010, the WDC was awarded the Healthcare Workforce Planning Grant from the Department of Health and Human Services (“DHHS”)-Health Resource Services Administration (“HRSA”). This grant will help 25 states plan their healthcare workforce requirements in anticipation of the Affordable Care Act, which will be fully implemented in 2014.

The goals of the planning grant are to:

1. Expand current WDC efforts to address healthcare labor shortages through inclusion of all organizations working to assess or expand health workforce shortages and collect existing assessments in Hawaii;
2. Analyze collected data to identify the top 25 high-need primary care occupations;
3. Create an Asset Map of resources for developing the workforce, particularly education and training;
4. Develop a standard data set and method for collection of workforce data; and
5. Develop and disseminate the Hawaii State Comprehensive Healthcare Workforce Plan that will identify resources and build upon collaborations to meet healthcare workforce needs.

Activities of the grant will also include analyzing Labor Market Information to ensure that information and trends are reflective of employer realities, and identify skill requirements. The work of the Healthcare Industry Skill Panels will constitute an important part of the Grant’s outcomes.

WDC Health Care Planning Grant Partnership

Mandated WDC Members:

- Carl Hinson, Co-Chair
- Nani Medeiros, Co-Chair
- Peter Quigley
- DOE Designee
- James Wataru

During 2010, the WDC and DLIR began implementation of a College Access Challenge Grant (“CACG”), which is designed to assist not only high school and college students, but also dislocated workers, incumbent workers, and people with barriers to education and employment.

The Hawai’i P-20 Partnership for Education (“P-20”), the DLIR-WDC, DBEDT, Department of Education (“DOE”) and the University of Hawai’i (“UH”) have been jointly working to improve high school students’ opportunities to be career and college ready. This grant will help develop a “college access portal” to provide comprehensive, personalized information for students and parents, about career and college planning. It is envisioned that such a system could incorporate the DOE’s Personal Transition Plan required for high school graduation, “degree audits” to examine students’ high school records relative to requirements for high school graduation, as well as, colleges and careers in their fields of interest, college applications for postsecondary institutions, and secured electronic transfer of high school transcript information for admissions and financial aid awards.

The web portal will also have information for adults who wish to obtain additional education and training to access career pathways in employment, or change careers.

The Hawaii State Comprehensive Healthcare Workforce Plan should be completed and published by November 2011.



WORKFORCEDEVELOPMENT

COUNCIL

COLLEGE ACCESS CHALLENGE GRANT

COLLEGE ACCESS CHALLENGE GRANT

In August 2010, the Department of Economic Development and Tourism entered into a Memorandum of Agreement with the DLIR and WDC to execute the College Access Challenge Grant (“CACGP”).

One goal of CACG funds is to increase the number of underrepresented students who enter and remain in postsecondary education by helping eligible students gain entrance to and succeed in postsecondary education environment.

The WDC, in partnership with the Hawai'i P-20 Partnership for Education (“P-20”), DBEDT, the Hawai'i Department of Education (“DOE”) and the University of Hawai'i (“UH”) have been jointly working to improve high school students' opportunities to be career and college ready.

The partnership is currently developing a "college access portal" to provide comprehensive, personalized information for students and parents about career and college planning.

It is envisioned that the portal will incorporate the DOE's Personal Transition Plan required for high school graduation. “Degree audits” will be utilized to examine students' high school records relative to requirements for both high school graduation and applicability for college courses the student wishes to study.

The system will also give the ability for students to submit college applications to postsecondary institutions and include their high school transcripts as an electronic document. Speed of applications will give students the opportunity to examine and file for financial aid earlier to achieve their educational goals.



Overview of the On-Line Student Web-Portal

Degree audit. An online summary report of students' academic performance throughout secondary education, and a list of coursework that the students will need to take to be “college-bound” by fulfilling the requirements of the new Board of Education Recognition Diploma.

College and career planning. A tool to help students identify their career interests and map out the coursework in secondary and postsecondary education levels required to achieve their career goals.

College application. A tool to help students prepare for the college application process, from preparing for the SAT test, to writing an application essay for admission, to completing a college application form for any institution of higher education.

Financing options. A resource center for financing options that are available, especially for underrepresented populations, in terms of scholarships and federal aid; including information on financial literacy and debt management.



PARTNERS WITH THE WDC

- **TOURISM WORKFORCE ADVISORY COMMITTEE**
- **PROJECT HO'OMOHALA**
- **VOCATIONAL REHABILITATION**
- **LABOR MARKET INFORMATION**
- **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**
- **MEDICAID INFRASTRUCTURE GRANT**
- **CENTER FOR CAREER AND TECHNICAL EDUCATION**
- **HAWAII P-20 PARTNERSHIP**

TOURISM WORKFORCE ADVISORY COMMITTEE

The Hawaii Tourism Authority (“HTA”) “Tourism Workforce Advisory Committee” meets to discuss the workforce needs in the tourism industry, and how to better conduct outreach to individuals looking to enter the tourism industry as a career. The Committee is developing a comprehensive workforce development program for tourism as part of the HTA’s overall Strategic Plan, through two main initiatives:

- The www.hitourismcareers.org website usage increased in 2010. The most visited page is the *Job Announcements* followed by *Tourism Career Success Stories*. The website is a collaborative effort between the HTA and the DLIR, which has assisted in the development and maintenance of the website.

- Publicizing the efforts of the committee through the Society of Human Resource Management.

