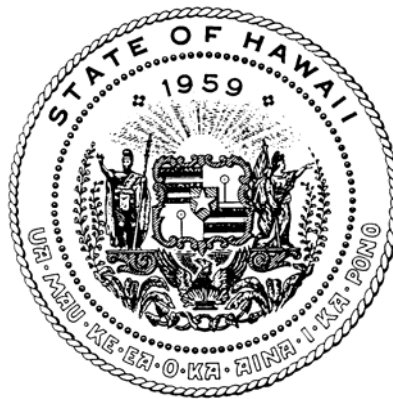


---

## Year Six

# Workforce Investment Act

Title 1-B Annual Report  
Program Year July 2005 – June 2006



State of Hawaii

October 2, 2006

Authorized Official Certifying Accuracy and Completeness of Data:  
Elaine Young, Administrator  
Workforce Development Division  
Hawaii Department of Labor and Industrial Relations

Workforce Development Council  
830 Punchbowl Street, Room 417  
Honolulu, Hawaii 96813  
Telephone 808.586.8670 / Fax 808.586.8674

---

## TABLE OF CONTENTS

### Section One • Workforce Investment Act in Hawaii

Introduction .....	3
Background and Summary .....	3

### Section Two • State Highlights

Hawaii's Economy .....	5
Workforce Development Council .....	6
Workforce Development Division .....	7
Oahu Workforce Investment Board .....	8
Hawaii County Workforce Investment Board .....	8
Maui County Workforce Investment Board .....	9

### Section Three • WIA Title I-B Results

Analysis .....	10
Workforce Investment Act Title I-B	
Adults Programs .....	13
Dislocated Workers Programs .....	14
Youth Programs – Older .....	15
Youth Programs – Younger .....	16
Customer Satisfaction Results .....	17
Cost Effectiveness .....	18
Evaluation Activities .....	21

### Appendix 1: WIA Performance Tables

A .....	Customer Satisfaction .....	23
B, C, D	Adults .....	23, 24
E, F, G	Dislocated Workers .....	25, 26
H-1	Youth (14-21) .....	26
H-2, I	Older Youth .....	27
J, K	Younger Youth .....	28
L	Other Reported Information .....	29
M	Participation Levels .....	30
N	Cost of Program Activities .....	31
O	State Performance .....	32
O	Honolulu (Oahu), Local Performance .....	33
O	Hawaii County (Big Island), Local Performance .....	34
O	Maui County, Local Performance .....	35
O	Kauai County, Local Performance .....	36
<b>Appendix 2:</b>	<b>Terms and Definitions</b> .....	37
<b>Appendix 3:</b>	<b>Evaluation Studies: A Summary of Recommendations</b> .....	47
<b>Appendix 4:</b>	<b>About WIA in Hawaii</b> .....	48
<b>Appendix 5:</b>	<b>WIA Boards and Key Staff in Hawaii</b> .....	53

## **Section One • Workforce Investment Act in Hawaii**

### **Introduction**

The Workforce Investment Act (“WIA”) was signed into law in August 1998 and became effective in Hawaii on July 1, 2000. This summary report focuses on the sixth year’s implementation of WIA Title I-B services in Hawaii.

For Program Year 2005 (“PY 2005”, covering July 2005 through June 2006) the United States Department of Labor (“USDOL”) provided \$9.1 million in WIA Title I-B funds to Hawaii. These funds continued employment and training services designed to benefit employers, adults, dislocated workers, and low income youth.

This report describes how WIA Title I-B is organized in Hawaii, highlights state and local activities, and concludes with WIA Title I-B performance results.

### **Background and Summary**

WIA’s cornerstone is the one-stop center system of delivering services. This system improved on prior practices by providing coordinated, customer-friendly and locally-driven services. The one-stop system is designed to meet the needs of employers and career seekers by providing core, intensive, and training services within available resources and eligibility requirements. Each year, there are target performance levels for 17 measures. The targets (goals) are negotiated at the federal-state level and then at a state-local area level. For PY 2005, each of Hawaii’s four local areas adopted the state goals for each of the performance measures.

Federal and state laws govern the implementation of WIA. The Hawaii Workforce Development Council (“WDC”) is designated by law to be the WIA State Workforce Investment Board. Certain ex-officio government officials, private sector chairs of the local area Workforce Investment Boards, and private sector members appointed by the Governor constitute the WDC. The Council serves as WIA policy adviser to the Governor regarding planning, coordination, and oversight of WIA service provision and local delivery. It updates and is guided by the Hawaii Workforce Development Strategic Plan and the State Workforce Investment Act Title I-B July 2005 – June 2007 State Plan. A diagram of the state’s public workforce investment system is provided at page 48 of Appendix 4.

The State of Hawaii Department of Labor and Industrial Relations (“DLIR”) is designated as the WIA state grant administrator. The Department assigned its Workforce Development Division (“WDD”) to oversee and monitor WIA grant funds and program operations. At the local area level, each mayor also designated local area grant administrators to oversee funds and operations. In accordance with the law, WIA Title I –B funds are spent on services for adults, dislocated workers, youth programs and on other allowable statewide activities such as rapid response and capacity building.

The Governor also designated Hawaii’s four counties as its local workforce investment areas (“local areas”). These are:

City and County of Honolulu (covering the island of Oahu)  
County of Hawaii (covering the island of Hawaii)  
County of Maui (covering the islands of Maui, Lanai, and Molokai)  
County of Kauai (covering the island of Kauai).

In Hawaii, about 71% of the population is on the island of Oahu, which is the City and County of Honolulu. The islands that make up the counties of Hawaii, Maui, and Kauai are therefore often referred to collectively as the “neighbor islands”. The island of Hawaii, because of its size and having the same name as the state, is often referred to as “the Big Island”. The County of Kauai is meaningfully smaller, in terms of population and other economic measures, than either the County of Hawaii or the County of Maui.

The Mayors of each county appoint local area Workforce Investment Board (“WIB”) members. Together with the Mayors, the local area workforce investment boards are the front-line implementers of WIA. In cooperation with their respective mayor, each local board selects and monitors their local area one-stop center operators and training providers. Each local board also appoints a local youth council and selects youth service providers. With state guidance, local boards update required local area WIA plans, which include Memoranda of Understanding (“MOUs”) between the counties and their One-Stop Job Center partners. Pages 50 and 51 of Appendix 4 list One-Stop Job Center partners and Youth providers, respectively.

## Section Two • State Highlights

### Hawaii's Economy

During PY 2005, Hawaii's economy was generally considered to be "booming", but in a period of transition to slower economic growth. After peaking at the end of 2004, real economic growth in Hawaii began to decelerate during 2005, continuing into the first quarter of 2006. Rising inflation eroded nominal income growth during the last few years. But slower real economic growth in Hawaii has begun to be corroborated by a slight slackening of job growth, and by declining residential home sales volumes, slowing growth of construction commitments, and a flattening of seasonally-adjusted tourism volumes since summer 2005. Some residual performance improvement, for example in hotel room rates, is considered to be a reflection of "capacity constraints". Hawaii's tight labor market is clearly one of those constraints.

In July 2006, at the end of PY 2005, there were 611,100 non-farm jobs in the state of Hawaii. The economic base of the state is composed of 10 major industries, the largest of which is Government. The public sector is composed of 114,400 jobs and accounts for about 19% of the total jobs count. Within the government sector, the largest branch is state government, with a significant percentage of its jobs in Education. The federal government branch is the second largest, and county government is the smallest.

Not far behind are the combined industries of Trade, Transportation, and Utilities ("TTU"), which tallies 121,800 jobs, or about 20% of the job total. Over half of the TTU jobs are in the retail trade.

Another major industry in Hawaii is the Leisure and Hospitality industry, which has 108,850 jobs and nearly 18% of the total job tally. A huge sector of this industry is Accommodation and Food Services; the hotel and restaurant business. With tourism at record high visitor arrivals, this industry is a major player in the statewide economy.

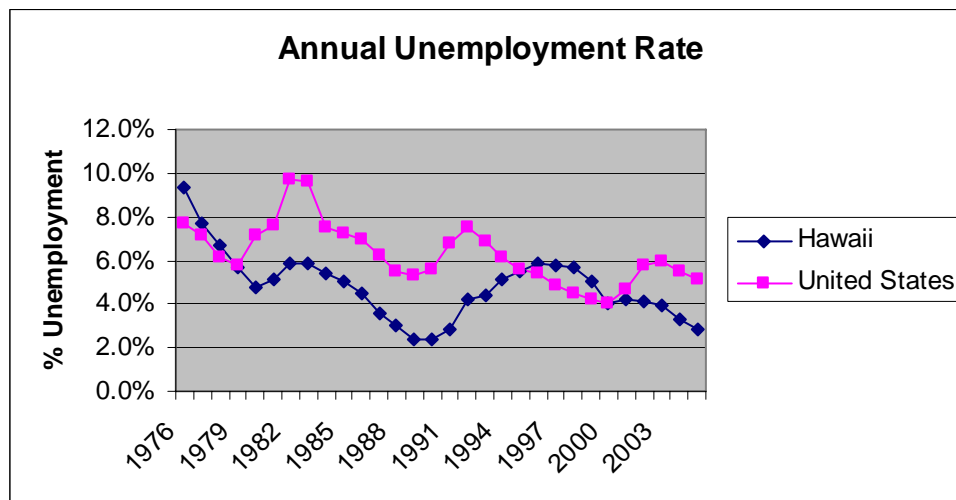
On a smaller scale, Hawaii has a Professional and Business Services industry, which accounts for approximately 13% of the statewide job total. Its 77,250 jobs are mostly in the Administrative, Support and Waste Management sector and secondarily, the Professional, Scientific, and Technical fields. About 11% of the jobs in Hawaii are in the Educational and Health Services industry. Of the 70,200 jobs, the bulk of them are located in Health Care and Social Assistance agencies. The Natural Resources and Construction industry, though smaller in size with 36,350 jobs (6% of the statewide job total), was the fastest growing industry over the past year. The rest of Hawaii's economic base is composed of the following industries: Financial Activities (30,150 jobs), Other Services (25,700 jobs), Manufacturing (15,250 jobs), and Information (11,100 jobs).

Hawaii's unemployment rate is regularly at or among the lowest in the country, as shown on Exhibits 1 and 2. The current low unemployment rate does not reflect a healthy workforce system. Rather, it masks a system wherein workers hold two or three jobs to earn a marginally sustainable income. Low skill/low wage jobs are plentiful; high skill/high wage jobs are not. And in an economy that increasingly requires skills generally acquired through post-secondary education, many workers are not able to qualify for existing skilled positions. Further economic development is stymied until Hawaii's workforce system can close an ever-widening supply-demand gap.

Exhibit 1: 2005 Annual Average Unemployment /Civilian Labor Force Estimates

AREA	Civilian Labor Force Total	Civilian Labor Force Employed	Civilian Labor Force Unemployed	Percent Unemployed
STATE	634,600	616,850	17,750	2.8 %
Honolulu (Oahu)	445,150	432,950	12,200	2.7 %
Hawaii (Big Island)	81,450	78,750	2,650	3.3 %
Maui County	75,700	73,750	2,000	2.6 %
Kauai County	32,350	31,450	900	2.7 %

Exhibit 2: 1976 - 2005 U.S. and Hawaii Annual Unemployment Rates



## Workforce Development Council



In addition to the WIA responsibilities described earlier, in PY 2005, WDC facilitated the following matters.

- WDC assisted local areas in obtaining state appropriation of \$10 million in Reed Act funds. These funds will enable local areas to undertake additional Wagner-Peyser-related activities in PY 2006.
- WDC published an annual report to the Governor and state legislature on workforce development in the state. It included recommendations and an inventory of workforce programs and expenditures. It is considered the state's "annual report" on workforce development. The 2006 report (issued in January 2006) can be found at <http://www.hawaii.gov/labor/wdc/pdf/2006ReportToGovernor.pdf>.
- Prepared a booklet informing employers of where to find groups underrepresented in the workforce (people with disabilities, immigrants, older workers, welfare recipients, people with criminal histories), and the advantages of hiring them (e.g., bonding, tax credits).
- It administered a Hawaii Institute for Public Affairs ("HIPA") state grant that resulted in a training plan for meeting the great demand for construction workers by trade and by geographic location.
- It administered a state grant to the Waianae Maritime Academy for training classes in various merchant marine occupations. The trainees are residents of the Waianae Coast who are in transition from welfare and other difficult situations. Qualified graduates can go on to obtain Licenses as Masters, Mates, Chief Engineers, and Assistant Engineers, or they can become Head Stewards.

## Workforce Development Division



WDD is a customer-driven workforce development system that assists job seekers, workers and industries. WDD provides a free referral and placement service that links qualified job seekers with employers. WDD develops and maintains various partnerships with the private sector to identify emerging employment trends, technological advances, declining industries and economic issues. The division develops grant proposals in coordination with other agencies to carry out employment and training program activities and services such as a Certified Nurse Assistant Training Program. Another major WDD undertakings in PY 2005 was the implementation of HireNet Hawaii.

### Certified Nurse Assistant Training

To meet Hawaii's anticipated shortage of health care workers, DLIR sought and received \$1,984,000 in federal funds to produce more Certified Nurse Assistants across the state. The state Department of Health is responsible for implementing the program in coordination with the University of Hawaii Community Colleges, DLIR, City and County of Honolulu, and hospitals. The federal grant ends December 31, 2007.

## HireNet Hawaii

The Hawaii Department of Labor and Industrial Relations (of which WDD is a key section) installed and implemented HireNet Hawaii, an advanced and comprehensive job-matching system available for jobseekers and employers. Effective July 3, 2006, jobseekers can post their resumes online and search for all available jobs in Hawaii, with a search engine that “spiders” company and government websites, newspaper postings, and corporate job boards. Federal and local reports for WIA and Wagner-Peyser will be generated by HireNet Hawaii. As of September 22, 2006, over 2,000 resumes and 3,000 job openings were posted directly into HireNet Hawaii.

## **Oahu Workforce Investment Board**



The Oahu workforce system, managed by the Oahu Investment Board (“OWIB”), continues to improve its performance, as reflected by its PY 2005 performance outcomes.

### Adult and Dislocated Workers Programs

All eight Adult and Dislocated Worker Program performance measures were met. An improvement in its data management is a likely factor contributing to more accurate (and favorable) reporting of its outcomes. Better information on individual participants enabled staff to more thoroughly complete follow-ups. OWIB plans to continue improvements in the future, particularly with respect to strengthening its Dislocated Worker program outcomes.

### Youth Programs

OWIB showed a marked improvement in its Youth Programs in PY 2005, which were reflected in its performance outcomes. It developed and implemented program forms that offer a universal intake and case management system.

## **Hawaii County Workforce Investment Board**

### Adult and Dislocated Workers Programs

With the Hawaii County Workforce Investment Board’s (“HCWIB”) overall funding at lowered levels, its operations in Hilo and Kona have increased leveraging with Alu Like and the state Division of Vocational Rehabilitation, Big Island Workplace Connection (“BIWC”) partner agencies. Similarly, Hawaii Community College’s Rural Development Project, yet another BIWC partner, offered tuition payments for those eligible for its program as well as for our WIA programs. All of these strategies have resulted in considerable savings within the Big Island’s training category.





HCWIB has strengthened its focus on comprehensive assessment strategies to better ensure positive outcomes. Although caseloads hover at the highest levels, marked increases have been realized in most of its accomplishments with the WIA Performance Measures. Internally, WIA and Wagner-Peyser staffs have been cross-trained to perpetuate a seamless one-stop case management model.

