



Workforce Development Training Fund: An Assessment



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Executive Summary

One of Idaho's most used economic development tools is the Workforce Development Training Fund, which has been serving Idaho employers since April 1996.

Financed by a 3 percent offset of state unemployment insurance taxes paid by Idaho employers, \$62 million has been offered in 278 contracts with more than 200 employers since the fund's inception to train new workers or retrain workers at risk of layoff unless their skills were upgraded. The average employer used about 71.5 percent of the allocated funding. Twenty employers never tapped the money committed to them, and 17 with current active contracts had not requested reimbursement for eligible training expenses through August 2012.

The fund is open to businesses that market their goods or services outside their region of the state. To be eligible for reimbursement of training expenses, jobs must pay \$12 an hour and include employer-subsidized health care benefits.

Initially the training fund's main goal was to attract new business. But over the years the goal has shifted from job creation to job retention by providing businesses with the funds necessary for updating or enhancing worker skills. The Workforce Development Council, which oversees the workforce operations of the Idaho Department of Labor, recently extended access to the fund to eligible businesses for replacing workers who die, retire or leave for some other reason as long as the state's unemployment rate is above 7 percent. A year ago, the council extended access to the fund to health care providers as a way of reducing Idaho's shortage of medical professionals.

This report focuses on 160 contracts between businesses and the Department of Labor covering the reimbursement of more than \$29.4 million for training 17,700 workers from 2000 to 2009. This period was selected because by 2000 the program was well established. The analysis stopped with contracts issued in 2009 so there would be two years of wage records following initiation of the contracts to assess the impact of the training. The report provides a detailed analysis of each company and the effect the training financed by the fund had on participating workers including the impact on wages, job retention and partial or permanent layoffs associated with the business cycle

There were 404 individual workers claimed by 101 companies for which department records show training reimbursement was made, but no record of those individuals working during the period of training or during the two years after training could be found. At least some of those instances could be

the result of typographical errors in recording the Social Security numbers. The Department of Labor has instituted a process of cross-matching Social Security numbers to immediately verify that a person for whom training reimbursement is requested is actually working. Reimbursement is being denied in cases where no match is found.

There were two cases in which the identified trainee died prior to the initiation of the subsidized training for the Social Security number submitted by the employer. These instances occurred in 2001 and 2002, and records could not be found to determine whether they also involved erroneous Social Security numbers. The department's new process prohibits training reimbursement until trainee Social Security numbers match the department's wage file.

None of these 406 individuals was included in the analysis of the fund's effectiveness. At the average training cost, the reimbursement for that training would total about \$740,000.

It is also possible that a number of successful wage matches resulted from matching erroneous Social Security numbers with people who were working during the prescribed period but were not the workers for whom training reimbursement was provided.