The Asia-Pacific Economic Cooperation meetings are expected to attract up to 20,000 participants over 11 days in November 2011. There are many issues to be discussed including: security, communications and outreach, host culture emphasis, logistics, and marketing. APEC 2011 is an opportunity for Hawaii to be showcased as a place to do business while providing a unique cultural experience to participants. The Tourism Workforce Advisory Committee is currently focused on developing specialized workforce training needs for the November 2011 meetings.

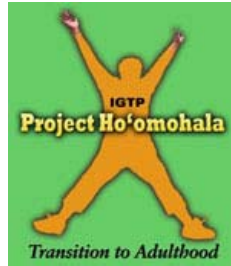
WDC members and staff regularly attend the Tourism Workforce Advisory Committee meetings and provide input on developing the tourism workforce.



PROJECT HO'OMOHALA

Project Ho'omohala is a program based in urban Honolulu to serve young people ages 15-21 who face challenges as they transition to adulthood due to emotional and behavioral disabilities. The Project addresses transition issues such as access to education, employment and housing, in addition to mental health and other support services including: individualized transition services, peer support and mentoring, and family or caregiver support.

The project, now in its 6th year, is seeking sustainability models, preferably that provide participants with a one-stop system. ***The WDC is a signatory partner in Project Ho'omohala, in which staff attend and give input at meetings of the project.***



VOCATIONAL REHABILITATION PROGRAM (VR)

Operated by the Department of Human Services, State of Hawaii, the Division of Vocational Rehabilitation provides services to persons with disabilities to prepare for and enter employment.

The economic benefits of VR are significant. They include increased earnings and purchasing power, increased taxes paid, and a decreased dependency on public assistance. They become tax-paying citizens eventually paying back more than the costs of the program.

The WDC has a seat on the Vocational Rehabilitation Advisory Council to provide input on workforce development issues. WDC member Jonathan Chun serves on the Council.

The WDC participates in three programs to increase training and employment opportunities for persons with disabilities. These initiatives fall within the WDC's goal to increase the labor pool through reaching groups underrepresented in the labor pool.

MEDICAID INFRASTRUCTURE GRANT (MIG)

In January 2005, Hawaii was awarded a Medicaid Infrastructure Grant ("MIG") by the Centers for Medicare and Medicaid Services to increase employment outcomes for people with disabilities. The "Hire Abilities Hawaii" collaboration includes DHHS, Center for Disabilities Studies, DOE, DOH, and the WDC as the representative agency for the DLIR. The initiative works to remove barriers and build an infrastructure to support working persons with disabilities. The MIG Grant also has worked on a Medicaid Buy-In option, which strengthens supports for the target population.

FY 2009 VR Program Achievements:

- VR served 6,670 individuals with disabilities.
- VR received 958 new referrals.
- 370 individuals were successfully employed.
- 87% of those placed had significant disabilities.
- 25% individuals received public assistance prior to their rehabilitation.
- 26% were transfers from the Special Education-Vocational Rehabilitation (SEVR)/ Transition Program, an increase of 5% over last year.
- The average cost per individual rehabilitated in FY 2009 was \$5,518.
- Pre-VR earnings were \$4,143. Average post-VR earnings were \$19,967.

LABOR MARKET INFORMATION (LMI)

Each year, the **WDC reviews the Workforce Information Core Products and Services Grant**, which provides formula funding for LMI activities during the following program year. LMI core products and services include:

- Populating the Workforce Information Database with state and local data on employers, licensed occupations, labor and unemployment information, and wages;
- Producing and disseminating industry and occupational employment reports;
- Conducting and publishing relevant economic analyses such as the recent “Green Jobs” Report;
- Posting of products and reports on the internet, including the 2011 “Green Hawaii Workforce Information Portal”; and
- Partnering with state and local workforce investment boards to identify needed information.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS)

The Comprehensive Economic Development Strategy (“CEDDS”) is a process by which states create a strategic plan that enables funding from the U.S. Department of Commerce, Economic Development Administration. **The WDC representative on the CEDDS review panel is Carl Hinson, Director of Workforce Development at Hawaii Pacific Health.**

CENTER FOR CAREER AND TECHNICAL EDUCATION (CTE)



CTE

The Center for
Career and
Technical
Education

administers funds from the “Carl D. Perkins Career and Technical Education Improvement Act of 2006” for state planning of career and technical education; disbursement of funds; program evaluation; and required reporting. The Career and Technical Education Coordinating Advisory Council is the coordination and consultation body at the policy level. Membership includes representatives from the Hawaii Board of Education, the State Board for Career and Technical Education. **The Workforce Development Council is represented on the CTE by members Allen Chung, Jeffrey Piontek and James Wataru.**

HAWAII P-20 INITIATIVE

Hawaii P-20 Partnerships for Education is a statewide collaboration led by the Good Beginnings Alliance, the Department of Education, and the University of Hawaii that is working to strengthen the education pipeline from early childhood through higher education. The goal of Hawai'i P-20 is for 55% of Hawaii's working age adults to have a 2- or 4-year college degree by the year 2025. This goal can be achieved by ensuring all children can read at grade level by third grade, strengthening the rigor of the high school curriculum, increasing student access and success in college, and facilitating program and policy development based upon research and data. **The WDC is represented on the P-20 Executive Board by James Hardway, Executive Director.**