### Youth Programs

PY 2005 was a transition year for Hawaii County's Youth program. Through a RFP process, it selected two new youth providers to deliver the In- and Out-of-School programs, transitioning from a provider who carried the entire program for the last four years. The transition presented a number of challenges that HCWIB is still addressing. With guidance and assistance from the State and USDOL, it has begun corrective actions, such as through a revised RFP for future services and utilizing performance indicators to monitor outcomes on an outgoing basis.

## **Maui County Workforce Investment Board**

### Adult Program

The Maui workforce system's Adult Program (managed by the Maui Workforce Investment Board, "MCWIB"), exceeded targets for all four of its performance measures. The county's low unemployment rate is likely the dominant factor assisting individuals with barriers to employment in obtaining work. Employers are more willing to permit flexible working hours, provide additional or longer training, and consider individuals outside of their usual personnel guidelines.

### Dislocated Worker Program

MCWIB's Dislocated Worker ("DW") program surpassed its targets for the Entered Employment Rate and the Employment and Credential Rate. It fell short on meeting targets for the Retention Rate and Six Months Earnings Increase. The two shortfalls may be attributed to high tech industries downsizing with individuals not being able to meet or match pay scales from these businesses. Changing careers, job adjustments and loss of self-esteem with the added pressures of financial concerns may also be contributing factors.



MWIB is currently looking into added strategies to assist the DW program in attaining all four performance measures. Areas under

review include follow-up strategies with participants, tracking measures with the reports from the new HireNet system and timing strategies for post-placement and post exit services.

## Section Three • WIA Title I-B Results

### Analysis

Hawaii's performance in PY 2005 presents both "good news" and disappointments. In many respects, the sixth year of WIA implementation is its strongest and reflects some hard work over the last year. Hawaii continues to meet its target outcomes for Adult Programs and three-out-of-four Dislocated Worker Programs. However, PY 2005 results continue to show a need to improve Older Youth Programs on all islands, and Younger Youth Programs on the neighbor islands.

Of the 17 WIA performance measures established by the Act, Hawaii met 13 of its performance goals. Of the four that were not met, all were above the 80% allowable variance level described in USDOL Employment Training Guidance Letter ("TEGL") 8-99. Appendix 2 provides a technical definition of the 17 WIA performance measures. Exhibits 3 and 4 (on pages 11 and 12) list the 17 WIA performance measures, and summarize each of Hawaii's four local areas' success in meeting their respective negotiated performance goals, by (1) Type of Measure and (2) Recipient of Service, respectively.

As part of the state's efforts to improve its performance, corrective action is ongoing, particularly for the county of Honolulu, which is by far the largest of the four local areas. That work is clearly reflected in this year's results. Further, Honolulu's, as well as the neighbor island, efforts are expected to increasingly improve the state's outcomes as they are incorporated in the calculation of the performance measures. Results are not readily evident because of the staggered data periods required by each measure's formula.

#### Client Characteristics

As stated earlier, Hawaii's unemployment rate is regularly at or among the lowest in the country. This has both helped and hurt the state's WIA performance outcomes. It generally helped with employment and retention results for adults, because employers were generally more willing to hire and retain workforce clients that could meet their most immediate needs.

Conversely, it also results in a current One-Stop Job Center client pool that is more difficult to serve than in the past (when the "jobs-to-job seekers" ratio was more favorable to employers). For adults, this generally means that anyone who is "employable" is likely to have a job, and those who remain unemployed have additional challenges. This difficult-to-place pool, coupled with reduced system capacity because of drastic reductions in the availability of WIA funds, adversely affects Hawaii's performance outcomes, particularly by lowering the entered employment and retention results.

#### Earnings Change Outcomes

The adult and older youth earning change outcome was helped by the employment of a larger number of participants who entered a program while they were unemployed or earning a modest income. This could also be a reflection of employers lowering their hiring standards during a period of worker supply shortages.

The impact of the current wage patterns was felt most by dislocated workers. Even with additional skills training on Maui and Kauai, they could only find jobs that paid less than their previous earning levels. Relocation and employment elsewhere (outside of Hawaii) were also reported but not documented.

Exhibit 3: Grouped by Type of Measure  
PY 2005 Performance Measure Achievement Statewide and By Local Area

	<i>PERFORMANCE MEASURE</i>	<i>STATE</i>	<i>Honolulu</i>	<i>Hawaii</i>	<i>Maui*</i>	<i>Kauai</i>
1	Entered Employment Rate- Adult Program	✓	✓	X	✓	X
2	Entered Employment Rate-Dislocated Worker Program	✓	✓	X	✓	✓
3	Entered Employment Rate-Youth Program (Older)	X	X	X	XX	✓
4	Employment Retention Rate- Adult Program	✓	✓	X	✓	✓
5	Employment Retention Rate-Dislocated Worker Program	X	✓	X	X	X
6	Employment Retention Rate- Youth Program (Older)	X	X	X	XX	✓
7	Retention Rate-Youth Program (Younger)	✓	✓	X	✓	✓
8	Earning Change- Adult Program	✓	✓	✓	✓	✓
9	Earning Replacement Rate- Dislocated Worker Program	✓	✓	✓	XX	XX
10	Earning Change-Youth Program (Older)	✓	✓	✓	XX	✓
11	Credential/Diploma Rate-Adult Program	✓	✓	✓	✓	X
12	Credential/Diploma Rate- Dislocated Worker Program	✓	✓	✓	✓	XX
13	Credential/Diploma Rate-Youth Program (Older)	✓	✓	✓	XX	✓
14	Diploma Rate -Youth Program (Younger)	X	✓	XX	X	✓
15	Skills Attainment Rate-Youth Program (Younger)	✓	✓	X	✓	X
16	Customer Satisfaction Level- Participants	✓	✓	X	✓	✓
17	Customer Satisfaction Level-Employers	✓	X	✓	✓	✓

Source: Table O Series of this Report

Legend: ✓ Met or exceeded negotiated level  
 X Did not meet negotiated level  
 XX Did not meet 80% of negotiated level

\* Maui County had no exiters from its Older Youth Program in PY 2005

Exhibit 4: Grouped by Recipient of Service  
 PY 2005 Performance Measure Achievement Statewide and By Local Area

	<i>PERFORMANCE MEASURE</i>	<i>STATE</i>	<i>Honolulu</i>	<i>Hawaii</i>	<i>Maui*</i>	<i>Kauai</i>
1	Adult Program - Entered Employment Rate	✓	✓	X	✓	X
2	Adult Program - Employment Retention Rate	✓	✓	X	✓	✓
3	Adult Program - Earning Change	✓	✓	✓	✓	✓
4	Adult Program - Credential/Diploma Rate	✓	✓	✓	✓	X
5	Dislocated Worker Program - Entered Employment Rate	✓	✓	X	✓	✓
6	Dislocated Worker Program - Employment Retention Rate	X	✓	X	X	X
7	Dislocated Worker Program - Earning Replacement Rate	✓	✓	✓	XX	XX
8	Dislocated Worker Program - Credential/Diploma Rate	✓	✓	✓	✓	XX
9	Youth Program (Older) - Entered Employment Rate	X	X	X	XX	✓
10	Youth Program (Older) - Employment Retention Rate	X	X	X	XX	✓
11	Youth Program (Older) - Earning Change	✓	✓	✓	XX	✓
12	Youth Program (Older) - Credential/Diploma Rate	✓	✓	✓	XX	✓
13	Youth Program (Younger) - Skills Attainment Rate	✓	✓	X	✓	X
14	Youth Program (Younger) - Diploma Rate	X	✓	XX	X	✓
15	Youth Program (Younger) - Retention Rate	✓	✓	X	✓	✓
16	Customer Satisfaction Level- Participants	✓	✓	X	✓	✓
17	Customer Satisfaction Level-Employers	✓	X	✓	✓	✓

Source: Table O Series of this Report

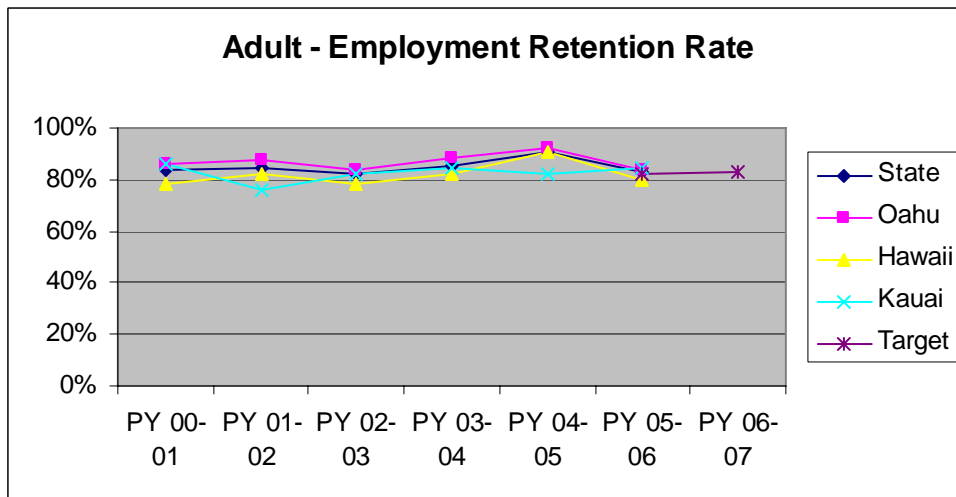
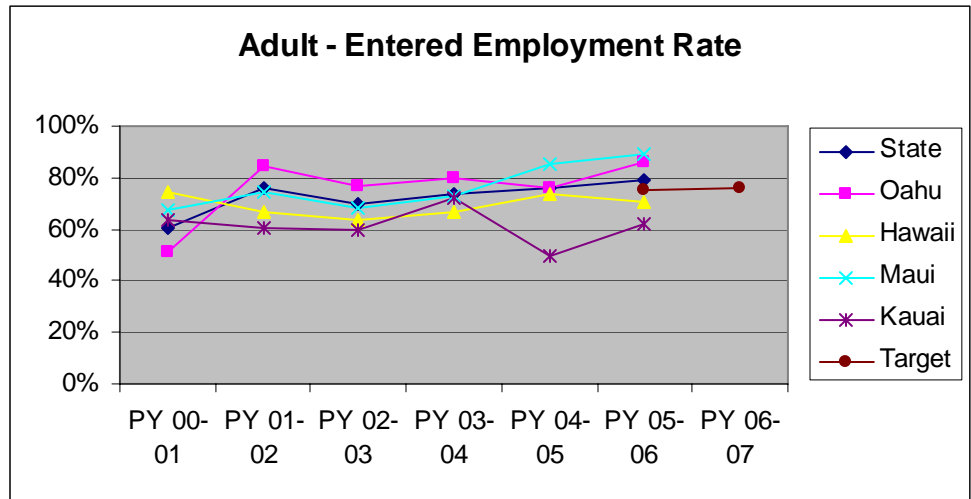
Legend: ✓ Met or exceeded negotiated level  
 X Did not meet negotiated level  
 XX Did not meet 80% of negotiated level

\* Maui County had no exiters from its Older Youth Program in PY 2005

Adult Programs

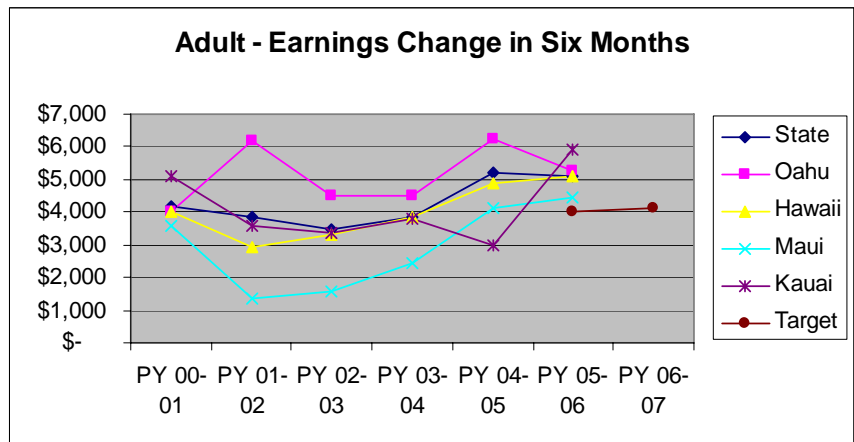
Hawaii continues to do well on its Adult Programs. It met its Entered Employment Rate and Employment Retention Rate targets, demonstrating continuous improvement in these areas.

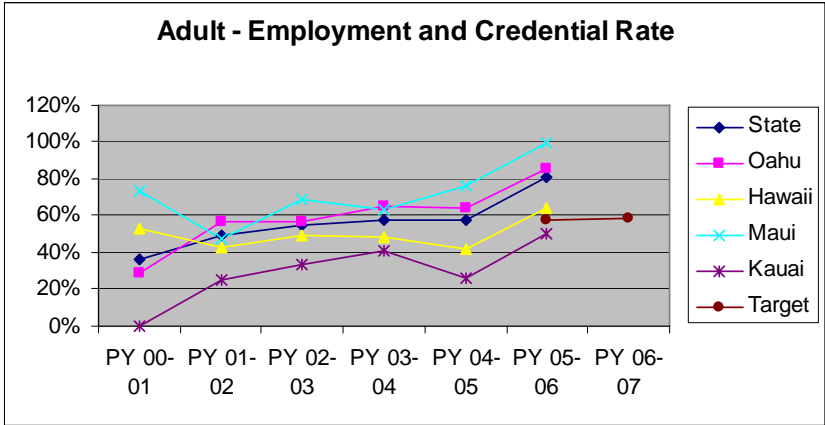
Oahu and Maui exceeded their target, which resulted in the state achieving a 79% Rate, above its 75% target.



All four local areas achieved outcomes near their targets, resulting in a state outcome of 83%; exceeding its 82% target.

Hawaii's Adult-Earnings Change in Six Months was slightly lower than the year before. There was meaningful improvement on the neighbor islands, which offset about a \$1,000 decrease on Oahu. This likely reflects the need for neighbor island employers to raise pay levels as they compete for workers in Hawaii's tight labor market.