Findings

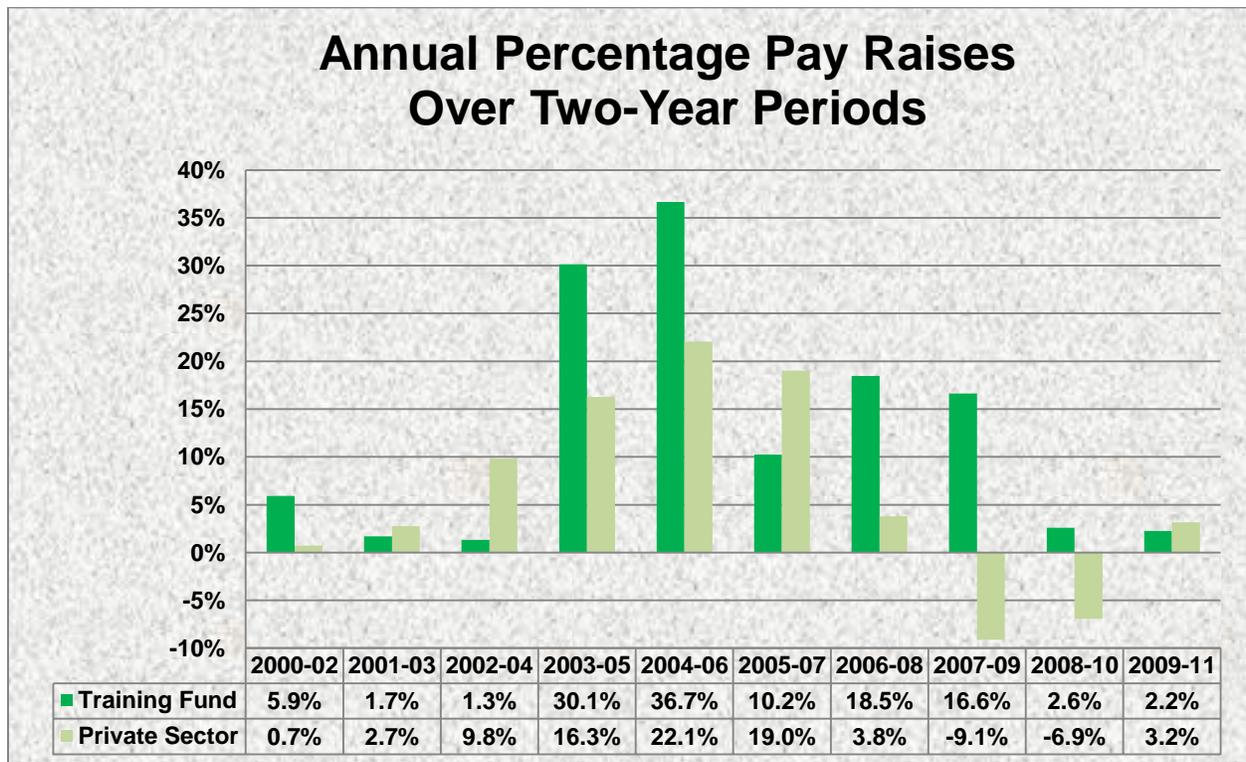
- Training fund trainees realized annualized average wage increases of 6.2 percent over the two years following training while the entire private sector labor force received annualized average wage increases of 2.8 percent, less than half the increases for training participants.
- Based on a performance index developed by the Idaho Department of Labor, the effectiveness of the fund was mixed over the decade analyzed. The fund was most effective in the information, financial services and business management services sectors and least effective in construction. Applying that performance index to the 160 individual contracts in effect from 2000 to 2009, 63, or 40 percent, were rated effective and 52, or 33 percent, were rated ineffective. Scores for the rest were inconclusive concerning the real effectiveness of the training subsidy.
- By sector, the highest average annualized wage increase for training fund participants was 7.5 percent in information followed by 5.1 percent in financial services and 5 percent in mining. At the other end of the spectrum were construction, where training fund participants saw wages decline an average of 6.9 percent, and agriculture and forestry, where wages fell 2.7 percent. While the evaluation included the entire period of the recession, which began in December 2007, the construction grants were issued during Idaho's robust economic expansion following the 2001 recession through 2007.
- Participating sectors with the highest wages were information and manufacturing.
- Call centers, the only component of administrative and support services to receive training funds, accounted for nearly half of all workers trained using subsidies from the state fund, and those workers on average were paid less than the workers trained in all the other sectors – only 64 percent of the statewide average wage. The experience with call centers resulted in a halt to providing training fund to so-called third-party call centers, which rely on contracts with other companies for their operations. The department in 2005, through the Workforce Development

Council, also required all workers trained through the fund to be paid a minimum of \$12 an hour and receive employer-assisted health benefits.

- Eighty-five percent of training fund trainees still held their jobs two years after participating in the subsidized training.
- The average cost per trainee was \$1,671 during the 10-year evaluation period. The median cost was \$1,801. The highest reimbursement per worker was \$6,940 to Medinex Systems Inc., an Internet-based medical services company in Kootenai County that had its corporate charter revoked 15 months after its training fund contract expired. The lowest was \$83 to Cygnus Inc. Unusually high average costs may be attributed to employer failure to accurately report the actual number of employees receiving subsidized training.
- About \$31 million in annual earnings are supported every year in Idaho by the average annual investment of around \$3 million from the Workforce Development Training Fund.

Training Fund Impact on Wages

From 2000 through 2009, workers trained with the benefit of the Workforce Development Training Fund received annual wage increases during the two years following their training even through the recession of 2007-2009. Those increases, however, were less than those received by all private sector workers during four of the 10 two-year periods covered by the analysis.



But over the decade, workers receiving subsidized training saw average annual pay raises more than twice the average for the workforce overall. They averaged nearly 6 percent pay increases during the

two years that included the 2001 recession that held pay increases for workers in general under 1 percent. And during the 2007-2009 recession period, training fund workers received an average annual pay raise of 16.6 percent while the pay of workers overall in Idaho fell an average of more than 9 percent a year.