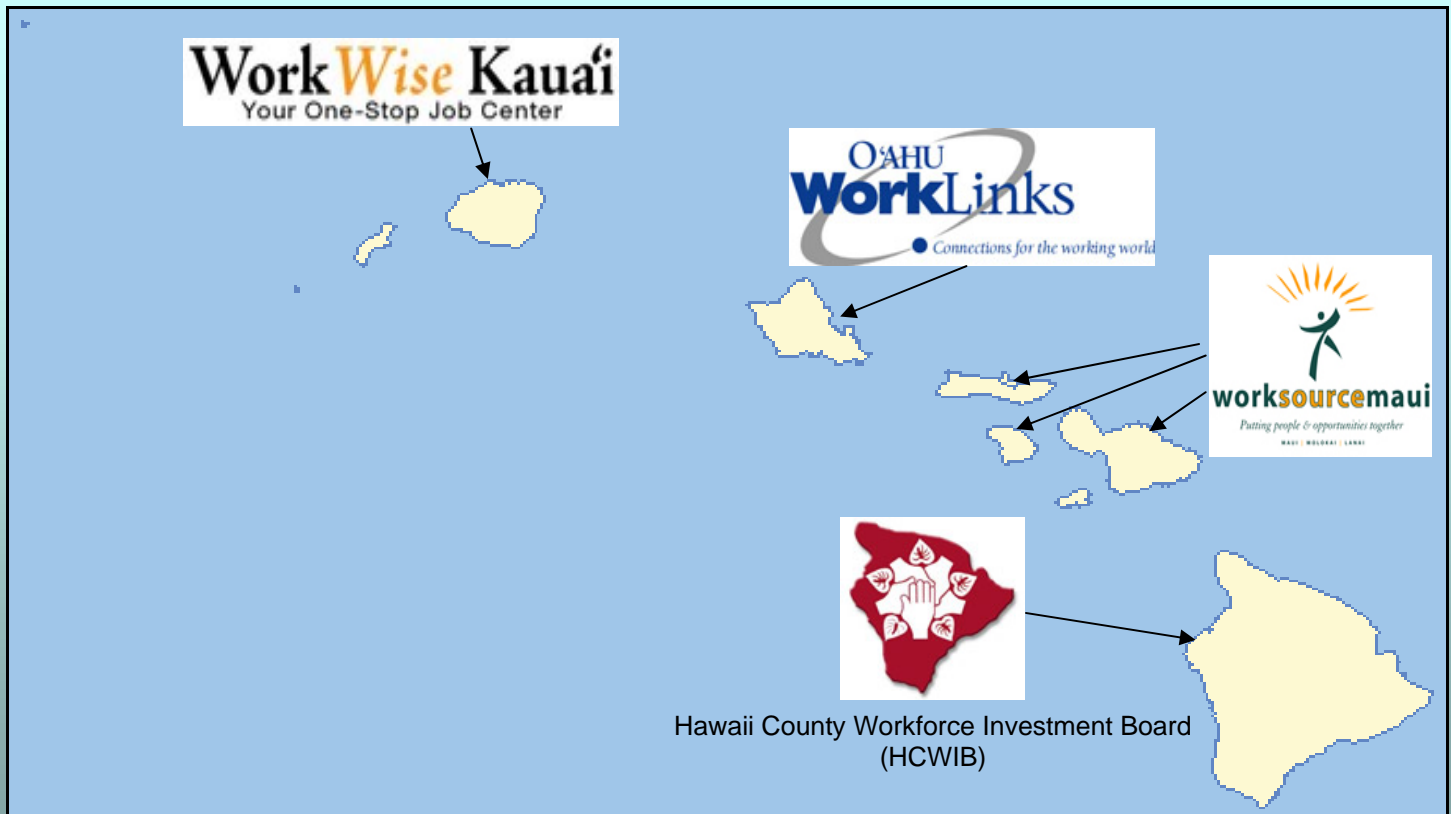
Local Workforce Investment Boards Highlights

Local Workforce Investment Boards ("LWIBs") are authorized under the Workforce Investment Act of 1998. In Hawaii each county comprises an LWIB. LWIBs are private-sector driven groups that meet to identify and prioritize local needs for training and employment. LWIBs also are mandated to empanel Youth Committees to address the needs of younger youth (ages 14-18) and older youth (ages 19-21). Each LWIB Chair is also a member of the WDC.

LWIBs are responsible for establishing One-Stop Centers, which offer comprehensive services, including WIA programs for adults, youth and displaced workers, to job-seekers and businesses. Business services is now an important part of the operations, and One-Stops assist many small businesses in identifying workforce needs and registering their job postings on HireNet Hawaii, the state's web-based job board. The DLIR-WDD is responsible for managing HireNet Hawaii and also compiling LWIB information on WIA and Wagner-Peyser activities and reporting to the U.S. Department of Labor.

Using WIA and American Recovery and Reinvestment Act (ARRA) funds, the LWIBs provided additional training opportunities to participants. With an increase in the number of persons receiving unemployment benefits and the number of weeks receiving benefits due to the slow economy, there was a great need for services targeted toward the dislocated worker.

On the following pages are 2010 activities of the four LWIBs.



Oahu Workforce Investment Board (“OWIB”)



The OWIB is the state’s largest Local Workforce Investment Board (“LWIB”) based on population. Oahu WorkLinks, a City & County-State collaboration, administers eight One-Stop Centers. In PY 2009, the OWIB acted on the following priorities:

- *Job Environment Tool.* The OWIB continues research on a matrix of leading indicators, which includes information from Hawaii, U.S. and global economic organizations, and highlights economic and labor news from the top five points of geographic origin for Hawaii tourists.
- *Green Job Growth.* OWIB and WorkLinks are collaborating with WDC, other LWIBs, state departments, the UH system and others to identify grant funding for green jobs development.