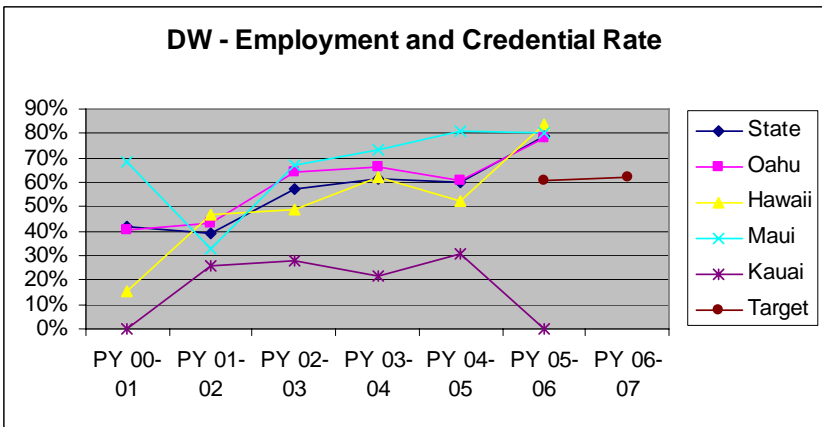
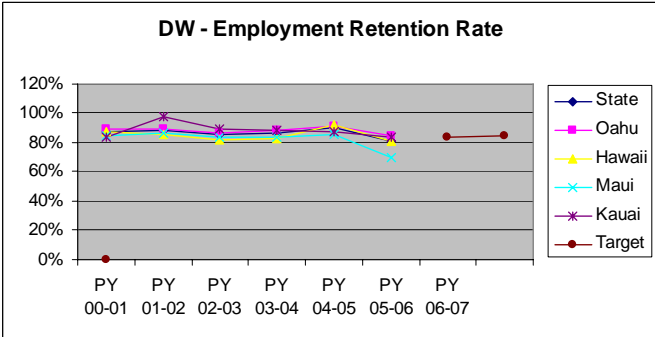
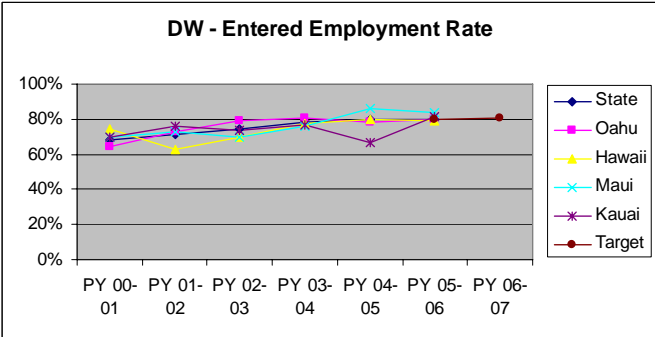




There was considerable improvement in the Adult-Employment and Credential rate on all islands, which resulted in a significant increase in the state's rate; from 58% in PY 2004 to 81% in PY 2005. This improvement is likely due to improved data management and increased emphasis on this measure.

Dislocated Worker Programs

Hawaii's PY 2005 Dislocated Worker outcomes were very close to target; achieving targets for the Entered Employment Rate, Earnings Replacement Rate, and Employment and Credential Rate, and missing the Earnings Replacement Rate. Generally, because of Hawaii's strong economy, the number of dislocated worker participants has been decreasing by about 50% each year. The Average Earnings Measure is difficult to gauge, since this is the first year of its measurement.



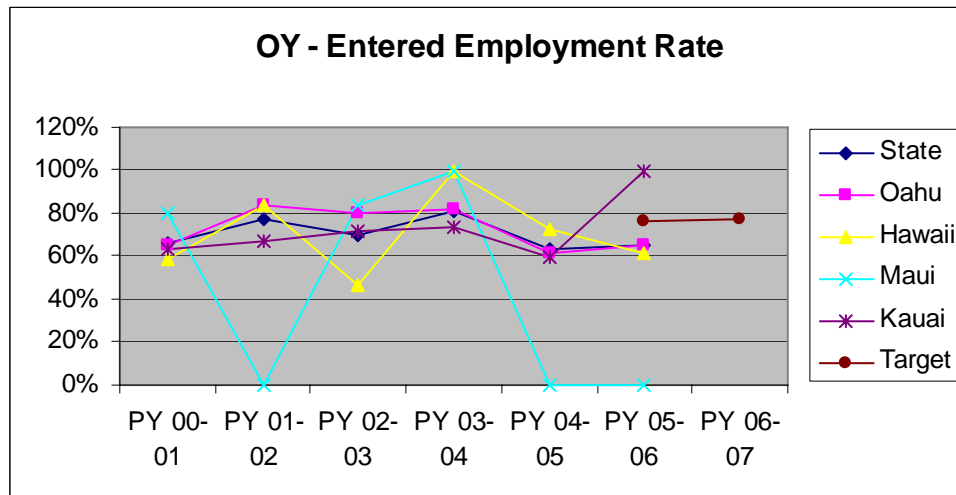
With respect to the Employment and Credential rate, here again, the counties of Honolulu (island of Oahu) and Hawaii showed meaningful improvement, which resulted in the state exceeding its target. The county of Honolulu went from 61% in PY 2004, to 78% in PY 2005. Hawaii County went from 52% in PY 2004, to 84% in PY 2005. This enabled

the state to achieve an Employment and Credential Rate of 79%; well above its preceding year's outcome of 60% and its PY 2005 target of 61%.

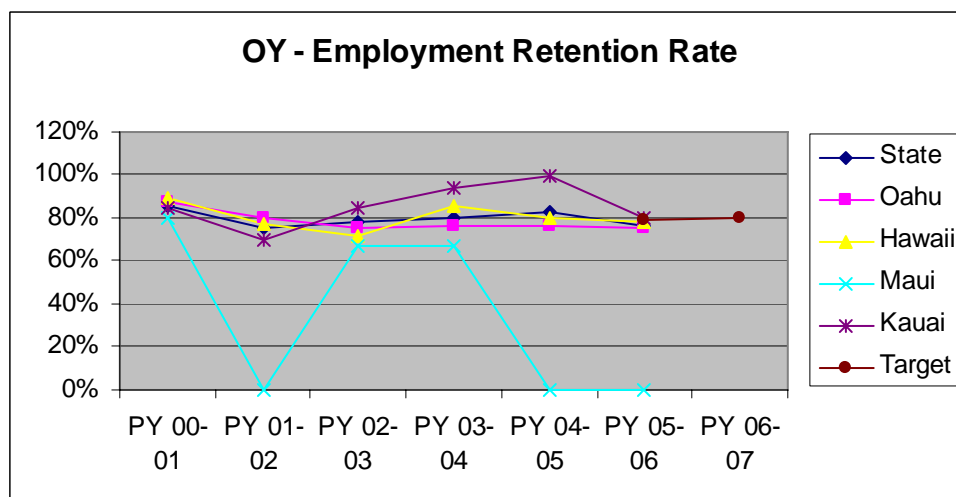
## Older Youth Programs

While Hawaii is working towards improving its youth programs, its current results do not yet reflect that effort. Hawaii missed both its targets for the Older Youth Entered Employment Rate and the Employment Retention Rate, but was within 80% of the allowable variance. The relatively small numbers of participants and exiters causes wide variations in annual results.

There was a 3% improvement over the PY 2004 Entered Employment for the state and a 4% improvement for Oahu, but this was not enough to offset neighbor island results.

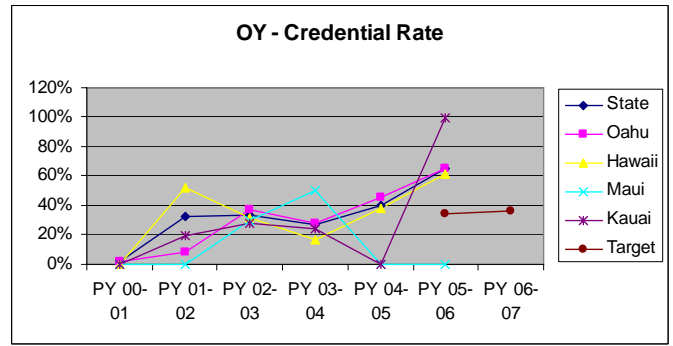
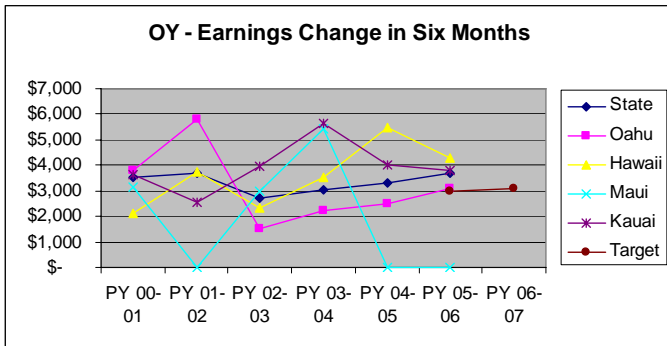


Retention continues to be problematic, particularly on the neighbor islands, where public transportation is very limited (to non-existent) and populated areas of consequential size are sparse. The local areas have tried a number of strategies to improve Older Youth retention, but here again, the results are not yet reflected in recorded performance measures, because of the staggered timing of data used in the calculation of these measures.



The state did well on meeting its Older Youth Six Month Earning Increase and its Credential Rate outcomes. As with the adult results, this is likely due to Oahu and Big Island (island of Hawaii) employers paying higher salaries in response to competition for workers in

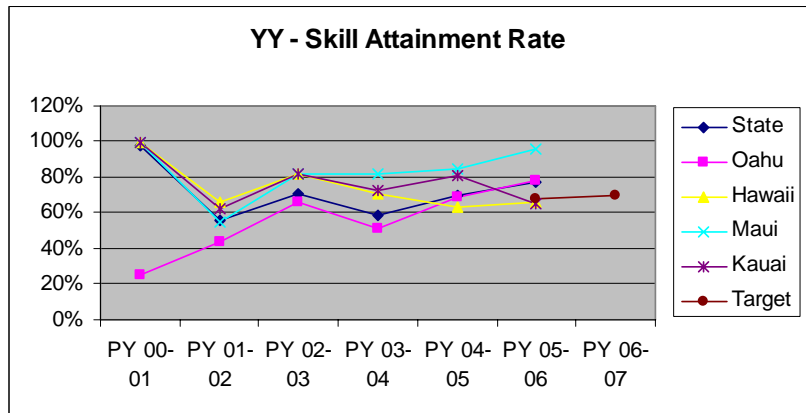
Hawaii's tight job market, and the improved Credential Rates are due to improvements in data management.



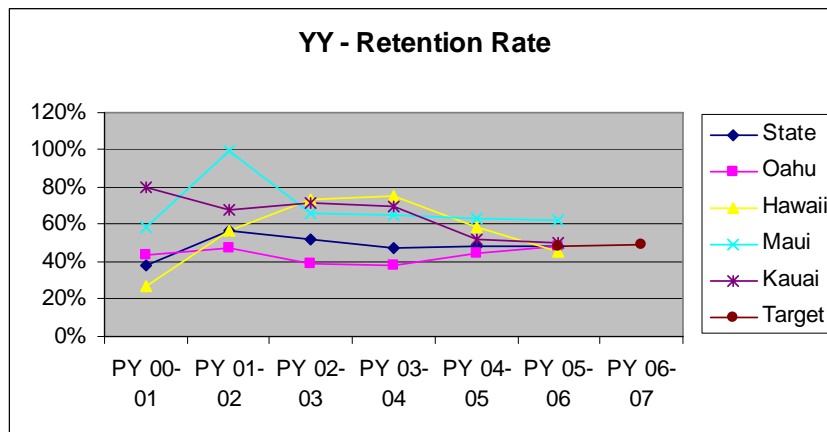
### Younger Youth Programs

As with its Older Youth Programs, Hawaii is working towards improvement and its current results do not yet reflect that effort. Hawaii met its Skill Attainment Rate target and its Retention Rate target. It missed its Diploma or Equivalent Rate target, but was within 80% of the allowable variance.

There was a 7% improvement over the PY 2004 Skill Attainment Rate for the state, a 9% improvement for Oahu and an 11% improvement for Maui. This is likely due to improvements in data management and improved communication with service providers.

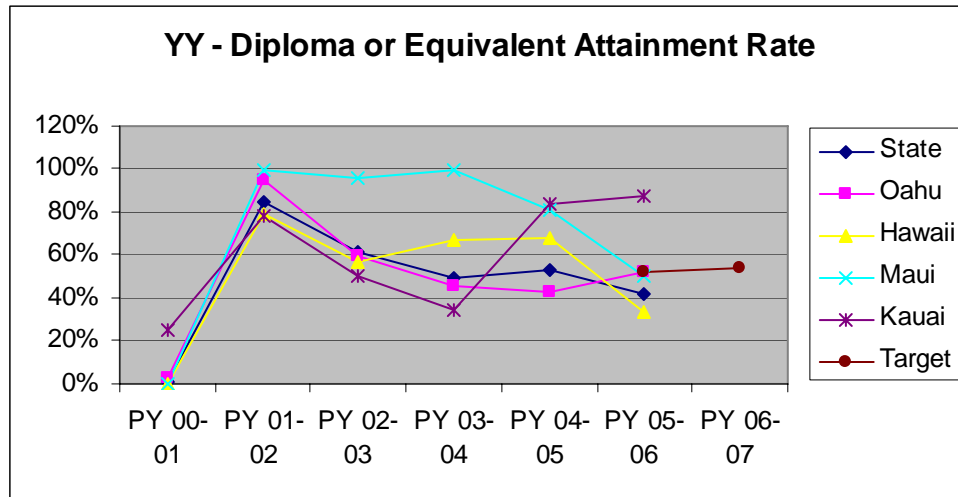


Retention Rates are steady for Oahu, Maui and Kauai.



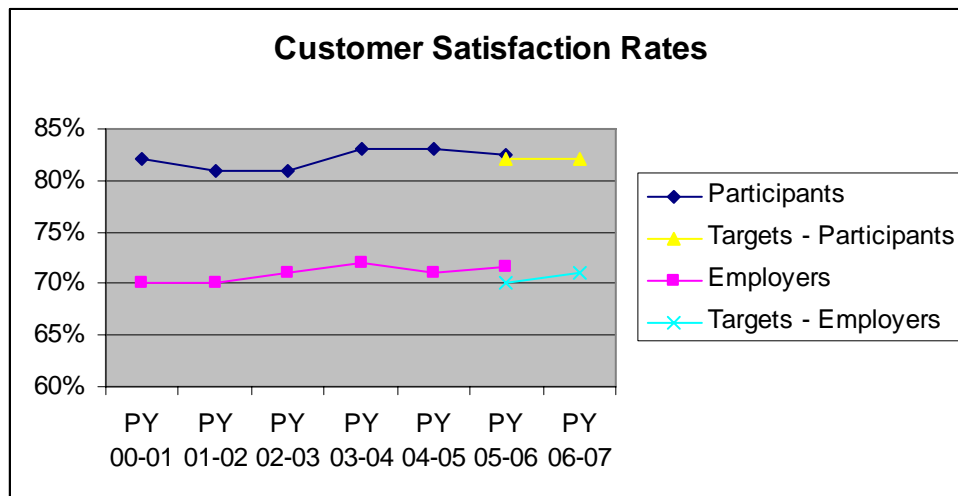


With respect to the Younger Youth Diploma or Equivalent Attainment Rate, Oahu improved by 10% and Kauai by 4%, but this was not enough to offset Hawaii County and Maui County results. The local areas are still addressing data management issues and introducing new strategies to improve on this measure.



Customer Satisfaction Results

Hawaii’s Customer Satisfaction Rates remain steady; in the low-70% range for Employers and the low-80% range for participants (job seekers).



## Cost Effectiveness

Hawaii was provided with \$9.1 million for PY 2005. This is a 9% reduction from the year before, and continues a steep decline in available funding. Due in large part to Hawaii's low unemployment rate, the formula-driven amount of WIA funds has declined since 2000, as shown on Exhibit 5 for total state WIA funding and Exhibit 6 for WIA funding by program.