Training Fund Impact by Industry

While participation in the training fund boosted worker wages in general, the experience was not uniform over all industry sectors.

Workers in information services and financial services experienced the highest annual average wage increases during the two years after training. More than 1,900 workers were trained in those sectors, and their annual percentage pay raises two years after training averaged in the double digits.

At the same time, workers in five sectors – construction, agriculture, other services, utilities and retail sales – suffered average annual wage declines in the two years after training. The largest was 14 percent over two years in construction. But only 749 workers from those five sectors received training and just 76 in construction.

The sector with the most fund trainees – call centers at nearly half the total analyzed – recorded an 8.3 percent annual average increase in wages within two years of training over the decade studied, but the wage was the lowest of all sectors at under \$13,000 before training and still below \$15,000 after. Manufacturing – where 6,000 of the trainees, or nearly a third, worked – posted 5 percent annual average pay increases two years after training, and that was on an average of over \$31,000 a year before training occurred.

Average Wages Before and Two Years After Training by Sector

Industry	Trainees	Percent of Total	Wage Before	Wage After	Annualized % Change
Information	1,344	7.6%	\$24,432	\$31,786	15.1%
Finance and Insurance	560	3.2%	\$19,688	\$23,797	10.4%
Mining	87	0.5%	\$9,317	\$11,179	10.0%
Transportation and Warehousing	127	0.7%	\$13,699	\$16,297	9.5%
Management of Companies and Enterprises	74	0.4%	\$22,299	\$26,306	9.0%
Wholesale Trade	418	2.4%	\$22,725	\$26,493	8.3%
Administrative, Support and Waste Management and Remediation Services (call centers)	7,630	43.0%	\$12,730	\$14,832	8.3%
Manufacturing	6,002	33.9%	\$31,467	\$34,635	5.0%
Professional, Scientific, Technical Services	737	4.2%	\$18,196	\$19,854	4.6%
Retail Trade	210	1.2%	\$33,406	\$31,895	-2.3%
Utilities	5	0.0%	\$30,820	\$29,147	-2.7%
Other Services (except government)	329	1.9%	\$25,573	\$24,129	-2.8%

Industry	Trainees	Percent of Total	Wage Before	Wage After	Annualized %age Change
Agriculture, Forestry, Fishing, Hunting	129	0.7%	\$29,680	\$26,499	-5.4%
Construction	76	0.4%	\$23,508	\$16,985	-13.9%
Not Available	11	0.1%	\$27,678	\$14,926	-23.0%
Total	17,739		\$20,556	\$23,112	6.2%

Overall, about 57 percent of all the workers trained through the fund had received wage increases two years after their training. The highest number was in financial services, where three of every four got pay raises. The lowest was in construction, where just a third received raises and average pay overall declined.

Job retention two years after training ranged from a low of 68 percent in mining to over 90 percent in financial services and agriculture. Utilities had complete job retention but only trained five workers.

That did not mean that workers who participated in subsidized training did not get laid off, but 85 percent of them were working two years after their training and the vast majority for the company that had them trained in the first place.

Temporary layoffs occurred with some regularity in manufacturing, especially food processing, and construction because of seasonal factors. But permanent layoffs of fund-trained workers average 18 percent across all sectors. The highest was over 30 percent in mining and construction, both industries hit hard by the recession. Retail trade and agriculture were over 20 percent. In a number of instances, however, workers who were permanently laid off by the company that provided the training found new work with other employers during the two years following training, possibly because of the skills they acquired through the training fund.

Additional Performance Measures For Workers Receiving Subsidized Training

Industry	Training Fund Trainees	Percent of WDTF Trainees Experiencing:					Job Retention	Cost per Trainee
		Wage Hikes	Wage Cuts	Initial Claims	Temp Layoffs	Perma- nent Layoffs*		
Administrative, Support and Waste Management and Remediation Services (call centers)	7,630	54.0%	46.0%	21.4%	1.9%	19.6%	83.0%	\$1,275
Manufacturing	6,002	61.2%	38.8%	39.2%	22.5%	16.7%	89.7%	\$1,775
Information	1,334	65.4%	34.6%	15.4%	1.1%	14.3%	89.6%	\$2,796
Professional, Scientific, Technical Services	737	54.3%	45.7%	22.9%	2.8%	20.1%	80.3%	\$1,708
Finance and Insurance	560	75.7%	24.3%	10.4%	0.7%	9.6%	91.3%	\$2,610
Wholesale Trade	418	60.0%	40.0%	37.6%	18.9%	18.7%	86.4%	\$1,943