Because the OWIB serves the workforce “system”, a spectrum of job initiatives and business demand-driven projects were initiated in 2009-2010, including:

- Working with the Asian Pacific Economic Council (“APEC”) on job partnering; and
- Creating jobs in the healthcare field through the Ulu Pono Project;
- Working with the tourism industry and the Tourism Workforce Advisory Council to find job opportunities for individuals who wish to enter the hospitality field;
- Working on opportunities through education via the Step Up Hawaii program;
- Presenting WorkLinks accomplishment through presentations at the National Association of Workforce Boards (NAWB);
- Obtaining grant funding for a Young Parents Demonstration Program (which has garnered national recognition); and
- Utilizing ARRA funds to operate a Summer Youth Program in 2010.

Hawaii County Workforce Investment Board (“HCWIB”)



The HCWIB covers both East and West Hawaii Island. “Big Island Workplace Connection” One-Stops are located in Hilo and Kona.

For PY2009, the HCWIB continued to make significant strides in establishing linkages and expanding infrastructure including:

- The Mayor’s Task Force on Employment Solutions;
- Hawaii Island Workforce and Economic Development Ohana (“HIWEDO”);
- The Mayor’s Health Crisis Task Force;
- Pahoia Weed and Seed;
- Puna Roundtable;
- Joint Education Chamber Chairs Committee;
- DOE Community Alliance;
- HTA’s Strategic Plan;
- Business-Education Partnership; and
- Big Island Workplace Connection.

There a number of initiatives designed to meet the needs of Hawaii County for education/training and employment opportunities. In the process, the “Big Island” has been paving the way for promising practices:

- *Going Home*—As of August 2009 the program has served 40 ex-offenders. The initiative involved 15 community agencies, with seven comprising a co-case management team.
- *Huiana*—The internship program engaged 142 high school students and 80 employers. Ten high schools enrolled, and surveys show that participants improved in employability and career awareness/direction. Hui’ana will expand to West Hawaii through a partnership with the Paxen Group.
- *The WIA In-School Youth Program*—managed by The Paxen Group. The annual total is at 90 participants for 2009 -2010, with 64 students in carry-over.
- *The WIA Out-of-School Youth Program*—managed by Goodwill Industries, and continues to serve 46 youth, with 16 youth in the follow-up service. 22 youth are active in Kona and Hilo, and 29 youth are in follow-up status.
- *Certified Nurse Aide (CNA)* As of September 2009, HCWIB enrolled 74 CNA participants for Spring 2010

HCWIB also increased One-Stop Business Resources Centers and Employer Services, and participates in Workforce Solutions Consortium for Persons with Disabilities.

During 2009-2010 the non-profit Hawaii Island Workforce & Economic Development Ohana (“HIWEDO”) established by the Hawaii County WIB, began serving as the coordinating entity for *Huiana* and *Going Home* programs. This transition is one of the steps towards sustaining these collaboration-intensive programs.

Kauai Workforce Investment Board (“KWIB”)

WorkWise Kauai Your One-Stop Job Center

The KWIB covers the State’s smallest area in number of residents. The WorkWise-Kauai One-Stop Center has one location in Lihue.

Kauai has pursued solutions with strong support from employers and other stakeholders. With increasing demand for services, declining WIA regular funds, and with a supportive community, Kauai promoted local cooperation and promising practices such as:

- *ARRA Funded Capital Projects:* Several highways projects are underway and have employed local laborers. New construction of a fire station and wastewater treatment facility will utilize laborers, masons, and other construction workers.
- *Kauai Comprehensive Economic Development Plan Update (CEDS):* The Kauai WIA Administrator and the WorkWise-Kauai Branch Manager participated in this working group and also served on the Health and Wellness Industry Forum.
- *WorkWise-Kauai One-Stop Career Center Relocation:* The Work-Wise Kauai One Stop Career Center relocated to the Lihue Civic Center.
- *Kauai Rural Development Project (“KRDP”):* The project has collaborated with WorkWise to ensure critical training programs are available by assisting with tuition and/or sponsoring needed training programs. Projects currently underway include a video streaming nurse aide training, PMRF peer training, and a Police Explorer Program for youth ages 16 – 21 who have interest in law enforcement.

Maui County Workforce Investment Board (“MCWIB”)



The MCWIB covers the islands of Maui, Molokai, and Lanai. The WorkSource Maui One-Stop delivery system has two full service centers on Maui and Lanai and a limited service facility on Molokai.

For 2009-2010, Maui continued its focus in promoting a seamless transition of youth and adults to post-secondary education and/or high-skill jobs.

MCWIB elected Ron Nelson as Chair, and Leslie Wilkins as Vice-Chair for 2010. The Chair appointed a sub-committee to draft the Standard Operating Policies for the MCWIB and its programs.

Two new staff members at the One-Stop assisted with HireNet registration and provided job seeking services under ARRA. The WDD plans to implement more in depth job seeking services, possibly grouping customers by common need and scheduling group sessions.

- *“Pre-Enrollment” Phase* Maui introduced a “Pre-Enrollment” Phase to prepare potential WIA program youth enrollees to be successful in the WIA youth program setting. Without expending WIA funds, each potential student undergoes a semester of experience in WIA youth program activities. Students who meet threshold requirements are admitted as Ku`ina program students attending Maui College.
- *Financial Barrier Removal* One of the largest barriers Ku`ina students face is the ability to finance their academic program. Ku`ina seeks resources to cover full or partial cost of tuition, text books, uniforms, tools, travel cost and exam fees for the student.