Exhibit 5: 2000-2006 Total Hawaii WIA Funding

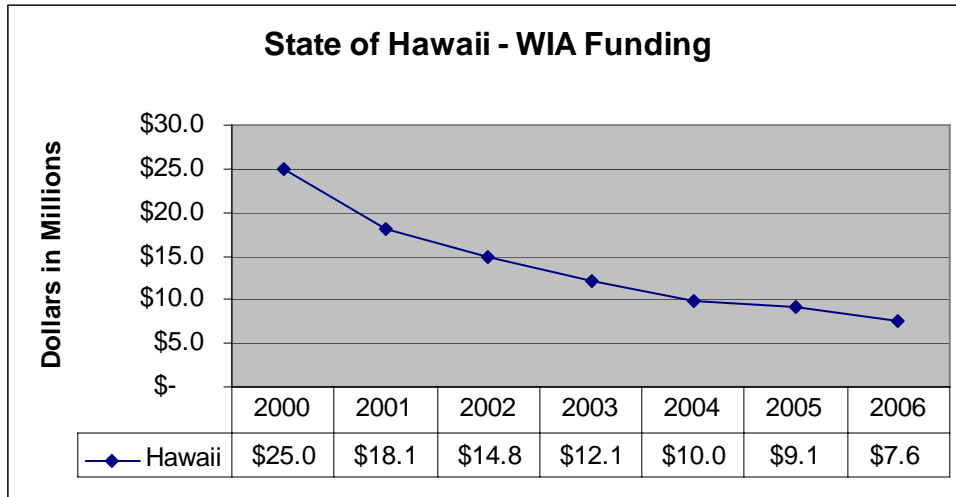
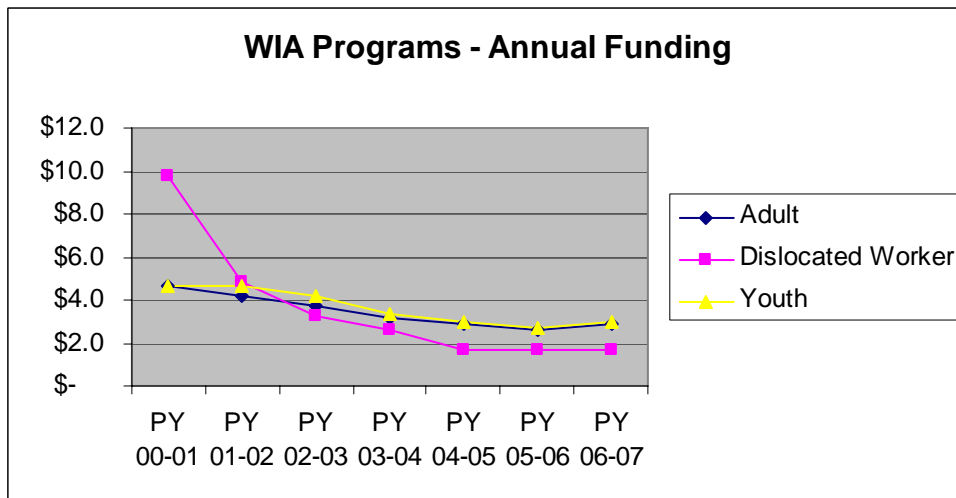
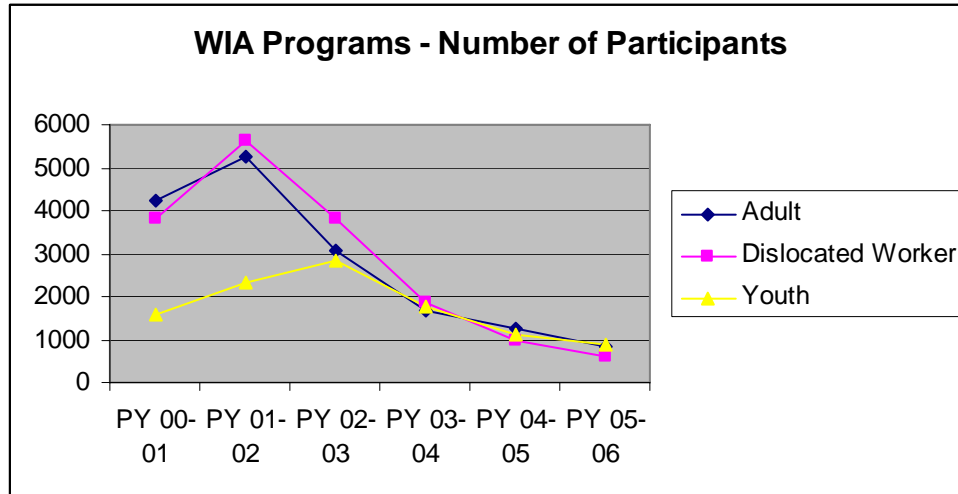


Exhibit 6: 2000-2006 Hawaii WIA Funding by Programs



Reduced funding is a major factor in the declining number of participants the Hawaii workforce system is able to serve, as shown in Exhibit 7.

Exhibit 7: Number of Hawaii WIA Participants - Program Years 2000-2005



The programs served 2,320 participants (down from 3,313 the year before) at an average funding of \$2,974 (up from \$2,278 the year before). There is significantly higher funding-per-participant ratio each year, as shown on Exhibits 8 and 9. Two primary reasons for this increase are (1) the lower number of participants, for reasons described earlier, and (2) more training and on-the-job training than in prior years. Hawaii's funding has been reduced to the point wherein fixed costs are a disproportionately large part of total cost, and there are few remaining funds to support additional participants.

Exhibit 8: Hawaii Funding Per Program Participant - Program Years 2000-2005

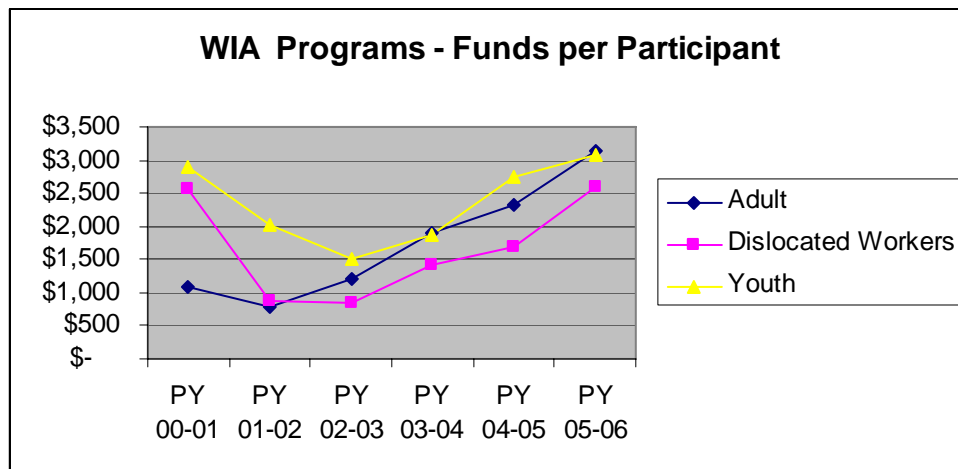


Exhibit 9: Hawaii Program Funding - Program Year 2005

<i>Target Population</i>	<i>PY 2005 Participants</i>	<i>PY 2005 Funding</i>	<i>Funding per Participant</i>
Adults	822	\$ 2, 579,308	\$ 3,138
Dislocated Workers	625	\$ 1,628,787	\$ 2,606
Youth	873	\$ 2,692,681	\$ 3,084
<b>Total</b>	2320	\$ 6,900,776	\$ 2,974

## Evaluation Activities

There are three primary ongoing approaches to the state's evaluation of WIA activities. These are:

- evaluation studies,
- incentive awards, and
- evaluations related to continuous improvement.

Generally, recent Hawaii WIA evaluations have focused on (1) how to improve its performance outcomes, particularly for youth programs, and (2) how to compensate for reduced federal funding while increasing its effectiveness as a customer-driven workforce system. Strategies developed focus on improved data management, follow-up, and communication of expectations to service providers (including the inclusion of expectations in contracts). Work began in September 2005 and results began accruing immediately. As stated throughout this report, as the data periods used in the calculation of performance outcomes increasingly include results after 4<sup>th</sup> quarter 2005, Hawaii's outcomes will correspondingly reflect improvements begun in Fall 2005.

### Evaluation Studies

The recommendations of two previous statewide evaluation studies – employers' and youth service providers' - were communicated further to appropriate parties.

In support of a March 2004 youth study recommendations, state staff visited youth service providers to gather more details and insights. (A summary of the recommendations is included in Appendix 3.) In support of a 2003 Employers' Study recommendations for a more demand-driven system, the state and local area leaders gathered for a Spring 2005 Learning Series on Best Practices. Among the presentations were two models from USDOL's National Business Leadership Partnership Peer-to-Peer Training project. Their lessons helped the state Workforce Development Council strengthen the demand-driven business service sections of the 2005-2007 State Workforce Investment Act Plan, which were incorporated into the local area plans prepared in PY 2005.

### Incentive Awards

The state's incentive award for improved regional cooperation and local coordination for PY 2004 was based on Baldrige criteria. The process was simplified in 2004, to make the application effort commensurate with the monetary grant award level. (The 2001 award level was \$340,000. The 2004 award level was \$25,000.)

Three of the four local areas applied for the state's Baldrige incentive awards for PY 2004 local coordination and regional cooperation. All three applicants were recognized for continuous improvement and shared in the monetary reward available. The incentive awards for PY 2004 were as follows:

\$	9,698	Hawaii (Big Island)
	6,602	Maui
	<u>8,700</u>	Kauai
\$	25,000	Total

Evaluation for Continuous Improvement

In the course of monitoring and reviewing performance data, WDD staff regularly evaluated the workforce system's effectiveness. In addition, the state received technical assistance from USDOL-funded Social Policy Research Inc. ("SPR") in September 2005. They diagnosed performance enhancement issues by consulting with key state and county staff and service providers. This process focused commitment on several "high-impact" areas for continuous improvement and change.

## WIA Required Data of Performance

Table A – Workforce Investment Act Customer Satisfaction

Customer Satisfaction	Negotiated Performance Level – ACSI	Actual Performance Level – ACSI	Number of Customers Surveyed	Number of Customers Eligible for the Survey	Number Included in the Sample	Response Rate
Participants	82%	82%	291	435	429	68%
Employers	70%	72%	680	12,076	880	77%

Table B - Adult Program Results

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	75%	79%	443
			559
* Employment Retention Rate	82%	83%	476
			572
* Average Earnings	\$4,000	\$5,116	\$2,849,849
			557
Employment And Credential Rate	58%	81%	195
			241

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	65%	52	74%	23	77%	10	80%
80			31		13		40	
Employment Retention Rate	78%	60	81%	21	75%	9	80%	20
		77		26		12		25
Average Earnings	\$4,023	\$297,723	\$8,337	\$208,433	\$3,364	\$40,371	\$445	\$10,231
		74		25		12		23
Employment And Credential Rate	71%	31	86%	12	75%	3	83%	10
		44		14		4		12

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	81%	195	78%
241			318	
Employment Retention Rate	87%	217	80%	259
		250		322
Average Earnings	\$6,809	\$1,668,157	\$3,788	\$1,181,693
		245		312



Table E - Dislocated Worker Program Results

Measure	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80%	80%	336
			421
Employment Retention Rate	84%	81%	495
			613
Average Earnings	-\$1,995	-\$1,683	-\$942,398
			560
Employment And Credential Rate	61%	79%	139
			177

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	75%	21	100%	3	67%	46	100%	2
		28		3		69		2
Employment Retention Rate	74%	31	75%	6	84%	76	0%	0
		42		8		91		0
Average Earnings	-21%	-\$716	-\$5,708	-\$45,660	-\$2,829	-\$231,939	0%	\$0
		\$35		8		\$82		0
Employment And Credential Rate	77%	13	0.0%	0	64%	16	100%	2
		17		0		25		2

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	79%	138	80%	198
		174		247
Employment Retention Rate	84%	194	79%	301
		230		383
Average Earnings	-\$1,442	-\$309,957	-\$1,833	-\$632,441
		215		345

Table H.1 - Youth (14-21) Program Results

	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	0%	41%	223
			550
Attainment of Degree or Certificate	0%	49%	157
			319
Literacy and Numeracy Gains	---	---	---
			---

Table H.2 - Older Youth (19-21) Results

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	76%	66%	38
			58
Employment Retention Rate	79%	77%	33
			43
Six Months Earnings Increase	\$3,000	\$3,680	\$ 154,544
			42
Credential Rate	34%	66%	38
			58

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	60%	9	0.0%	0	100%	1	66%	37
		15		0		1		56
Employment Retention Rate	80%	4	0.0%	0	75%	3	76%	32
		5		0		4		42
Six Months Earnings Increase	\$2,923	\$14,613	\$0.0	0	\$1,383	\$4,150	\$3,742	\$153,412
		5		0		3		41
Credential Rate	60%	9	0.0%	0	100%	1	66%	37
		15		0		1		56

Table J - Younger Youth (14-18) Results

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	68%	77%	537
			697
Diploma or Equivalent Rate	52%	42%	119
			282
Retention Rate	48 %	49%	177
			365

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	68%	36	68%	15	75%	253
		53		22		336
Diploma or Equivalent Attainment Rate	48%	21	92%	12	49%	55
		44		13		112
* Retention Rate	32%	9	63%	19	46%	89
		28		30		195

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Increase (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	85%	535	\$5,283	\$3,265,092	0%	0	\$4,441	\$1,922,833	0%	0
		633		618		443		433		195
Dislocated Workers	82%	617	87%	\$8,136,028	0%	0	\$6,194	\$1,957,168	0%	0
		749		\$9,388,700		336		316		138
Older Youth	74%	31	\$4,196	\$172,052	0%	0	\$2,827	\$101,788		
		42		41		38		36		

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	1,419	782
Total Adults (self-serve <u>only</u> )	0	0
WIA Adults	821	445
Dislocated Workers	623	347
Total Youth (14-21)	873	496
Younger Youth (14-18)	763	440
Older Youth (19-21 yrs)	110	56
Out-of-School Youth	475	237
In-school Youth	398	259

**Table N - Cost of Program Activities**

July 1, 2005– June 30, 2006

Program Activity		Total Federal Spending
Local Adults		\$ 2,420,900
Local Dislocated Workers		\$ 2,150,838
Local Youth		\$ 4,064,506
Rapid Response (up to 25%) WIA Section 134(a)(2)(A)		\$ 26,919
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		\$ 1,590,282
Statewide Allowable Activities WIA Section 134 (a) (3)	Capacity Building/Incentive Grants	\$ 4,345
	Worker Reemployment	\$ 0
	Additional Local Admin	\$ 0
	Program Service	\$ 129,351
Total of All Federal Spending Listed Above		\$ 10,387,141

Table O – STATE Performance

STATE OF HAWAII	Total Participants Served	Adults	822	
		Dislocated Workers	625	
		Older Youth (19-21)	110	
		Younger Youth (14-18)	763	
	Total Exitters	Adults	445	
		Dislocated Workers	347	
		Older Youth (19-21)	56	
		Younger Youth (14-18)	440	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	82%	82%	
	Employers	70%	72%	
Entered Employment Rate	Adults	75%	79%	
	Dislocated Workers	80%	80%	
	Older Youth	76%	66%	
Retention Rate	Adults	82%	83%	
	Dislocated Workers	84%	81%	
	Older Youth	79%	77%	
	Younger Youth	48%	49%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$4,000	\$5,116	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	-\$1,995	-\$1,683	
	Older Youth	\$3,000	\$3,680	
Credential/Diploma Rates	Adults	58%	81%	
	Dislocated Workers	61%	79%	
	Older Youth	34%	66%	
	Younger Youth	52%	42%	
Skill Attainment Rate	Younger Youth	68%	77%	
Placement in Employment or Education	Youth (14-21)	0%	%	
Attainment of Degree or Certificate	Youth (14-21)	0%	%	
Literacy or Numeracy Gains	Youth (14-21)	n/a	n/a	
Overall Status of STATE Performance		Not Met	Met	Exceeded
		4	2	11