Industry	Training Fund Trainees	Percent of WDTF Trainees Experiencing:						Cost per Trainee
		Wage Hikes	Wage Cuts	Initial Claims	Temp Layoffs	Perma- nent Layoffs*	Job Retention	
Other Services (except government)	329	48.6%	51.4%	22.8%	7.3%	15.5%	86.3%	\$816
Retail Trade	210	54.8%	45.2%	24.3%	0.5%	23.8%	86.2%	\$2,905
Agriculture, Forestry, Fishing, Hunting	129	44.2%	55.8%	38.8%	12.4%	26.4%	90.7%	\$1,520
Transportation and Warehousing	127	49.0%	51.0%	14.8%	1.4%	13.4%	74.0%	\$2,620
Mining	87	43.7%	56.3%	35.6%	4.6%	31.0%	67.8%	\$475
Construction	76	35.5%	64.5%	59.2%	27.6%	31.6%	80.3%	\$2,077
Management of Companies, Enterprises	74	63.5%	36.5%	10.8%	2.7%	8.1%	83.8%	\$1,314
Utilities	5	80.0%	20.0%	0.0%	0.0%	0.0%	100.0%	\$2,000
Not Available	11	27.3%	72.7%	54.5%	9.1%	45.5%	72.7%	\$1,480
Total	17,739	57.2%	42.8%	27.0%	9.0%	18.0%	85.4%	\$1,671

*A permanent layoff means the worker does not have a job with that employer.

The cost of training, while averaging under \$1,700 per worker overall, ranged from a low of \$475 in mining to a high of nearly \$2,905 in retail trade. Per worker costs could be understated because some companies began their contracts in the 1990s before the analysis period began and could have been reimbursed prior to 2000 for upfront costs that would be spread over all trainees but not captured in reimbursements claimed after 2000.

Effectiveness of Training Subsidies by Sector

By grading seven different unweighted factors, a performance scale was developed to determine the sectors of the economy where training fund assistance was the most effective.

The first of these factors is the actual average wage two years after training was received. Sectors with an average wage at that point that was above the average for all trainees from all sectors – \$23,112 – earned a point while those with average wages below that all-sector average were penalized a point.

The same plus or minus a point was given for the average annual increase in wages above or below the all-sector average annual increase of 6.2 percent.

Then sectors where more employees earned wage increases during the two years after training than the all-sector average of 57.2 percent got a point while those falling short of the all-sector average were penalized a point.

Sectors with combined temporary and permanent layoff rates, as measured by the filing of initial claims for unemployment insurance benefits, below the all-sector average of 27 percent earned a point while those with higher rates lost a point.

If a sector’s permanent layoff rate was below the all-sector rate of 18 percent it earned a point. Sectors lost a point if the rate was above the all-sector average.

Job retention rates higher than the all-sector average of 85.4 percent earned a point while sectors with retention rates below the all-sector average lost a point.

And finally, sectors with a per-worker training cost below the all-sector average of \$1,671 were awarded a point and those above lost a point.

The maximum score was seven and the minimum score was minus seven.

The following table provides the scoring for industry sectors based on these seven criteria:

A = Average wage two years after training was above or below the all sector average of \$23,112.

B = Average wage increase two years after training was above or below the all-sector average of 6.2 percent.

C = The proportion of trainees receiving wage increases was above or below the all-sector average of 57.2 percent.

D = The rate of initial unemployment benefit claims was above or below the all-sector average of 27 percent.

E = The rate of permanent layoffs was above or below the all-sector average of 18 percent.

F = Job retention percentage was above or below the all-sector average of 85.4 percent.

G = The cost of training was above or below the all-sector average of \$1,671 per worker.