UPDATE ON WDC RECOMMENDATIONS AND FOCUS AREAS

Four focus areas of the WDC 2009-2014

- **Improve the delivery of timely education and training to prepare current and future workers in high skill occupations;**
- **Focus more attention on upgrading the skills of incumbent workers**
- **Expand the labor pool in the face of a long term labor shortage; and**
- **Address the need for workforce housing.**

The WDC and other stakeholders identified recommendations that address the priority areas in the first year of the planning period, 2009 to 2014, at a WDC Special Meeting held in early 2009.

These recommendations were identified as addressing workforce challenges faced by the State of Hawaii. The fourth priority was added in 2009.

This section highlights activities undertaken by workforce development partners and includes progress achieved during 2010.

Recommendation 1:

Improve the delivery of timely education and training to prepare current and future workers of high-skill occupations.

A. Develop common assessment and evaluation methodologies for workforce development programs/initiatives across the education and workforce pipeline.

- Update and expand an asset map of workforce development resources. Identify talent pipelines and workforce needs for the six primary industry clusters.

UPDATE: The Education and Training Committee started asset mapping with healthcare training due to the high number of in-demand occupations. The Healthcare Steering Committee met and facilitated the creation of the Healthcare Workforce Skills Panel meetings in October and November 2010. Further work on overall asset mapping will continue into 2011.

- Develop a comprehensive evaluation model for workforce development programs to promote accountability, increase effectiveness and gain efficiencies.

UPDATE: For 2011, a Forum is being planned to develop recommendations to the Governor and Legislature on this topic.

- Develop criteria in partnership with education and training agencies (public and private), using best practices from other states and regions. Include a continuous improvement component.

UPDATE: The WDC is currently working with a number of parties in different industries to assist in the creation of education and training criteria that is tailor-made to the needs of those specific industries. Along with this, the WDC also is in close contact with both the University of Hawaii and the Department of Education to assist in the creation of curricula that has a lifelong learning component, such as the establishment of green jobs curricula with the University of Hawaii Community Colleges.

- Encourage agencies that collect data useful to improving workforce development to share their data and develop a “common language” across the system.

UPDATE: The WDC supports the P-20 Longitudinal Study that will collect data across a number of agencies in order to better understand how children progress through the system into the workplace. See the P-20 information in this Report.

- Align Career Pathways and Career Academy information with the U.S. Department of Labor's occupational codes to help participants understand career options and education/skill requirements. Reassign codes when possible to conform to USDOL/DLIR.

UPDATE: This goal is to be addressed during the next fiscal year, and an update will be made available in the Year 4 Annual Report.

- Conduct a comprehensive audit of barriers to data sharing. Make legislative and administrative recommendations for changes to increase and encourage sharing.

UPDATE: Through the American Recovery and Reinvestment Act of 2009, this issue has been brought to the forefront of the state legislature as it is required that states develop data sharing procedures in order to be eligible for Recovery Act monies. The WDC has supported measures in the state legislature to create avenues for data sharing between departments, especially those whose focus is on education and training.

- Continue to investigate work-readiness certification models and implement a work-readiness certification process recognized by employers statewide.

UPDATE: The Oahu WIB pilot project in work-readiness was launched in 2010 using a test group of 400. The results of the Oahu WIB pilot will be used to determine how to take the program statewide.

- Obtain buy-in from employers and their intermediaries. Use experiences in other states and regions to make refinements.

UPDATE: The WDC supports the P-20 Longitudinal Study that will collect data across a number of agencies in order to better understand how children progress through the system into the workplace. See the P-20 information in this Report.

B. Increase and Expand Access to Workforce Development Resources

- Conduct an assessment of One-Stop Centers including current and desired capabilities, and the gaps in the current system.

UPDATE: A full scale evaluation will be done in the latter half of 2011.

- Reduce the remediation requirements of public school students who enter the University of Hawaii Community Colleges ("UHCC") (generally Math and English). Investigate using adult education resources. Identify benchmarks that enable UHCC campuses to focus on college-level instruction and reduce remediation.

UPDATE: This goal is to be addressed during the next fiscal year, and an update will be made available in the Year 4 Annual Report.

- Create alternatives to funding for workforce preparation (such as the private sector, tax credits, expansion of ETF, bond financing, use of community and faith-based organizations and schools, reallocation of existing resources, and participation in multi-state and regional consortia). Investigate actions taken in other states and regions.

UPDATE: This goal is to be addressed during the next fiscal year, and an update will be made available in the Year 4 Annual Report.

C. Prepare future workers for careers in all occupations deemed high-demand and moderate to high-skilled.

- Develop scholarship and other support for students who enter specific fields of study such as nursing, education (especially in math, science and special education) and other identified high-need occupations. Students would agree to work in Hawaii for a specific period, and priority would be given to those who contractually agree to work in isolated and rural areas.

UPDATE: The WDC has taken an active role in supporting initiatives that give students and those in the workforce the ability to become trained in high-need occupations. In both the tourism and healthcare fields, the WDC is currently working with stakeholders in each industry to identify funding opportunities through scholarship and grants applied by the WDC to the U.S. Department of Labor to feed students into training opportunities funded by these grants.

D. Provide mechanisms to facilitate experiential learning for students and youth, and work to expand business-education partnerships.

- Create and expand incentives and opportunities for teachers (particularly in STEM and other high-demand areas) to receive education and training in areas that will help them to generate more student interest in workforce development-related areas. Increase the visibility of these programs and raise funds to participate in national competitions.

UPDATE: The WDC is developing an asset map of experiential learning opportunities in the state.