Table O – Local Performance

Local Area Name <b>HONOLULU</b>	Total Participants Served	Adults	446
		Dislocated Workers	319
		Older Youth (19-21)	66
		Younger Youth (14-18)	427
ETA Assigned # <u>15020</u>	Total Exiters	Adults	232
		Dislocated Workers	150
		Older Youth (19-21)	27
		Younger Youth (14-18)	211
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	82%	84%
	Employers	70%	69%
Entered Employment Rate	Adults	75%	86%
	Dislocated Workers	80%	80%
	Older Youth	76%	65%
Retention Rate	Adults	82%	84%
	Dislocated Workers	84%	85%
	Older Youth	79%	75%
	Younger Youth	48%	48%
Average Earnings (Adults, Dislocated Workers)	Adults	\$4,000	\$5,237
Six Months Earnings Increase (Older Youth)	Dislocated Workers	-\$1,995	-\$1,469
	Older Youth	\$3,000	\$3,082
Credential/Diploma Rates	Adults	58%	86%
	Dislocated Workers	61%	78%
	Older Youth	34%	65%
	Younger Youth	52%	53%
Skill Attainment Rate	Younger Youth	68%	78%
Placement in Employment or Education	Youth (14-21)	0%	33%
Attainment of Degree or Certificate	Youth (14-21)	0%	43%
Literacy or Numeracy Gains	Youth (14-21)	n/a	n/a
Overall Status of <b>HONOLULU</b> Performance	Not Met	Met	Exceeded
	3	2	12

Table O – Local Performance

Local Area Name HAWAII COUNTY	Total Participants Served	Adults	230	
		Dislocated Workers	203	
		Older Youth (19-21)	30	
		Younger Youth (14-18)	201	
ETA Assigned # 15020	Total Exiters	Adults	137	
		Dislocated Workers	128	
		Older Youth (19-21)	24	
		Younger Youth (14-18)	189	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	82%	80%	
	Employers	70%	71%	
Entered Employment Rate	Adults	75%	70%	
	Dislocated Workers	80%	79%	
	Older Youth	76%	61%	
Retention Rate	Adults	82%	80%	
	Dislocated Workers	84%	81%	
	Older Youth	79%	78%	
	Younger Youth	48%	46%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$4,000	\$5,095	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	-\$1,995	-\$1,026	
	Older Youth	\$3,000	\$4,313	
Credential/Diploma Rates	Adults	58%	65%	
	Dislocated Workers	61%	84%	
	Older Youth	34%	61%	
	Younger Youth	52%	34%	
Skill Attainment Rate	Younger Youth	68%	66%	
Placement in Employment or Education	Youth (14-21)	0%	49%	
Attainment of Degree or Certificate	Youth (14-21)	0%	74%	
Literacy or Numeracy Gains	Youth (14-21)	n/a	n/a	
Overall Status of HAWAII COUNTY Performance		Not Met	Met	Exceeded
		10	0	7

Table O – Local Performance

Local Area Name MAUI COUNTY	Total Participants Served	Adults	82	
		Dislocated Workers	81	
		Older Youth (19-21)	7	
		Younger Youth (14-18)	75	
ETA Assigned # 15020	Total Exiters	Adults	45	
		Dislocated Workers	52	
		Older Youth (19-21)	0	
		Younger Youth (14-18)	8	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	82%	91%	
	Employers	70%	75%	
Entered Employment Rate	Adults	75%	90%	
	Dislocated Workers	80%	84%	
	Older Youth	76%	0%	
Retention Rate	Adults	82%	89%	
	Dislocated Workers	84%	70%	
	Older Youth	79%	0%	
	Younger Youth	48%	62%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$4,000	\$4,458	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	-\$1,995	-\$3,834	
	Older Youth	\$3,000	\$0	
Credential/Diploma Rates	Adults	58%	100%	
	Dislocated Workers	61%	80%	
	Older Youth	34%	0%	
	Younger Youth	52%	50%	
Skill Attainment Rate	Younger Youth	68%	96%	
Placement in Employment or Education	Youth (14-21)	0%	82%	
Attainment of Degree or Certificate	Youth (14-21)	0%	100%	
Literacy or Numeracy Gains	Youth (14-21)	n/a	n/a	
Overall Status of MAUI COUNTY Performance		Not Met	Met	Exceeded
		7	0	10

Table O – Local Performance

Local Area Name <b>KAUAI</b>	Total Participants Served	Adults	64	
		Dislocated Workers	22	
		Older Youth (19-21)	7	
		Younger Youth (14-18)	60	
ETA Assigned # <u>15020</u>	Total Exitters	Adults	31	
		Dislocated Workers	17	
		Older Youth (19-21)	5	
		Younger Youth (14-18)	32	
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Customer Satisfaction	Program Participants	82%	86%	
	Employers	70%	74%	
Entered Employment Rate	Adults	75%	62%	
	Dislocated Workers	80%	81%	
	Older Youth	76%	100%	
Retention Rate	Adults	82%	84%	
	Dislocated Workers	84%	83%	
	Older Youth	79%	80%	
	Younger Youth	48%	50%	
Average Earnings (Adults, Dislocated Workers)	Adults	\$4,000	\$5,933	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	-\$1,995	-\$3,004	
	Older Youth	\$3,000	\$3,819	
Credential/Diploma Rates	Adults	58%	50%	
	Dislocated Workers	61%	0%	
	Older Youth	34%	100%	
	Younger Youth	52%	88%	
Skill Attainment Rate	Younger Youth	68%	65%	
Placement in Employment or Education	Youth (14-21)	0%	54%	
Attainment of Degree or Certificate	Youth (14-21)	0%	38%	
Literacy or Numeracy Gains	Youth (14-21)	n/a	n/a	
Overall Status of <b>KAUAI</b> Performance		Not Met	Met	Exceeded
		6	0	11

## TERMS AND DEFINITIONS

### Performance Measurement Elements for Adult Service Recipients

<b>Measure</b>	<b>Formula</b>
<b>Entered Employment</b>	<p>Of those adults who are not employed at registration:</p> <p>The number of adults who have entered employment by the end of the first quarter after exit</p> <p style="text-align: center;">Divided by</p> <p>The number of adults who exit during the quarter</p>
<b>Retention Rate</b>	<p>Of those adults who are employed in the first quarter after exit:</p> <p>The number of adults who are employed in the third quarter after exit</p> <p>Divided by</p> <p>The number of adults who exit during the quarter</p>
<b>Earnings Change</b>	<p>Of those adults who are employed in the first quarter after exit:</p> <p>[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)]</p> <p>Minus</p> <p>[Pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration)]</p> <p>Quantity divided by</p> <p>Number of adults who exit during the quarter</p>
<b>Employment and Credentials Rate</b>	<p>Of the adults who receive training services:</p> <p>The number of adults who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit</p> <p>Divided by</p> <p>The number of adults who exited during the quarter</p>

## Performance Measurement Elements for Dislocated Worker Service Recipients

Measure	Formula
<b>Entered Employment</b>	<p>The number of dislocated workers who have entered employment by the first quarter after exit</p> <p>Divided by</p> <p>The number of dislocated workers who exit during the quarter</p>
<b>Retention Rate</b>	<p>Of those who are employed in the first quarter after exit:</p> <p>The number of dislocated workers who are employed in the third quarter after exit</p> <p>Divided by</p> <p>The number of dislocated workers who exit during the quarter</p>
<b>Average Earnings</b>	<p>Of those adults who are employed in the first quarter after exit:</p> <p>[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)]</p> <p>Minus</p> <p>[Pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration)]</p> <p>Quantity divided by</p> <p>Number of adults who exit during the quarter</p>
<b>Employment and Credentials Rate</b>	<p>Of the dislocated workers who receive training services:</p> <p>The number of dislocated workers who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit</p> <p>Divided by</p> <p>The number of dislocated workers who exited during the quarter</p>

**Performance Measurement Elements for Older Youth  
(Age 19 to 21 years-old) Service Recipients**

<b>Measure</b>	<b>Formula</b>
<b>Entered Employment</b>	<p>Of those who are not employed at registration and who are not enrolled in post-secondary education or advanced training the first quarter after exit:</p> <p>The number of older youth who have entered employment by the first quarter after exit</p> <p>Divided by</p> <p>The number of older youth who exit during the quarter</p>
<b>Retention Rate</b>	<p>Of those who are employed in the first quarter after exit and are not included in post-secondary education or advanced training in the third quarter after exit:</p> <p>The number of older youth who are employed in the third quarter after exit</p> <p>Divided by</p> <p>The number of older youth who exit during the quarter</p>
<b>Earnings Change</b>	<p>Of those who are employed in the first quarter after exit and are not included in post-secondary education or advanced training in the third quarter after exit:</p> <p>[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)]</p> <p>Minus</p> <p>[Pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration)]</p> <p>Quantity divided by</p> <p>Number of older youth who exit during the quarter</p>
<b>Credential Rate</b>	<p>The number of older youth who were in employment/post-secondary education/advanced training by the end of the first quarter after exit and received a credential by the end of the third quarter after exit</p> <p>Divided by</p> <p>The number of older youth who exited during the quarter</p>

**Performance Measurement Elements for Younger Youth  
(Age 14 to 18 years-old) Service Recipients**

<b>Measure</b>	<b>Formula</b>
<b>Skills Attainment</b>	<p>Of all in-school youth and any out-of-school youth who are assessed to be in need of basic skills, work readiness skills and/or occupational skills:</p> <p>Total number of basic skills goals attained + number of work readiness skills goals attained + number of occupational skills goals attained</p> <p>Divided by</p> <p>Number of basic skills goals + number of work readiness skills goals + number of occupational goals set</p>
<b>High School or General Equivalency Diploma Attainment</b>	<p>Of those who register without a diploma or its equivalent:</p> <p>The number of younger youth who attain a secondary school diploma or its equivalent by the end of the first quarter after exit</p> <p>Divided by</p> <p>The number of younger youth who exit during the quarter (except those still in secondary school at exit)</p>
<b>Retention Rate</b>	<p>The number of participants found in one of the following in the third quarter after exit:</p> <ul style="list-style-type: none"> <li>• Post-secondary education</li> <li>• Advanced training</li> <li>• Employment</li> <li>• Military service</li> <li>• Qualified apprenticeships</li> </ul> <p>Divided by</p> <p>The number of younger youth who exit during the quarter (except those still in secondary school at exit)</p>



## Customer Satisfaction Measurement Elements for all WIA Service Recipients

Measure	Formula
<b>Participant (Service Recipient) Satisfaction</b>	The individuals contacted for this survey are people who have participated in WIA Title I-B programs and left (exited) during the three-month period (quarter) being reviewed. Participants are contacted on a rolling basis within 60 days of the exit date or the date that an exit has been determined.
<b>Employer Satisfaction</b>	The individuals contacted for this survey are all employers who have received a substantial service from the one-stop system. Such services involve personal contact with one-stop staff, e.g. customized job training, customized labor market information, staff facilitated job order assistance, etc. These employers are contacted on a rolling basis within 60 days of the completion of the service or 30 to 60 days after a job order has been listed where no referrals have been made.

### *A Word About Customer Satisfaction*

The mandates of the Workforce Investment Act of 1998 guide the implementation of the one-stop system in each state. One common requirement is that all states conduct telephone surveys to determine the level of customer satisfaction with services provided through their systems. Two separate surveys are conducted; one gathers information from participants and the other from employers. A random sample is drawn for both. Those samples must be large enough to ensure that there will be at least 500 completed surveys obtained each year from participants and 500 each year from employers.

The surveys are built around a small set of questions that form the customer satisfaction index.

These three specific questions were designed to be used nationwide and address different dimensions of the customer's experience. These questions are:

- How satisfied are you with the services?
- To what extent have the services met your expectations?
- How well do the services compare to the ideal?

The resulting index is called the American Customer Satisfaction Index ("ACSI") which is created by combining scores from the three index questions. The responses to these questions rate overall satisfaction on a point scale of 0 to 100. However, the results are reported not as a percentage, but as a score which is a weighted average. Along with these mandatory questions, each state can add others that will provide information on the extent to which customers of the one-stop system are benefiting from its services.

Source: [www.ctdol.state.ct.us/wia/wia-pmtables.html](http://www.ctdol.state.ct.us/wia/wia-pmtables.html)

## Other Commonly Used Terms

**Accrual Basis** is a method of accounting in which each item is entered as it is earned or incurred regardless of when actual payments are received or made.

**Advanced Training** is an occupational skills employment/training program, not funded under Title I-B of the WIA, which does not duplicate training received under Title I-B.

**American Customer Satisfaction Index (ACSI)** methodology for determining customer satisfaction with WIA services is required by the USDOL. It asks three questions: What is your overall satisfaction with the services provided? Considering all the expectations you may have had about the services, to what extent have the services met your expectations? How well do you think the service(s) you received compare to the ideal service(s) (for people in your circumstances)?

**America's Career Resource Network (ACRN)** consists of state and federal organizations that provide information, resources and training on career and education exploration. The network is funded by a grant from the U.S. Department of Education.

**America's One-Stop Operating System (AOSOS)** is a software system with common intake, case management, and reporting components for use by partners in the statewide One-Stop system. The State of Hawaii currently uses this system for WIA and Wagner-Peyser programs.

**Apprenticeship.** Registered programs are those approved and recorded by the USDOL's Employment & Training Administration/Bureau of Apprenticeship and Training (BAT) or by a recognized state Apprenticeship Agency.

**Baldrige Principles.** Named for a former U.S. Secretary of Commerce, the Malcolm Baldrige Quality Criteria stimulate organizations toward quality management using leadership, strategic planning, customer and market focus, information and analysis, human resources, process management, and business results.

**Basic Skills Deficient** describes an individual whose English reading, writing, speaking or computing skills are at or below the 8<sup>th</sup> grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test.

**Basic Skills Goal** is a measurable increase in basic education skills including reading comprehension, math computation, writing, speaking, listening, problem solving, reasoning, and the capacity to use these skills.

**Best Practices, promising practices, and "lessons learned"** are used interchangeably here and are often best approaches that offer ideas about what works best in a given situation. As used in this report, they often refer to a specific program or project and are not trying to be universal in scope or application. Best Practices are expected to have been evaluated and tested rigorously.

### Other Commonly Used Terms (cont.)

**Career Kokua or Hawaii's Career Information Delivery System (HCIDS)** is a computerized system of localized, current career and educational information essential for good decision making.

**Core Services** in WIA are available to all job seekers through the One-Stop Job Centers. Core services include but are not limited to: eligibility determination for any of the partners' programs; outreach, intake, and orientation; initial assessment of skill levels, aptitudes, abilities and supportive service needs; job search and placement assistance and career counseling; provision of information on local area performance outcomes; referral to supportive services such as child care and transportation as appropriate; provision of information on filing claims for unemployment compensation; assistance in establishing eligibility for financial aid programs for other education and training programs; follow-up services for individuals placed in unsubsidized employment.

**Credential** is a certificate, high school diploma, associate degree, baccalaureate degree, or graduate degree. A certificate means that the individual has demonstrated through an evaluation and assessment process that the majority of the program's documented learning objectives has been achieved at a level of competency set by the provider.

**Customized Training** means training a) that is designed to meet the special requirements of an employer (including a group of employers); b) that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and c) for which the employer pays at least 50% of the cost of the training.

**Demand-Driven** is an orientation towards meeting the workforce and skills needs of the employers within the service area.

**Disability** is defined in section 3 of the Americans with Disability Act of 1990(42 U.S.C. 12102).

**Diseconomies of Scale** occur when an operation becomes too large or too small in size or scale that cost per unit of production increases.