Workforce Development Training Fund Performance Rating by Sector

Industry	A	B	C	D	E	F	G	Score	Did trainees get higher wages, retain jobs and avoid layoffs at an effective cost
Finance and Insurance	1	1	1	1	1	1	(1)	5	Yes
Information	1	1	1	1	1	1	(1)	5	Yes
Management of Companies, Enterprises	1	1	1	1	1	(1)	1	5	Yes
Manufacturing	1	1	1	(1)	1	1	(1)	3	Yes
Other Services (except government)	1	(1)	(1)	1	1	1	1	3	Yes
Utilities	1	(1)	1	1	1	1	(1)	3	Yes
Wholesale Trade	1	1	1	(1)	(1)	1	(1)	1	Maybe
Administrative, Support and Waste Mgmt and Remediation Services (call centers)	(1)	1	(1)	1	(1)	(1)	1	(1)	Maybe
Agriculture, Forestry, Fishing, Hunting	1	(1)	(1)	(1)	(1)	1	1	(1)	Maybe

Industry	A	B	C	D	E	F	G	Score	Did trainees get higher wages, retain jobs and avoid layoffs at an effective cost
Retail Trade	1	(1)	(1)	1	(1)	1	(1)	(1)	Maybe
Transportation and Warehousing	(1)	1	(1)	1	1	(1)	(1)	(1)	Maybe
Professional, Scientific, Technical Services	(1)	1	(1)	1	(1)	(1)	(1)	(3)	No
Mining	(1)	1	(1)	(1)	(1)	(1)	1	(3)	No
Construction	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
Not Available	(1)	(1)	(1)	(1)	(1)	(1)	1	(5)	No



APPENDIX

Performance by Contract by Employer

The following table lists all employers who received reimbursement from the Workforce Development Training Fund and measures of performance. Five companies – Jayco, Marathon Cheese, Micron Technology, Quest and Sorrento Lactalis – have been deleted from this table and placed in a separate table after data on an additional 1,700 trained workers was submitted by the Idaho Department of Labor’s Accounting Bureau and Employment Services after completion of the assessment of the original 16,000 trainee records, which included 960 workers from these five companies. These additional data reduced the average training cost per employee from the results of the original assessment. The additional data were processed separately. The performance statistics such as wage increase, wage decrease, layoffs and job retention for fund trainees from these five companies were sample-derived based on the results when the original data from these companies was processed.

Employer	Trainees	% Annual Wage Chg	% Wage Increase	% Wage Decrease	% Initial Claims	% Temp Layoffs	% Perm. Layoffs	% Job Retention	Average Cost
ABC Banking, Inc.	11	-4.1%	36.4%	63.6%	45.5%	9.1%	36.4%	63.6%	\$549
ADAS	4	80.4%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$500
Agrium	17	20.3%	88.2%	11.8%	0.0%	0.0%	0.0%	100.0%	\$2,800
AirBorne Express		-18.9%	42.9%	57.1%	14.3%	0.0%	14.3%	78.6%	\$998
Alaska Airlines	179	3.0%	61.5%	38.5%	5.0%	1.1%	3.9%	85.5%	\$1,968
Alpha Idaho	5	34.4%	60.0%	40.0%	20.0%	0.0%	20.0%	80.0%	\$2,441
Alpine Designs	1	-100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	\$4,318
Amalgamated Sugar Company, Inc.	35	20.8%	71.4%	28.6%	2.9%	0.0%	2.9%	97.1%	\$1,607
AmeriBen/IEC Group	22	10.8%	77.3%	22.7%	4.5%	0.0%	4.5%	90.9%	\$3,047
AMI - 2	91	16.9%	59.3%	40.7%	49.5%	2.2%	47.3%	89.0%	\$338
AMI Semiconductor, Inc.	234	4.7%	62.8%	37.2%	62.8%	54.3%	8.5%	99.6%	\$1,062
AMI-3	33	-0.7%	54.5%	45.5%	48.5%	3.0%	45.5%	87.9%	\$2,000
AMS	3	-21.4%	66.7%	33.3%	0.0%	0.0%	0.0%	66.7%	\$1,884
AMS, Inc.	21	-24.1%	61.9%	38.1%	19.0%	0.0%	19.0%	76.2%	\$1,227
Amulet	24	-40.1%	20.8%	79.2%	37.5%	16.7%	20.8%	58.3%	\$2,481
Ansley Inc.	3	42.9%	33.3%	66.7%	0.0%	0.0%	0.0%	66.7%	\$3,389
ARTCO	134	-3.6%	61.2%	38.8%	18.7%	6.7%	11.9%	85.1%	\$2,781
ATK	226	60.7%	77.4%	22.6%	13.3%	5.8%	7.5%	94.7%	\$1,170
Avista Utilities, Inc.	5	-5.4%	80.0%	20.0%	0.0%	0.0%	0.0%	100.0%	\$2,000
Balihoo, Inc.	16	-6.9%	68.8%	31.3%	18.8%	0.0%	18.8%	87.5%	\$840
Bay Shore Systems	68	-34.3%	33.8%	66.2%	52.9%	10.3%	42.6%	72.1%	\$377
Berg Integrated Systems	29	-17.9%	51.7%	48.3%	34.5%	10.3%	24.1%	89.7%	\$2,386
Bergmeyer Manufacturing, Inc.	48	21.0%	58.3%	41.7%	20.8%	10.4%	10.4%	81.3%	\$1,121
Blue Water Technologies, Inc.	11	18.7%	45.5%	54.5%	27.3%	0.0%	27.3%	72.7%	\$1,176
BOB Trailers, Inc.	18	-20.7%	38.9%	61.1%	11.1%	0.0%	11.1%	72.2%	\$894
Brewster West, LLC	30	-8.2%	50.0%	50.0%	3.3%	3.3%	0.0%	100.0%	\$3,387
Buck Knives	376	8.0%	54.0%	46.0%	16.0%	0.5%	15.4%	78.2%	\$1,872