Recommendation 2:

Focus more attention on upgrading skills of incumbent workers

A. Provide incentives for incumbent worker upgrade training.

- The legislature should explore an innovative training initiative designed to stimulate job growth and hiring. Hawaii's Unemployment Insurance ("UI") law could be amended to allow those receiving UI benefits to receive on-site workplace training, while receiving regular UI benefits as well as a training allowance. Employers in the program would provide up to 24 hours per week of training for up to eight weeks with no wage costs, during which time the employer would evaluate the UI claimant for a possible permanent job.

UPDATE: The DLIR initiated the Volunteer Internship Program ("VIP") in early 2010 as a joint effort between the UI and WDD Divisions. UI claimants who chose to participate and work up to 32 hours per week for up to eight weeks received a certificate of skills earned at the end of the program. In similar programs in other states, up to two-thirds of interns were placed in permanent employment.

- Create roundtable forums with stakeholders to provide recommendations to the Governor and Legislature on ways to incentivize employers to create and maintain in-house training programs to upgrade the skills of their employees.

UPDATE: The WDC created a Steering Committee to examine the needs of healthcare employers in the state. The committee is made up of human resource experts in the area of healthcare and general employment fields. More work by the committee is being done during this fiscal year.

- The legislature should explore amending Hawaii's UI law to allow for a federally-approved shared work program. Currently, Hawaii offers partial UI benefits for employees who have their hours reduced, but the take-home pay cannot exceed the UI benefit amount.

UPDATE: This priority will continue to be evaluated at as the economy improves in the next fiscal year.

- Enact Lifelong Learning Account ("LiLA") legislation. LiLAs are employer-matched, portable individual savings accounts used to finance education and training for career advancement, and are similar to a 401(k). LiLA provide Hawaii's employers an incentive by offering annual tax credits of up to \$500 to offset the employee's contributions to the account.

UPDATE: This priority will continue to be reviewed as the economy improves in the next fiscal year.

B. Skills identification

- Identify skill sets for high demand occupations linked with priorities for training and an approved credentialing process. The credentialing process would also need to be developed for recommendations #1 and #2 to be effective.

UPDATE: The LMI and State Energy Sector Partnership grants have established the need for green jobs in several industries and sectors. The LMI grant has funded new tools for research and analysis that will also benefit other sectors.

Recommendation 3:

Expand the labor pool in the face of a long-term labor shortage

A. Policy Action Statement: “To fully employ untapped and under-tapped labor pools of *unskilled* and *skilled* people, the three strategic priority recommendations for the WDC are geared towards expanding the economy and engaging businesses.”

- **Green Jobs Initiative** Hawaii must be more self-sustaining and build economy-driving industries. The Federal “Green Jobs Act” will likely be funded; Hawaii should be prepared to compete for funds.

UPDATE: The WDC secured a competitive State Energy Sector Partnership grant in the amount of \$6 million to train incumbent workers and persons for entry-level positions in renewable energy, energy efficiency, and sustainable agriculture industries.

- **Sector Initiative** Use sector strategy to identify and expand economic drivers compatible with people with one or more barriers to employment. For example, the creative industry includes micro-enterprises and cottage industries.

UPDATE: The WDC sponsored a series of meetings in late 2010 to address the needs of the healthcare industry through a sector strategy approach that brought together employers, employee unions and educators to address the workforce needs for healthcare.

- **Business Leadership Network** This concept, organized at the national level, helps employers understand issues in hiring people with disabilities. Two counties are creating networks. It is recommended to explore creating employer networks for other groups such as veterans, ex-offenders, immigrants, and welfare recipients.

UPDATE: Business Leadership Networks have been formed in Hawaii and Maui Counties. The WDC is assisting Hire Abilities Hawaii to establish a statewide network of business peers during 2010.

B. Next Steps

The WDC will broker the development of a “Green Jobs” workforce development information clearinghouse, which could feature a summit, report publication, or a combination of several initiatives.

UPDATE: The DLIR-led LMI grant will develop green jobs information for use on www.hiwi.org, the Career Kokua website, HireNet Hawaii, and at One-Stop Centers. The LMI grant began in 2010 and will run until May 30, 2011.

The WDC will seek technical assistance to explore effective economic drivers for the state, small businesses, and under-represented populations.

Recommendation 4:

Address the Need for Workforce Housing

Policy Action Statement

- “The Workforce Development Council will take an active role in supporting policies so that access to housing is not a barrier to having a vibrant (low to high end) workforce in Hawaii.”
- Solicit organizations to present their programs to the WDC in order to assist the Council in understanding the role it can have regarding housing, transportation and public infrastructure to support workforce development.
- The WDC will seek county support for a statewide workshop series on workforce housing issues, and identify specific workforce housing needs for each county.
- Include within the HireNet Hawaii system an information and feedback process (for employers and jobseekers) to identify barriers to housing and employment.
- Advocate to advance recommendations from other organizations that support access to housing that more of Hawaii’s workforce can afford.

UPDATE: The WDC has established a Committee with the mandate to respond on issues relating to housing. Given the severity of the recession, the Committee is focusing on economic development issues, and will resume discussion on housing concerns beginning in 2012.



**PERFORMANCE MEASURE RESULTS
2010**

&

**NEGOTIATED PERFORMANCE TARGETS
2011**

The US Department of Labor (“USDOL”) has implemented the Government Performance Results Act of 1993 (“GPRA”). The first priority has been the establishment of outcome goals that target improvement of the core results of the attainment of education, training and employment.

The core performance measures are the key measures of success in achieving the legislative goals of WIA. The measures are used to: set agreed upon performance goals on a State and local level; ensure comparability of state performance; and provide information for system wide evaluation of program improvement.