**Dislocated Worker** a) has been terminated or laid off, or has received a notice of termination or layoff; b) is eligible for unemployment compensation (some exceptions); and c) is unlikely to return to a previous industry or occupation. Dislocated workers also include those laid off or about to be laid off due to permanent closure or substantial layoff at a plant, facility or enterprise. Self-employed persons who are unemployed as a result of general economic conditions in the community or because of natural disasters are dislocated workers, as are displaced homemakers.

**Eligible Youth** for Workforce Investment Act funds, except in subtitles C (Job Corps) and D (National Programs), is a) 14-21 years old; b) low-income; and c) one or more of the following: deficient in basic literacy skills, school dropout, homeless, runaway, foster child, pregnant or a parent, offender, requires additional assistance to complete an education program or to secure and hold employment.

**Eligible Training Providers (ETP).** All public and private education and training institutions identified by the counties as eligible to receive WIA training funds.

### Other Commonly Used Terms (cont.)

**Federal Research Evaluation Database (FRED)** is an analytical and diagnostic tool produced by the Administrative Data Research and Evaluation (ADARE) alliance of nine state partners managed by the Jacob France Institute at the University of Baltimore.

**Harder-to-Transition** is a description used in this report to describe clients who have multiple barriers or more challenging barriers and overcoming them usually requires more resources, time and innovative solutions.

**Hawaii Workforce Informer (HIWI)** is a website that posts economic and labor market information for the State of Hawaii. It is a resource for information on wages, unemployment rate, labor market data and projections.

**Incentive Awards** fulfills the WIA requirement that States must use a portion of WIA funds to provide incentive grants to local areas for exemplary performance on the performance measures, as well as local coordination and regional cooperation.

**Intensive services** in WIA include but are not limited to: development of an individual employment plan; comprehensive and specialized assessment of skill levels and service needs; group counseling, individual counseling, and career planning; case management for individuals seeking training services; short-term prevocational services; work experience.

**Individual Training Accounts (ITAs)** are training funds that can be used by individuals who have been determined eligible by their local One-Stop Job Centers to receive Workforce Investment Act funded training.

**Komo Kaulike** is a Hawaiian phrase and chosen as a project name to denote access equality or fair entry.

**Low-income** means an individual who a) receives cash payments under an income-based public assistance program; b) received an income in the prior six months that does not exceed the higher of the poverty line or 70% of the lower living standard income level, taking into account the family size; c) receives food stamps; d) is homeless; e) is a foster child for whom government payments are made; or f) is an individual with a disability who earns a low income as defined above, even though the family's income is not low-income.

**Lower Living Standard Income Level (LLSIL)** is determined and issued annually by the USDOL Secretary. It is an index of low-income levels by family size, adjusted for regions and metropolitan/non-metropolitan areas of the United States.

**National Governors Association Center for Best Practices' Pathways to Advancement Policy Academy** is an academy that assisted selected states to change higher education, workforce development, economic development, and welfare policies to help more adults obtain postsecondary credentials.

**Negotiated Performance Levels** are goals that WIA requires States to use for managing continuous improvement and enhanced customer satisfaction. The levels are negotiated by local areas, the state, regional and national offices and consider national benchmarks and the adequacy of any information states offer to substantiate each level.

### Other Commonly Used Terms (cont.)

**Occupational Information Network (O\*NET)** supplies worker skills and occupational requirements.

**Occupational Skills Goal.** Primary occupational skills encompass the proficiency to perform actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels. Secondary occupational skills entail familiarity with and use of set-up procedures, safety measures, work-related terminology, record keeping and paperwork formats, tools, equipment and materials, and breakdown and clean-up routines.

**Older Individuals** are WIA clients who are 55 years and older.

**On-the-Job Training (OJT)** means training by an employer that is provided to a paid participant while engaged in productive work in a job that a) provides knowledge or skills essential to the full and adequate performance of the job; b) provides reimbursement to the employer of up to 50% of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and c) is limited in duration as appropriate to the occupation for which the participant is being trained.

**Out-of-School Youth** is an eligible youth who is not attending any school or has received a high school diploma or its recognized equivalent, but is basic skills deficient, unemployed, or underemployed.

**Program of WIA Long-Term Training Services** for this report is one or more courses or classes, or a structured regimen that, upon successful completion, leads to: a) a certificate or higher education degree; or b) the skills or competencies needed for a specific job or jobs, an occupation, occupational group, or generally, for many types of jobs or occupations, as recognized by employers and determined prior to training.

**Rapid Response** is a program which provides short-term, early intervention and immediate assistance with layoffs and/or plant closures affecting a significant number of workers.

**Re-employment Services** Intensive individual services are given to Unemployment Insurance claimants who are most likely to have difficulty becoming re-employed.

**Self-Sufficiency** is a standard which local areas can use as a definition to determine employed workers' eligibility for intensive services: a) Employment that pays at least 200% of the lower living standard income level (LLSIL) or the layoff wage, whichever is higher.

**Social Policy Research, Associates, (SPR or SPRA)** is a research, evaluation, and technical assistance firm located in Oakland, California that specializes in providing rigorous and responsive services related to employment assistance, job training, education, youth programs, and comprehensive social services

**Supportive Services** include services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in workforce investment activities.

**The Real Games Series** is a set of six hands-on, interactive curriculum designed to connect classroom/learning and the world of work or real life.

**Other Commonly Used Terms (cont.)**

**Underemployed** refers to an individual who is working part-time but desires full-time employment, or an individual whose employment is not commensurate with the individual's demonstrated level of educational attainment.

**Work Incentive Grants** awarded by the United States Department of Labor to support One-Stop Centers to ensure that their customers with disabilities obtain complete career and employment services, thus increasing their potential of employment.

**Workforce Investment Act Standardized Record Data (WIASRD)** contains individual record data submitted by states for each workforce area that includes participant characteristics, activities and outcomes. Aggregate data can be used to determine whether goals have been met in the workforce areas

## EVALUATION STUDIES: A SUMMARY OF RECOMMENDATIONS

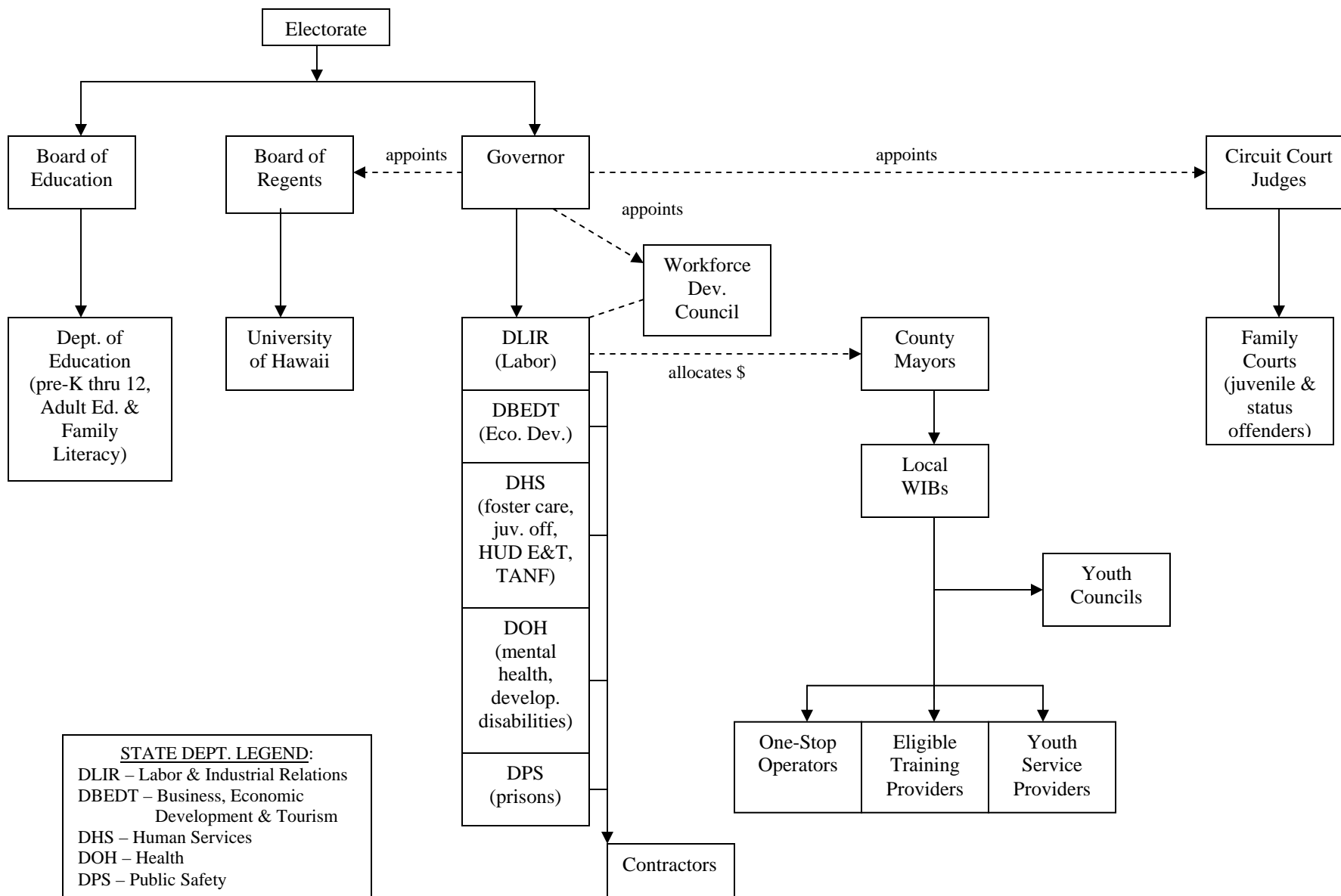
### WDC 2003 Employers Evaluation Study Recommendations

- 1) One-Stop Job Centers target growth businesses that are small to medium sized, less than \$5 million, have occupations that are blue collar, professional, sales and administration;
- 2) One-Stop Job Centers assist the businesses above with:
  - Training programs
  - Recruiting programs
  - Financial information; e.g., Employment Training Fund (ETF), tax credits;
- 3) One-Stop Job Centers have tighter screening of job applicants;
- 4) One-Stop Job Centers share best practices across counties; and
- 5) Improve professional skills (timeliness, responsiveness, professionalism) of One-Stop Job Center employees.

### WDC 2004 Youth Service Providers Evaluation Study Recommendations

- 1) Providers correlate the assessments and service goals with the ongoing and follow-up services provided to the youth;
- 2) Providers must conduct both pre-test and post-test to determine skill attainment;
- 3) Follow-up services need to go beyond tracking the youth to determine progress; and are to include services to assure good outcomes;
- 4) Local areas, that select providers to serve geographic areas, need to encourage service providers to not centralize and deliver most of the services in-house; and
- 5) Local areas would benefit from using a Monitoring model.

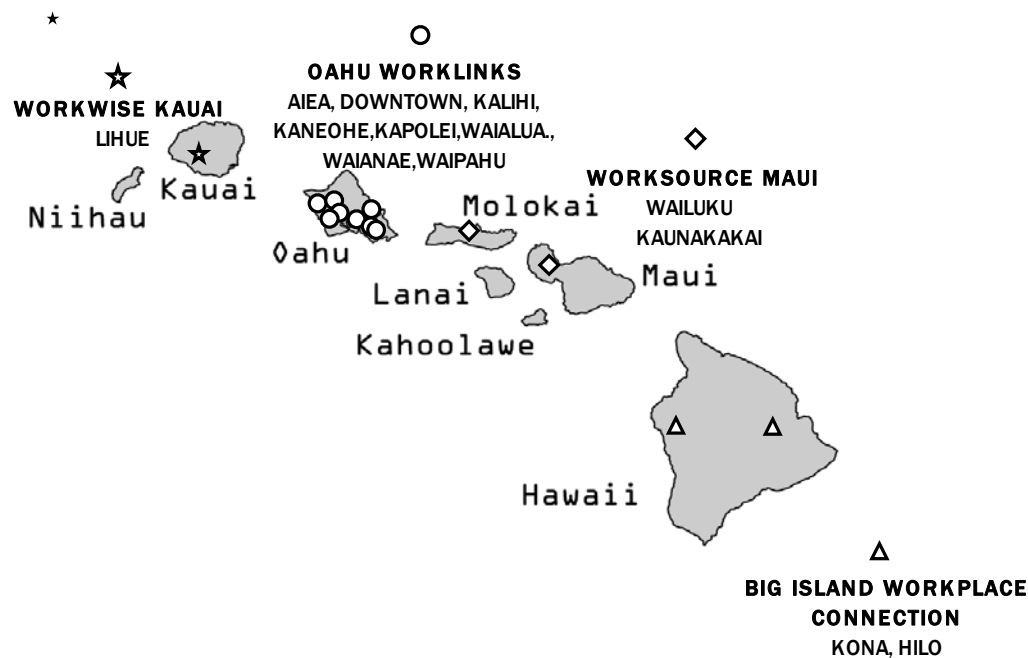
**HAWAII'S GOVERNOR: PUBLIC WORKFORCE INVESTMENT SYSTEM**



Appendix 4: About WIA in Hawaii



**ONE STOP JOB CENTERS-LOCATION, SERVICES AND PARTNERS**  
as of September 2006







**EMPLOYER SERVICES**

- Employment Listing and Matching with local and national job banks
- Financial support for employer-driven on-the-job training programs
- Support, facilities, and resources for job fairs and recruitment
- Information About Welfare-Tax Incentives, Federal Bonding, Rapid Response to Mass Layoff and other Employer-Assisting Programs

**JOB SEEKERS SERVICES**

- Job Search Assistance
- Career Planning Assistance
- Training Opportunities
- Complimentary Office Services-telephone, e-mail and internet, fax & copy machines
- Library Resource Center-newspapers, books, magazines, tapes related to job search and career development

## ONE-STOP JOB CENTERS CONSORTIA PARTNERS

LIST OF PARTNERS				
ALU LIKE Inc- Local Offices	✓	✓	✓	✓
DOE Community School for Adults (CSA)	✓	Hilo, Kona	Maui	Kauai
UH Community Colleges	✓	Hawaii	Maui	Kauai
DHS Benefit Employment and Support Services(BESSD)	✓	✓		✓
DHS Vocational Rehabilitation and Services to the Blind Division (VocRehab or DVR)	✓	✓	✓	✓
DLIR Workforce Development Division (WDD)	Oahu Branch	Big Island	Maui Branch	Kauai Branch
DLIR Unemployment Division (UI)	Oahu Branch	Big Island	Maui Branch	Kauai Branch
Maui Economic Opportunity, Inc (MEO)		✓	✓	
Hawaii County Economic Opportunity Council (HCEOC)		✓		
Kauai Economic Opportunity (KEO)				✓
Honolulu Community Action Program	✓			
Hawaii County Office of Housing and Community Development (OHCD)		✓		
Housing and Community Development of Hawaii (HCDCH)	✓			
Kauai Agency for Elderly Affairs				✓
Hawaii County Office of Aging		✓		
Hawaii Job Corps Center	✓		✓	
Honolulu Community Action Program	✓			

Sources: Memorandum of Understanding dated 1/3/06 for Kauai, 1/25/06 for Maui, 1/25/06 for Big Island, 1/30/06 for Oahu

**WIA YOUTH PROGRAMS**

A broad range of coordinated services based on ten required program elements make up the WIA youth program. WIA’s intention is to develop comprehensive youth development strategy and move away from one-time, short-term intervention activities.