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Bully Dog Technologies	13	1.2%	69.2%	30.8%	23.1%	0.0%	23.1%	76.9%	\$800
Caribou Creek Log Homes	22	-1.9%	45.5%	54.5%	27.3%	9.1%	18.2%	72.7%	\$1,701
Carlson Leisure Group	201	17.4%	64.7%	35.3%	11.4%	0.5%	10.9%	87.1%	\$2,480
Center Partners - CDA	1011	-18.8%	36.3%	63.7%	28.3%	1.1%	27.2%	78.8%	\$2,252
CitiCard	480	39.5%	65.0%	35.0%	12.7%	0.2%	12.5%	89.6%	\$779
ComTech AHA Corporation	26	14.6%	88.5%	11.5%	0.0%	0.0%	0.0%	92.3%	\$1,521
Convergys	92	-6.4%	43.5%	56.5%	29.3%	3.3%	26.1%	80.4%	\$618
Cygnus, Inc.	10	25.6%	80.0%	20.0%	30.0%	0.0%	30.0%	100.0%	\$83
D8, Inc.	18	18.3%	50.0%	50.0%	38.9%	11.1%	27.8%	72.2%	\$5,502
Disco Associates	10	-50.0%	20.0%	80.0%	60.0%	10.0%	50.0%	70.0%	\$1,363
Discovery Research	9	-11.6%	44.4%	55.6%	11.1%	0.0%	11.1%	55.6%	\$1,803
Diversified Metal Products, Inc.	2	48.0%	50.0%	50.0%	0.0%	0.0%	0.0%	50.0%	\$1,460
DOT Foods, Inc.	100	50.9%	76.0%	24.0%	15.0%	2.0%	13.0%	95.0%	\$3,490
Dutchmen Manufacturing, Inc.	265	10.9%	56.0%	44.0%	57.9%	32.3%	25.6%	88.0%	\$491
Dynamic Fabricators	14	134.9%	78.6%	21.4%	35.7%	0.0%	35.7%	92.9%	\$1,412
Echelon LLC	68	-3.0%	63.2%	36.8%	27.9%	7.4%	20.6%	94.1%	\$785
Economic Modeling Specialists, Inc.	28	63.4%	75.0%	25.0%	3.6%	0.0%	3.6%	78.6%	\$3,339
EDS	368	5.7%	47.3%	52.7%	29.9%	2.4%	27.4%	75.3%	\$1,160
El Shaddai Manufacturing, LLC	1	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$3,000
Empire Airlines, Inc.	152	35.9%	39.5%	60.5%	3.9%	0.0%	3.9%	44.7%	\$2,161
Environmental Oil Processing Technology, Inc	3	-29.5%	33.3%	66.7%	0.0%	0.0%	0.0%	33.3%	\$1,784
Enyeart Cedar Products	7	67.2%	85.7%	14.3%	28.6%	28.6%	0.0%	85.7%	\$2,143
Farmers Insurance Group, Inc.	200	16.4%	86.5%	13.5%	4.0%	0.5%	3.5%	96.5%	\$1,721
Farmhouse Collection	7	30.4%	57.1%	42.9%	14.3%	0.0%	14.3%	85.7%	\$3,843
Fiberguide Industries	16	5.2%	87.5%	12.5%	0.0%	0.0%	0.0%	93.8%	\$1,350
Floyd Wilcox & Sons, Inc.	5	-4.3%	80.0%	20.0%	0.0%	0.0%	0.0%	80.0%	\$3,175
Freedom Plastics	16	-3.5%	75.0%	25.0%	31.3%	6.3%	25.0%	87.5%	\$2,448
Gmodelo Agriculture Inc.	51	11.4%	62.7%	37.3%	19.6%	3.9%	15.7%	90.2%	\$1,321
Gossner Foods - Magic Valley, Inc.	52	39.4%	80.8%	19.2%	21.2%	3.8%	17.3%	94.2%	\$1,289
Grand Teton Brewing Company	2	9.1%	50.0%	50.0%	0.0%	0.0%	0.0%	100.0%	\$2,651
Ground Force Manufacturing, LLC.	41	-15.2%	46.3%	53.7%	31.7%	4.9%	26.8%	82.9%	\$642
GTE Telephone	2	14.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$1,438
Hahn's Upholstery	1	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$3,000
Hamilton Manufacturing, Inc.	15	19.9%	66.7%	33.3%	20.0%	20.0%	0.0%	86.7%	\$2,000