The Hawaii 2010 WIA performance results are presented for statewide and county-by-county figures of WIA programs in the key performance areas.

On the last page of the charts are the 2010-2011 performance measures, by which the USDOL will measure the WDC and LWIB’s. These are targets negotiated by the WDC and USDOL.

SUMMARY OF PERFORMANCE RESULTS For program year 2009 (2009-2010)

State and individual county analysis

Overall County Analysis:

The performance targets of each local area are the same as the State’s negotiated performance levels. Overall, the four local areas **exceeded** 80% of their targets and missed 13%.

Statewide Analysis:

- The State: **exceeded most** negotiated outcomes relating to employment, retention, earning and employability among adults and dislocated workers.
- **exceeded** 12 of its negotiated performance targets, had one within the 80%-100% threshold, and missed two older youth performance targets;
- **exceeded** negotiated outcomes relating to retention and employability for youth ages 14-18; and
- **missed** negotiated outcomes relating to employment, retention, earning and employability among youth ages 19-21.

These outcomes are an improvement from the PY 2008, when the state missed all older youth performance targets.

PERFORMANCE MEASURES: STATEWIDE

STATE OF HAWAII	Total Participants Served	Adults	21,945	
		Dislocated Workers	914	
		Older Youth (19-21)	54	
		Younger Youth (14-18)	513	
ETA Assigned # 15000	Total Exiters	Adults	27,872	
		Dislocated Workers	327	
		Older Youth (19-21)	21	
		Younger Youth (14-18)	236	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	72%	-	
	Employers	82%	-	
Entered Employment Rate	Adults	65%	59.8%	
	Dislocated Workers	57%	77.6%	
	Older Youth	33%	50%	
Retention Rate	Adults	74%	86.3%	
	Dislocated Workers	86%	93.7%	
	Older Youth	60%	66.7%	
	Younger Youth	44%	66.3%	
Average Earnings (Adults, Dislocated Workers) Six Months Earnings Increase (Older Youth)	Adults	\$10,800	\$12,626.40	
	Dislocated Workers	\$5,996	\$15,734.10	
	Older Youth	\$2,500	\$ 1,738.80	
Credential/Diploma Rates	Adults	62%	67%	
	Dislocated Workers	57%	67.9%	
	Older Youth	38%	25%	
	Younger Youth	44%	48%	
Skill Attainment Rate	Younger Youth	71%	88.8%	
Placement in Employment or Education	Youth (14-21)	-	44.3%	
Attainment of Degree or Certificate	Youth (14-21)	-	61.5%	
Literacy or Numeracy Gains	Youth (14-21)	-	43%	
Overall Status of STATE Performance Note: Two Customer Satisfaction Outcomes not included.		Not Met*	Met**	Exceeded*
*Met within 80% of target level, ** between 80% to 100%,***over 100%		2	1	12

PERFORMANCE MEASURES: KAUAI COUNTY

Local Area Name KAUAI	Total Participants Served	Adults	2,326	
		Dislocated Workers	21	
		Older Youth (19-21)	1	
		Younger Youth (14-18)	64	
ETA Assigned # 15020	Total Exiters	Adults	1,825	
		Dislocated Workers	8	
		Older Youth (19-21)	0	
		Younger Youth (14-18)	30	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	72%	-	
	Employers	82%	-	
Entered Employment Rate	Adults	65%	44.4%	
	Dislocated Workers	57%	66.7%	
	Older Youth	33%	100%	
Retention Rate	Adults	74%	93.8%	
	Dislocated Workers	86%	100%	
	Older Youth	60%	66.7%	
	Younger Youth	44%	41.7%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$10,800	\$ 12,237	
	Dislocated Workers	\$ 5,996	\$ 16,874	
Six Months Earnings Increase (Older Youth)	Older Youth	\$ 2,500	\$ 1,830	
Credential/Diploma Rates	Adults	62%	23.5%	
	Dislocated Workers	57%	100%	
	Older Youth	38%	0%	
	Younger Youth	44%	60%	
Skill Attainment Rate	Younger Youth	71%	87.5%	
Placement in Employment or Education	Youth (14-21)	-	72.7%	
Attainment of Degree or Certificate	Youth (14-21)	-	57.1%	
Literacy or Numeracy Gains	Youth (14-21)	-	0%	
Overall Status of KAUAI Performance Note: Two Customer Satisfaction Outcomes not included. *Met within 80% of target level		Not Met* 4	Met 1	Exceeded 10

PERFORMANCE MEASURES: C&C OF HONOLULU

Local Area Name OAHU	Total Participants Served	Adults	11,054	
		Dislocated Workers	635	
		Older Youth (19-21)	18	
		Younger Youth (14-18)	283	
ETA Assigned # <u>15005</u>	Total Exiters	Adults	9,979	
		Dislocated Workers	216	
		Older Youth (19-21)	7	
		Younger Youth (14-18)	142	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	72%	---	
	Employers	82%	---	
Entered Employment Rate	Adults	65%	70.7%	
	Dislocated Workers	57%	77.4%	
	Older Youth	33%	66.7%	
Retention Rate	Adults	74%	86%	
	Dislocated Workers	86%	92.5%	
	Older Youth	60%	80%	
	Younger Youth	44%	45.8%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$ 10,800	\$ 13,768	
	Dislocated Workers	\$ 5,996	\$ 16,821	
Six Months Earnings Increase (Older Youth)	Older Youth	\$ 2,500	\$ 1,927	
Credential/Diploma Rates	Adults	62 %	77.1%	
	Dislocated Workers	57%	66.7%	
	Older Youth	38%	44.4%	
	Younger Youth	44%	75.4%	
Skill Attainment Rate	Younger Youth	71%	94.6%	
Placement in Employment or Education	Youth (14-21)	-	41.5%	
Attainment of Degree or Certificate	Youth (14-21)	-	65.1%	
Literacy or Numeracy Gains	Youth (14-21)	-	54.5%	
Overall Status of OAHU Performance Note: Two Customer Satisfaction Outcomes not included. *Met within 80% of target level		Not Met*	Met	Exceeded
		1	-	14