<b>WIA Requirements PY 2005-2007</b>
1. Comprehensive Guidance and Counseling
2. Summer Employment Opportunities directly linked to Academic and Occupational Learning
3. Paid and Unpaid Work Experiences
4. Tutoring, Study Skills Training and Instruction Leading to Completion of Secondary School, including Dropout Prevention Strategies
5. Alternative Secondary Education
6. Occupational Skills Training
7. Leadership Development Opportunities
8. Supportive Services
9. Adult Mentoring for at least One Year
10. Follow-Up Services for at least One Year
11. Financial Literacy Training

<b>Program Year 2005 WIA Youth Service Providers</b>
<b>OAHU</b>
Boys and Girls Club of Hawaii
Goodwill Industries of Hawaii Ola I Ka Hana
Hawaii Human Development Corporation
Honolulu Community Action Program
Ko`olauloa Education Alliance Corporation
Pacific Gateway Center
Samoan Services Providers Association
Susannah Wesley Community Center
<b>BIG ISLAND</b>
Salvation Army Family Intervention Services
<b>MAUI</b>
Maui Community College
<b>KAUAI</b>
Hawaii National Guard

## USEFUL WEBSITES

FEDERAL GOVERNMENT ON EMPLOYMENT AND TRAINING  
[www.doleta.gov](http://www.doleta.gov)

WIA PERFORMANCE AND RESULTS  
[www.doleta.gov/Performance/](http://www.doleta.gov/Performance/)

UNDERSTANDING PERFORMANCE MEASURES USED IN THIS REPORT  
[www.spra.com/PEP/adult.shtml](http://www.spra.com/PEP/adult.shtml)  
[www.spra.com/PEP/youth.shtml](http://www.spra.com/PEP/youth.shtml)

NATIONAL WORKFORCE DEVELOPMENT SUPPORT ORGANIZATIONS  
National Governors Association [www.nga.org](http://www.nga.org)  
National Association of Workforce Board [www.nawb.org](http://www.nawb.org)  
National Association of State Workforce Agencies [www.naswa.org](http://www.naswa.org)  
National Youth Employment Coalition [www.nyec.org](http://www.nyec.org)

WIA PLANS IN HAWAII  
[www.hawaii.gov/wdc](http://www.hawaii.gov/wdc)

WIA ACTIVITIES AND RELATED WORKFORCE DEVELOPMENT SERVICES  
[www.hawaii.gov/wdd](http://www.hawaii.gov/wdd)

WIA STATE AND LOCAL WORKFORCE LABOR, CAREER AND OCCUPATIONAL INFORMATION  
[www.hiwi.org](http://www.hiwi.org)  
[www.careerkokua.org](http://www.careerkokua.org)

LOCAL ONE-STOP JOB CENTERS IN HAWAII  
OAHU [www.oahuworklinks.org](http://www.oahuworklinks.org)  
KAUAI [www.workwisekauai.org](http://www.workwisekauai.org)  
BIG ISLAND (for youth) [www.1stop4youths.com](http://www.1stop4youths.com)

STATE ECONOMIC DATA  
[www3.hawaii.gov/DBEDT/index.cfm?parent=statistics\\_and\\_economic\\_information](http://www3.hawaii.gov/DBEDT/index.cfm?parent=statistics_and_economic_information)  
[www.uhero.org](http://www.uhero.org)

STATE EDUCATION DATA  
K-12: <http://arch.k12.hi.us/>  
Post Secondary : <http://www.hawaii.edu/iro/>  
[www.hawaii.edu/cte](http://www.hawaii.edu/cte)

COMMUNITY AND NEIGHBORHOOD DATA  
[uhfamily.hawaii.edu/Cof\\_Data/datacenter.asp](http://uhfamily.hawaii.edu/Cof_Data/datacenter.asp)

STATE AND COUNTY GOVERNMENTS  
Hawaii State [www.hawaii.gov](http://www.hawaii.gov)  
City and County of Honolulu [www.co.honolulu.hi.us](http://www.co.honolulu.hi.us)  
Hawaii County [www.hawaii-county.com](http://www.hawaii-county.com)  
Maui County [www.co.maui.hi.us](http://www.co.maui.hi.us)  
Kauai County [www.kauai.gov](http://www.kauai.gov)

**HAWAII WORKFORCE DEVELOPMENT COUNCIL (“WDC”)**

**Gregg Yamanaka**, Chair  
President, The LearningBiz Group

Private Sector

**Todd Apo**  
Vice President  
Ko Olina Community Association

**Jeff Bloom**

Owner & CEO  
CTA Solutions

**Jonathan Chun**

Attorney  
Belles, Graham, Proudfoot &  
Wilson

**Michael Fitzgerald**

President & CEO  
Enterprise Honolulu

**Signe Godfrey**

President, Olsten Staffing Services

**Erwin Hudelist**

President, Hagadone Printing

**Corianne Lau**

Attorney  
Alston, Hunt, Floyd & Ing

**Stephen Metter**

CEO, MW Group

**James Tollefson**

President & CEO  
Chamber of Commerce of Hawaii

WIB Chairs**Russell Chun**

General Manager  
Miramar Hotel at Waikiki

**Mark McGuffie**

Executive Director, Hawaii Island  
Economic Development Board

**Irving Soto**

Vice President, Business  
Development & CUSO  
Kauai Community Federal Credit  
Union

**Glenn Yamasaki Kimura**

Vice President & Team Leader  
Private Client Services-Maui #127.  
Bank of Hawaii

Labor**Marcia Armstrong**

Chair, Collective Bargaining  
Committee, UHPA  
HSTA Representative

Partner Agencies**Nelson Befitel**

Director, State Department of  
Labor and Industrial Relations

**James Hardway**, Assistant to the  
Director-Designee

**Patricia Hamamoto**

Superintendent  
State Department of Education

**Kathy Kawaguchi**

Assistant Superintendent, OCISS–  
Designee

**Lillian Koller**

Director, State Department of  
Human Services

**Garry Kemp**, BESS Division-  
Designee

**Ted Liu**

Director, State Department of  
Business, Economic Development  
and Tourism

**Bob Shore**, Economist-Designee

**Dr. David McClain**

President, University of Hawaii  
**Michael Rota**, Associate Vice  
President for Academic Affairs-  
Designee

Elected Officials

**The Honorable Linda Lingle**  
Governor of the State of Hawaii  
**Lester Nakamura**, DAGS,  
Governor’s Representative

**The Honorable Will Espero**

**The Honorable Norman  
Sakamoto**

Hawaii State Senate

**The Honorable Kirk Caldwell**

**The Honorable Scott Nishimoto**  
Hawaii House of Representatives

**The Honorable Alan Arakawa**

Mayor, Maui County  
**JoAnn Inamasu**, Office of  
Economic Development-Designee

**The Honorable Mufi Hannemann**

Mayor, City & County of Honolulu  
**Deborah Kim Morikawa**  
Department of Community  
Services-Designee

Immediate Past Members**Tom Cooper**

**Alan Garson**

**Denis Mactagone**

**Winona Whitman**

**OAHU WORKFORCE INVESTMENT BOARD (“OWIB”)**

**Russell Chun**, Chair  
General Manager  
Miramar at Waikiki

**Rebecca Rude-Ozaki**, Vice Chair  
Assistant Professor & Real Choices ACCESS Project  
Coordinator  
UH Center for Disability Studies

**Edmund Aczon**  
Manpower Specialist  
Hawaii Carpenters Union

**Nelson Kanemoto**  
CEO  
Referentia Systems, Inc.

**Nanea Sai**  
Employment and Training Manager  
ALU LIKE, Inc.

**Ann Chung**  
Executive Director  
Hawaii Technology Trade  
Association

**Joanne Kealoha**  
Social Services Coordinator  
ILWU, Local 142

**Jeanne Schultz**  
Director of Economic Development  
C&C of Honolulu, Office of the  
Mayor

**Harold Dias, Jr.**  
President  
Hawaii State AFL-CIO

**Dennis Ling**  
Administrator  
DBEDT SMSD

**Jon Takushi**  
Sales Manager  
Sheraton Hotels and Resorts  
Waikiki

**Neil Dietz**  
Port Agent  
Seafarers International Union

**Ann Mahi**  
Director of SCLB  
DOE OCISS

**James Tollefson**  
President and CEO  
Chamber of Commerce of Hawaii

**Julie Dugan**  
Business and Community Liaison  
Hawaii Job Corps Center

**Maryellen Markley**  
Executive Director  
Hawaii Services for the Disabled

**Vaughn Vasconcellos**  
CEO and President  
Akimeka, LLC

**Roger Godfrey**  
President  
Times Super Market

**Richard Matsumoto**  
Principal  
DOE Kaimuki/Kaiser CAS

**Joan White**  
Executive Director  
HCAP

**Timothy Ho**  
President  
Hawaii Employers Council

**Norma McDonald**  
Oahu Branch Manager  
DLIR WDD

**William Wilson**  
President and CEO  
Hawaiian Dredging and  
Construction Co.

**Garret Hoe**  
President  
Ohana Care

**Deborah Kim Morikawa**  
Director  
C&C Honolulu DCS

**Blake Yokotake**  
Personnel Manager  
Seven-Eleven Hawaii, Inc.

**James Hom**  
Oahu Branch Manager  
DLIR Unemployment Insurance

**William Musson**  
Senior Security Consultant  
Symantec, Inc.

**Francis Imada**  
CFO  
Clinical Laboratories of Hawaii

**Michael Rota**  
UH Associate Vice President for  
Academic Affairs

**Gwen Kagihara**  
Oahu Branch Administrator  
DHS DVR

**Beverly Rowe**  
Workforce Director  
U.S. Veteran’s Initiative, Inc.

**OAHU YOUTH COUNCIL**

**Julie Dugan**, Chair  
Business and Community Liaison  
Hawaii Job Corps

**Jasmine Baker**  
Youth Program Graduate  
Boys and Girls Club of Hawaii

**R. Mark Browning**  
Judge-Family Court  
District Court, State of Hawaii

**Dan Buron**  
Vice President, Human Services  
Goodwill Industries of Hawaii, Inc.

**Rolanse Crisafulli**  
Administrator  
Oahu WorkLinks, City & County of Honolulu

**James Davis**  
Youth Program Graduate  
Youth Build

**Lt. Frank Fuji**  
Lieutenant  
Honolulu Police Department –Juvenile Services Division

**Janis Jones**  
Parent of Youth Participant

**Gwen Kagihara**  
Oahu Branch Administrator  
DHS DVR

**Michael Kahikina**  
Representative, Hawaii State Legislature  
& Director of Waianae  
Boys and Girls Club of Honolulu

**Joanne Kealoha**  
Social Services Coordinator  
ILWU, Local 142

**Gordon Lum**  
Vice Principal  
Waipahu Community School for Adults

**Debbie Kim Morikawa**  
Director  
C&C Honolulu Department of Community Services

**Punky Pletan-Cross**  
Executive Director  
Hale Kipa, Inc.

**Nanea Sai**  
Employment and Training Manager  
ALU LIKE, Inc.

**Ryan Umemoto**  
CEO and President  
Ohana Care

**Robert Young**  
Program Specialist  
Housing Community Development Corporation of Hawaii

**HAWAII COUNTY WORKFORCE INVESTMENT BOARD (“HCWIB”)**

**Mark McGuffie**, Chair  
Executive Director  
Hawaii Island Economic  
Development Board

**Michael Gleason**, Vice Chair  
President & CEO  
The Arc of Hilo

**Dan Banks**  
Career & Tech. Ed. District  
Resource Teacher  
Department of Education

**Rebecca Kenney**  
Dean, OCET  
Hawaii Community College

**Larry Manliguis**  
Deputy Director  
Hawaii County Economic  
Opportunity Council

**David Deluz, Jr.**  
President  
Big Island Toyota

**Carla Kurokawa**  
Program Director  
ALU LIKE, Inc.

**Gay Mathews**  
CEO/President  
North Hawaii Community  
FCU

**Gary Fujihara**  
Institute for Astronomy  
UH Hilo

**Alison Lee**  
Island Branch Manager  
DHS-DVR

**Irene Nagao**  
Sole Proprietor  
Weekenders

**Elmer Gorospe**  
Labor Representative  
ILWU

**Warren Lee**  
Manager  
Hawaii Electric Light Co.

**Clyde Oshiro**  
Owner  
Clyde Oshiro, CPA

**Blayne Hanagami**  
Branch Manager  
DLIR Workforce  
Development Division

**Andy Levin**  
Executive Assistant  
County of Hawaii Mayor’s  
Liaison

**Leonard Paik**  
Principal  
DOE Hilo Community  
School for Adults

**Bert Hashimoto**  
Branch Manager  
DHS-BESSD-EHS

**Oscar Libed**  
Island Manager  
Hawaiian TelCom

**Delan Rusty Perry**  
Owner  
Volcano Isle Fruit Co., Inc.

**Alvin Inoue**  
Branch Manager  
DLIR Unemployment  
Insurance Division

**Debra Maiava**  
Manager  
Ken’s House of Pancakes

**June Rabago**  
Labor Representative  
UPW

**Marion Makaimoku**  
Career Academy Coordinator  
Kamehameha Schools

**Gary Rockwood**  
Director of Human Resources  
Hapuna Beach Prince Hotel



**HAWAII COUNTY YOUTH COUNCIL**

**Carla Kurokawa**, Chair  
Program Director  
ALU LIKE, Inc.

**Nalu Chartrand**  
Hawaii Community College

**Joan Chong**  
Extension Agent  
UH Cooperative Extension Services

**Lisa Faulkner-Inouye**  
Office of Prosecuting Attorney

**Blayne Hanagami**  
Branch Manager  
DLIR Workforce Development Division

**Andy Levin**  
Executive Assistant  
County of Hawaii Mayor's Liaison

**Keola Ma'a Hewitt**  
Career Academy Liaison  
Kamehameha Schools

**Irene Nagao**  
Sole Proprietor  
Weekenders

**Sara Narimatsu**  
Program Administrator  
Hawaii Community College

**Pam Naumann**  
Program Manager  
Family Support Services of West Hawaii

**Denise Pacheco**, Vice Chair  
Program Director  
Salvation Army

**Leonard Paik**  
Principal  
DOE Hilo Community Schools for Adults

**Lori Sasaki**  
Kona Office Manager  
DLIR-WDD

**Randy Tsuneda**  
Program Manager  
Queen Liliuokalani Children's Center

**MAUI COUNTY WORKFORCE INVESTMENT BOARD (“MWIB”)**

**Glenn Yamasaki Kimura**, Chair  
 Vice President & Team Leader  
 Private Client Services-Maui #127  
 Bank of Hawaii

**Eileen Wachi**, Vice Chair  
 Manager Administration  
 Maui Electric Company

**Judy Anderson**  
 Compensation and Benefits  
 Manager  
 Maui Land & Pineapple Co., Inc.

**Frances Driesbach**  
 Community All Stars Site Manager  
 Paxen Group

**Lisa Knutson**  
 Regional Human Resources  
 Director  
 Maui Memorial Medical Center

**Lynn Araki-Regan**  
 Economic Development  
 Coordinator  
 County of Maui Office of  
 Economic Development

**Rose Marie Duey**  
 Maui Island Representative  
 ALU LIKE, Inc.

**Leimamo Lind**  
 Executive Director  
 Maui Hotel Association

**Perry Artates**  
 Construction Resource Specialist  
 Hawaii Operating Engineers

**Rudy Esquer**  
 Grants Administrator  
 Department of Housing and Human  
 Concerns, County of Maui

**Faith Nagata**  
 Branch Manager  
 HI DLIR Unemployment Insurance  
 Division

**Rosalyn Baker**  
 Senator  
 Hawaii State Senate

**Linda Fukunaga**  
 Section Administrator  
 HI Dept. of Human Services  
 Benefit, Employment and Support  
 Services Division