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Employer	Trainees	% Annual Wage Chg	% Wage Increase	% Wage Decrease	% Initial Claims	% Temp Layoffs	% Perm. Layoffs	% Job Retention	Average Cost
Harpers	3	-23.9%	33.3%	66.7%	33.3%	0.0%	33.3%	66.7%	\$880
HealthCare Resource Grp	39	12.7%	56.4%	43.6%	17.9%	5.1%	12.8%	71.8%	\$1,049
Heatercraft Marine Products, Inc.	32	-16.3%	50.0%	50.0%	25.0%	3.1%	21.9%	84.4%	\$1,797
Heinz Frozen Foods	478	20.6%	65.9%	34.1%	61.3%	44.6%	16.7%	92.7%	\$1,642
High Desert Milk	86	-10.5%	45.3%	54.7%	26.7%	2.3%	24.4%	90.7%	\$2,084
Hilex	137	18.6%	70.8%	29.2%	20.4%	3.6%	16.8%	90.5%	\$2,210
HPSshopping.com	175	-2.1%	57.7%	42.3%	22.3%	0.6%	21.7%	89.1%	\$2,894
Hydraulic Warehouses, Inc.	4	-1.0%	50.0%	50.0%	25.0%	0.0%	25.0%	75.0%	\$1,949
Idaho Sewing for Sports	7	264.3%	57.1%	42.9%	57.1%	57.1%	0.0%	71.4%	\$522
IEC Group	22	10.8%	77.3%	22.7%	4.5%	0.0%	4.5%	90.9%	\$2,335
Jack Wimer Machine Shop	1	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$3,000
Kiefer Built, L.L.C.	61	24.1%	59.0%	41.0%	19.7%	8.2%	11.5%	85.2%	\$1,742
Kodiak Northwest	22	20.1%	68.2%	31.8%	40.9%	18.2%	22.7%	90.9%	\$2,587
Kraft Foods	150	26.8%	66.0%	34.0%	65.3%	36.0%	29.3%	94.7%	\$691
Litehouse Custom Printing	2	20.8%	50.0%	50.0%	0.0%	0.0%	0.0%	100.0%	\$3,000
Logical Computer Services	3	-11.3%	66.7%	33.3%	33.3%	0.0%	33.3%	100.0%	\$4,303
Medinex	8	-89.6%	0.0%	100.0%	50.0%	0.0%	50.0%	12.5%	\$6,940
Melaleuca, Inc.	5	-56.5%	40.0%	60.0%	40.0%	20.0%	20.0%	60.0%	\$537
Microbial-Vac Systems, Inc.	8	-3.0%	37.5%	62.5%	25.0%	12.5%	12.5%	87.5%	\$1,981
Micron PC, LLC	33	13.5%	69.7%	30.3%	15.2%	3.0%	12.1%	90.9%	\$3,088
Microtools 100	3	-10.0%	66.7%	33.3%	0.0%	0.0%	0.0%	100.0%	\$2,512
ML Technologies	175	34.3%	57.1%	42.9%	20.0%	5.7%	14.3%	85.7%	\$1,534
MOR Manufacturing Inc.	52	53.4%	69.2%	30.8%	17.3%	5.8%	11.5%	80.8%	\$357
Mulholland Positioning Systems, Inc.	12	61.9%	66.7%	33.3%	25.0%	0.0%	25.0%	75.0%	\$4,815
Odyssey Enterprises, Inc.	2	-100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	\$2,268
On Semiconductor	605	5.1%	56.4%	43.6%	65.3%	59.3%	6.0%	99.8%	\$1,062
Oxyfresh	14	9.4%	57.1%	42.9%	21.4%	14.3%	7.1%	78.6%	\$1,141
Pacific Cabinets, Inc.	12	-5.5%	41.7%	58.3%	33.3%	16.7%	16.7%	83.3%	\$1,724
Pacific Northwest Fiber	21	22.9%	47.6%	52.4%	66.7%	38.1%	28.6%	76.2%	\$3,492
Peak Mechanical & Components, Inc.	1	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$3,000
Peak Mechanicals	1	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$3,000
Petersen Incorporated	37	-7.7%	40.5%	59.5%	73.0%	40.5%	32.4%	91.9%	\$1,450
Plumber One, Inc.	11	30.0%	63.6%	36.4%	27.3%	0.0%	27.3%	81.8%	\$3,315
Positron Systems, Inc.	6	-6.9%	50.0%	50.0%	16.7%	16.7%	0.0%	83.3%	\$1,709
Potting Shed Creations, LTD	18	32.6%	50.0%	50.0%	22.2%	0.0%	22.2%	77.8%	\$900