PERFORMANCE MEASURES: MAUI COUNTY

Local Area Name MAUI COUNTY	Total Participants Served	Adults	1747	
		Dislocated Workers	38	
		Older Youth (19-21)	18	
		Younger Youth (14-18)	25	
ETA Assigned # 15015	Total Exiters	Adults	1,392	
		Dislocated Workers	17	
		Older Youth (19-21)	4	
		Younger Youth (14-18)	8	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	72%	---	
	Employers	82%	---	
Entered Employment Rate	Adults	65%	100%	
	Dislocated Workers	57%	85.7%	
	Older Youth	33%	0%	
Retention Rate	Adults	74%	80%	
	Dislocated Workers	86%	100%	
	Older Youth	60%	0%	
	Younger Youth	44%	54.5%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$ 10,800	\$ 7,963	
	Dislocated Workers	\$ 5,996	\$ 12,285	
Six Months Earnings Increase (Older Youth)	Older Youth	\$ 2,500	0	
Credential/Diploma Rates	Adults	62%	0%	
	Dislocated Workers	57%	0%	
	Older Youth	38%	0%	
	Younger Youth	44%	83.3%	
Skill Attainment Rate	Younger Youth	71%	75.8%	
Placement in Employment or Education	Youth (14-21)		16.7%	
Attainment of Degree or Certificate	Youth (14-21)		60%	
Literacy or Numeracy Gains	Youth (14-21)		57.9%	
Overall Status of MAUI COUNTY Performance Note: Two Customer Satisfaction Outcomes not included. *Met within 80% of target level		Not Met*	Met	Exceeded
		7	-	8

PERFORMANCE MEASURES: HAWAII COUNTY

Local Area Name HAWAII COUNTY	Total Participants Served	Adults	6018	
		Dislocated Workers	220	
		Older Youth (19-21)	17	
		Younger Youth (14-18)	141	
ETA Assigned # 15010	Total Exiters	Adults	4697	
		Dislocated Workers	86	
		Older Youth (19-21)	10	
		Younger Youth (14-18)	56	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	72%	-	
	Employers	82%	-	
Entered Employment Rate	Adults	65%	54.1%	
	Dislocated Workers	57%	77.1%	
	Older Youth	33%	33.3%	
Retention Rate	Adults	74%	85.7%	
	Dislocated Workers	86%	94.2%	
	Older Youth	60%	0%	
	Younger Youth	44%	56.3%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$ 10,800	\$ 10,364	
	Dislocated Workers	\$ 5,996	\$ 13,603	
Six Months Earnings Increase (Older Youth)	Older Youth	\$ 2,500	\$ 613	
Credential/Diploma Rates	Adults	62%	68.4%	
	Dislocated Workers	57%	73.7%	
	Older Youth	38%	0%	
	Younger Youth	44%	44.4%	
Skill Attainment Rate	Younger Youth	71%	79.4%	
Placement in Employment or Education	Youth (14-21)		45.2%	
Attainment of Degree or Certificate	Youth (14-21)		45.7%	
Literacy or Numeracy Gains	Youth (14-21)		38.1%	
Overall Status of HAWAII COUNTY Performance Note: Two Customer Satisfaction Outcomes not included. *Met within 80% of target level		Not Met*	Met	Exceeded
		3	2	10

NEGOTIATED TARGETS—PROGRAM YEAR 2010-2011

WORKFORCE INVESTMENT ACT (“WIA”) AND WAGNER-PEYSER STATE PERFORMANCE MEASURES PROGRAM YEAR 2010 (July 1, 2010 to June 30, 2011)

Adult Program	Current (as of negotiation period)	Hawaii Proposed	ETA Counter Proposed	Finalized Performance Targets
Entered Employment Rate	65%	50%	59 %	50 %
Employment Retention Rate	74%	74%	82.1%	82.1%
Average Earnings	\$10,800	\$10,800	\$12,500	\$10,800
Employment and Credential Rate	62%	55%	58%	55%
Dislocated Worker Program				
Entered Employment Rate	57%	65%	75%	65%
Employment Retention Rate	86%	86%	86%	86%
Average Earnings	\$5,996	\$14,750	\$15,618	\$14,750
Employment and Credential Rate	57%	57%	68%	60%
Older Youth (19-21)				
Entered Employment Rate	33%	40%	43%	40%
Employment Retention Rate	60%	60%	60%	60%
Average Earnings Change	\$2,500	\$1,000	\$2,500	\$1,750
Credential Rate	38%	38%	38%	38%
Younger Youth (14-18)				
Skill Attainment Rate	71%	71%	71%	71%
Diploma Attainment Rate	44%	44%	46%	46%
Retention Rate	44%	44%	44%	44%
Customer Satisfaction				
Participant	72%	72%	72%	72%
Employer	82%	82%	82%	82%
Wagner Peyser Program				
WP Entered Employment Rate	50.7%	43%	45%	45%
WP Employment Retention Rate	78.4%	77%	77 %	77 %
WP Average Earnings	\$10,971	\$10,971	\$10,971	\$10,971



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