**Ron Nelson**  
 Human Resource Manager  
 Macy’s

**Sananda “Sandy” Baz**  
 Executive Director  
 Maui Economic Opportunity, Inc.

**Gary Fukuroku**  
 Manager/ CEO  
 Maui County Employees Federal  
 Credit Union

**Linn Nishikawa**  
 Owner  
 Linn Nishikawa & Associates, Inc.

**James Coon**  
 Chief Executive Officer  
 Trilogy Excursions

**Barbara Haliniak**  
 President  
 Molokai Chamber of Commerce

**Suzette Robinson**  
 VITEC Director  
 Office of Continuing Education &  
 Training  
 Maui Community College

**Ululani Correa**  
 Executive Director  
 Maui Memorial Medical Center  
 Foundation, Inc.

**Stephen Kealoha**  
 Retired

**Pamela Tumpap**  
 President  
 Maui Chamber of Commerce

**Christine DeGuzman-Kim**  
 Site Director  
 HI Job Corps Center-Maui Campus

**Paul Kiang**  
 Maui Branch Administrator  
 HI Dept. of Human Services  
 Vocational Rehabilitation

**Gwen Ueoka**  
 Principal  
 Maui Community School for  
 Adults

**Jerrybeth DeMello**  
 Business Agent  
 ILWU, Local 142

**Kevin Kimizuka**  
 Branch Manager  
 HI Department of Labor and  
 Industrial Relations  
 Workforce Development Division

**Leslie Wilkins**  
 Vice President  
 Maui Economic Development  
 Board, Inc.

**MAUI COUNTY YOUTH COUNCIL**

**Gwen Ueoka**, Chair  
Principal  
Maui Community School for Adults

**Marlene Burgess**  
Employment and Training Manager  
ALU LIKE, Inc.

**Jim Crowe**  
Director of Youth Bank  
Maui Economic Opportunity, Inc

**Christine DeGuzman-Kim**  
Site Director  
HI Job Corps Center-Maui Campus

**Sharane Gomes**  
OCET Program Coordinator  
Maui Community College VITEC

**Joanne Ka'aea**  
Administrator  
Juvenile Client and Family Services Branch, Family Court

**Paul Kiang**  
Branch Manager  
DHS DVR

**Kevin Kimizuka**  
Branch Manager  
DLIR WDD

**Lt. Randal Leval**  
Juvenile Section  
Maui Police Department

**Cliff Libed**  
Housing Manager  
Housing and Community Development Corporation of Hawaii

**Kelly Pearson**  
Director of Operations  
Boys and Girls Club of Maui

**Eddie Pidot**  
Molokai Community Service Council and Ho'ikaika Program

**Wendy Stebbins**  
Grants Management Specialist  
Dept. of Housing and Human Concerns, County of Maui

**KAUAI WORKFORCE INVESTMENT BOARD (“KWIB”)****Irving Soto, Chair**

Vice President, Business Development & CUSO  
Kauai Community Federal Credit Union

**Walter Agena**  
Director of Sales  
Aloha Beach Resort

**Mary Lou Barela**  
Executive Director  
Hale Opio Kauai Inc.

**Peggy Cha**  
Chancellor  
Kauai Community College

**Debbie Chuckas**  
Store Manager  
Macy’s West

**Jonathan Chun**  
Attorney-at-Law  
Belles, Graham, Proudfoot and  
Wilson

**Tom Cooper, Ex-Officio**  
Director of Hawaii Operations  
General Dynamics, Advanced  
Information Systems

**Col. Ted Daligdig**  
Youth Coordinator  
State of Hawaii Dept. of Defense

**Randall Francisco**  
President  
Kauai Chamber of Commerce

**MaBel Fujiuchi**  
Chief Executive Officer  
Kauai Economic Opportunity, Inc

**Jay Furfaro**  
Council Member  
Kauai County Council  
Manager, Princeville Corp.

**Tracy Hirano**  
Branch Manager  
HI Dept. of Labor and Industrial  
Relations  
Workforce Development Division

**David Kagawa**  
Resource Teacher-CTE  
HI Department of Education

**Steven Kai**  
Plant Manager  
Pioneer-DuPont Agriculture and  
Nutrition

**Michael Machado**  
Business Agent  
International Longshore and  
Warehouse Union

**Sean Mahoney**  
Service Representative  
Carpenter’s Union Local 745

**Remi Meints**  
Employment and Training Manager  
ALU LIKE, Inc.

**Joan Morita**  
Human Resource Director  
Kauai Coffee Company

**Mark Oyama**  
Chef/Owner  
Contemporary Flavors Inc./Mark’s  
Place

**Terry Proctor**  
Vice Principal  
HI Department of Education  
Community School for Adults

**Diane Shaw**  
Executive Director  
Kauai Health & Wellness Assn.

**Janice Shitanaka**  
Section Administrator  
HI Department of Human Services  
Benefit, Employment, Support  
Services Division

**Kamika Smith**  
General Manager  
Smith’s Motor Boat Service, Inc.

**Lisa Ubay**  
Director  
Princeville Operating Co., Inc.

**Brenda Viado**  
Branch Administrator  
Voc. Rehab. Division  
Dept. of Human Services

**Marilyn Wong**  
Youth & Senior Specialist  
County of Kauai  
Office of Community Assistance

**Nathan Wood**  
Facility and Equipment Manager  
Trex Hawaii, LLC

**Marilyn Yamaguchi**  
Branch Manager  
HI DLIR Unemployment Division,  
Kauai

**Mattie Yoshioka**  
Executive Director  
Kauai Economic Development  
Board

**Diane Zachary**  
President/CEO  
Kauai Planning and Action  
Alliance

**KAUAI YOUTH COUNCIL**

**Marilyn Wong**, Chair  
Youth & Senior Specialist  
County of Kauai  
Office of Community Assistance

**Annaleah Atkinson**  
Manager, Teen Court  
Hale Opio Kauai, Inc.

**Michael Chandler**  
Program Specialist  
Kamehameha Schools

**Jonathan Chun**  
Attorney-at-Law  
Belles, Graham, Proudfoot and Wilson

**Col. Ted Daligdig**  
Youth Coordinator  
State of Hawaii Dept. of Defense

**David Kagawa**  
Resource Teacher, Career and Technical Education  
HI Department of Education  
Kauai Complex Area

**Remi Meints**  
Employment & Training Manager  
ALU LIKE, Inc.

**William Trugillo**

**Nathan Wood**  
Facility and Equipment Manager  
Trex Hawaii, LLC

**Tricia Yamashita**  
Director, Mission to Market,  
Kauai County Manager  
Girl Scout Council of Hawaii

**KEY CONTACTS - WORKFORCE INVESTMENT BOARDS, YOUTH COUNCIL CHAIRS, STAFF****STATE OF HAWAII  
Workforce Development Council**

Chair: **Gregg Yamanaka**  
 Executive Director: **Ann Yamamoto**  
 Employment Analysts: **Dorothy Bremner** and **Carolyn Weygan-Hildebrand**  
 Secretary: **Audrey Yasutake**  
 830 Punchbowl Street, Room 417  
 Honolulu, HI 96813

Tel.: 808-586-8670  
 Fax: 808-586-8674  
 e-mail: [DLIR.workforce.council@hawaii.gov](mailto:DLIR.workforce.council@hawaii.gov)  
 website: [www.hawaii.gov/labor/wdc](http://www.hawaii.gov/labor/wdc)

**Local Workforce Investment Boards**

<b>OAHU</b>	<b>HAWAII</b>	<b>MAUI COUNTY</b>	<b>KAUAI</b>
Chair: <b>Russell Chun</b>	Chair: <b>Mark McGuffie</b>	Chair: <b>Glenn Yamasaki Kimura</b>	Chair: <b>Irving Soto</b>
Lead Staff: <b>Danny Agsalog</b>	Lead Staff: <b>Susan Akiyama</b>	Lead Staff: <b>JoAnn Inamasu</b>	Lead Staff: <b>Jan Miyamoto</b>
711 Kapiolani Blvd. Room #410 Honolulu, HI 96813	50 Wailuku Drive Hilo, HI 96720	2200 Main Street Suite 305 Wailuku, HI 96793	4444 Rice Street, #200 Lihue, HI 96766
Tel.: 808-591-5555 Fax: 808-591-5560 <a href="mailto:dagsalog@honolulu.gov">dagsalog@honolulu.gov</a>	Tel.: 808-961-8379 Fax: 808-961-8685 <a href="mailto:ohcdwia@co.hawaii.hi.us">ohcdwia@co.hawaii.hi.us</a>	Tel.: 808-270-7808 Fax: 808-270-7995 <a href="mailto:joann.inamasu@co.maui.hi.us">joann.inamasu@co.maui.hi.us</a>	Tel.: 808 241-6389 Fax 808-241-6399 <a href="mailto:jmiyamoto@kauai.gov">jmiyamoto@kauai.gov</a>

**Local Area Youth Councils**

<b>OAHU</b>	<b>HAWAII</b>	<b>MAUI COUNTY</b>	<b>KAUAI</b>
Chair: <b>Julie Dugan</b>	Chair: <b>Carla Kurokawa</b>	Chair: <b>Gwen Ueoka</b>	Chair: <b>Marilyn Wong</b>
Lead Staff: <b>Coreen Blanco</b>	Lead Staff: <b>Susan Akiyama</b>	Lead Staff: <b>JoAnn Inamasu</b>	Lead Staff: <b>Jan Miyamoto</b>
711 Kapiolani Blvd. Suite #410 Honolulu, HI 96813 Tel.: 808-591-5555 Fax: 808-591-5560 <a href="mailto:cblanco@honolulu.gov">cblanco@honolulu.gov</a>	50 Wailuku Drive Hilo, HI 96720 Tel.: 808-961-8379 Fax: 808-961-8685 <a href="mailto:ohcdwia@co.hawaii.hi.us">ohcdwia@co.hawaii.hi.us</a>	2200 Main Street Suite 305 Wailuku, HI 96793 Tel.: 808-270-7808 Fax: 808-270-7995 <a href="mailto:joann.inamasu@co.maui.hi.us">joann.inamasu@co.maui.hi.us</a>	4444 Rice Street, #200 Lihue, HI 96766 Tel.: 808 241-6389 Fax: 808-241-6399 <a href="mailto:jmiyamoto@kauai.gov">jmiyamoto@kauai.gov</a>

**WIA GRANT ADMINISTRATORS AND KEY STAFF****STATE OF HAWAII  
Department of Labor and Industrial Relations**

**Nelson Befitel**  
Director  
830 Punchbowl Street, #321  
Honolulu, HI 96813  
Tel: 808-586-9299  
Fax: 808-586-9099  
[Nelson.B.Befitel@hawaii.gov](mailto:Nelson.B.Befitel@hawaii.gov)  
[www.hawaii.gov/labor](http://www.hawaii.gov/labor)

**Elaine Young**  
Administrator  
Workforce Development Division  
830 Punchbowl Street, #329  
Honolulu, HI 96813  
Tel: 808-586-8812  
Fax: 808-586-8822  
[eyoung@dlir.state.hi.us](mailto:eyoung@dlir.state.hi.us)  
[www.hawaii.gov/labor/wdd](http://www.hawaii.gov/labor/wdd)

**OAHU  
Department of  
Community Services**

**Deborah Morikawa**  
Director

715 South King St.  
#311  
Honolulu, HI 96813

Tel: 808- 527-5311  
Fax: 808-527-5498  
[dmorikawa@honolulu.gov](mailto:dmorikawa@honolulu.gov)

**HAWAII  
Office of Housing and  
Community  
Development**

**Edwin Taira**  
Administrator

50 Wailuku Drive  
Hilo, HI 96720

Tel: 808-961-08379  
Fax: 808-961-8685  
[ohcdadmin@co.hawaii.hi.us](mailto:ohcdadmin@co.hawaii.hi.us)

**MAUI COUNTY  
Office of Economic  
Development**

**Lynn Araki-Regan**  
Economic Development  
Coordinator

2200 Main Street  
Suite 305  
Wailuku, HI 96793

Tel: 808-270-7710  
Fax: 808-270-7995  
[lynn.araki-regan@co.maui.hi.us](mailto:lynn.araki-regan@co.maui.hi.us)

**KAUAI  
Office of Economic  
Development**

**Beth Tokioka**  
Director

4444 Rice St., #200  
Lihue, HI 96766

Tel: 808-241-6390  
Fax: 808-241-6399  
[btokioka@kauai.gov](mailto:btokioka@kauai.gov)

**WIA ONE-STOP JOB CENTER OPERATORS' CONSORTIA CONTACTS****OAHU**

**Rolanse Crisafulli**  
Administrator  
Oahu WorkLinks  
Consortium  
Central Office  
711 Kapiolani Blvd.  
Suite #1422  
Honolulu, HI 96813  
Tel.: 808-592-8621  
Fax: 808-592-8639  
[rcrisafulli@honolulu.gov](mailto:rcrisafulli@honolulu.gov)

**HAWAII**

**Susan Akiyama**  
Hawaii Office of  
Housing and  
Community  
Development  
50 Wailuku Drive  
Hilo, HI 96720  
Tel.: 808-961-8379  
Fax: 808-961-8685  
[ohcdwia@co.hawaii.hi.us](mailto:ohcdwia@co.hawaii.hi.us)

**MAUI COUNTY**

**JoAnn Inamasu**  
Office of Economic  
Development  
County of Maui  
2200 Main Street  
Suite 305  
Wailuku, HI 96793  
Tel: 808-270-7710  
Fax: 808-270-7995  
[joann.inamasu@co.maui.hi.us](mailto:joann.inamasu@co.maui.hi.us)

**KAUAI**

**Jan Miyamoto**  
Kauai County  
Office of Economic  
Development  
4444 Rice St., #200  
Lihue, HI 96766  
Tel: 808-241-6389  
Fax: 808-241-6399  
[jmiyamoto@kauai.gov](mailto:jmiyamoto@kauai.gov)

**WIA ONE-STOP JOB CENTERS IN HAWAII**



**BIG ISLAND WORKPLACE CONNECTION**

DOWNTOWN: 830 Punchbowl St., #112  
Tel. 586-8700

HILO\*: 1990 Kinoole St., #102  
Tel. 981-2860

KALIHI\*: 1505 Dillingham Blvd., #110  
Tel. 843-0733

KONA: 74-5565 Luhia St., Bldg. C, Bay 4  
Tel. 327-4770

KANEOHE: 45-1141 Kamehameha Hwy.  
Tel. 233-3700



MAKALAPA: 99-102 Kalaloa St., 2nd Floor  
Tel. 488-5630

LIHUE\*: 3100 Kuhio Hwy., Suite C-9  
Tel. 274-3060  
website: [www.workwisekauai.com](http://www.workwisekauai.com)

WAIALUA: 67-292 Goodale Ave.  
Tel. 637-6508

WAIANAЕ: 85-670 Farrington Hwy., #6  
Tel. 696-7067



WAIPAHI: 94-275 Mokuola St., #300  
Tel. 675-0010

MAUI\*: 2064 Wells St., #108, Wailuku  
Tel. 984-2091

website: [www.oahuworklinks.com](http://www.oahuworklinks.com)

MOLOKAI: 55 Makaena Pl., #4,  
Kaunakakai  
Tel. 553-1755

\* WIA-defined comprehensive One-Stop Job Center.



Proud members of the America's Workforce Network