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Employer	Trainees	% Annual Wage Chg	% Wage Increase	% Wage Decrease	% Initial Claims	% Temp Layoffs	% Perm. Layoffs	% Job Retention	Average Cost
Premier Technology	330	11.3%	59.7%	40.3%	30.9%	9.7%	21.2%	93.6%	\$1,793
Purely Supreme	40	-14.1%	37.5%	62.5%	67.5%	35.0%	32.5%	90.0%	\$362
Qal-Tek Associates, LLC	2	-64.9%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	\$2,000
Quarterend, Inc.	8	29.4%	75.0%	25.0%	25.0%	0.0%	25.0%	87.5%	\$2,667
Quest Aircraft Company, LLC	166	25.9%	64.5%	35.5%	42.2%	13.9%	28.3%	81.3%	\$3,971
Ready Set Go Direct	205	46.1%	46.3%	53.7%	34.6%	3.4%	31.2%	69.3%	\$686
Regence BlueShield of Idaho	121	8.2%	64.5%	35.5%	22.3%	0.0%	22.3%	90.9%	\$1,626
Rfinity US LLC	1	2.9%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$2,000
Rite Stuff Foods	16	31.6%	50.0%	50.0%	6.3%	0.0%	6.3%	87.5%	\$211
Rx Elite	21	10.0%	52.4%	47.6%	19.0%	0.0%	19.0%	76.2%	\$1,827
Sartori Food Corporation	7	167.8%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$593
Sears - Boise Call Center	355	11.2%	51.3%	48.7%	18.0%	2.0%	16.1%	84.8%	\$732
Sears Credit Service Center	24	35.2%	66.7%	33.3%	20.8%	0.0%	20.8%	83.3%	\$5,485
Seneca Foods	10	70.2%	70.0%	30.0%	10.0%	0.0%	10.0%	90.0%	\$3,167
Sherrer Contracting, Inc.	3	25.1%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$1,684
Silver Needle - Kellogg	5	-40.2%	20.0%	80.0%	80.0%	40.0%	40.0%	100.0%	\$2,661
Sloan Security Fencing	9	-12.5%	44.4%	55.6%	22.2%	11.1%	11.1%	77.8%	\$1,455
SME Steel Contractors	4	-4.7%	50.0%	50.0%	50.0%	50.0%	0.0%	100.0%	\$1,942
Solo Cup, Inc.	67	-4.9%	52.2%	47.8%	26.9%	4.5%	22.4%	85.1%	\$1,450
Spudnik	13	-3.4%	53.8%	46.2%	7.7%	0.0%	7.7%	84.6%	\$1,799
Stafftopia, Inc.	21	-10.9%	23.8%	76.2%	28.6%	4.8%	23.8%	71.4%	\$2,000
Sysco	69	-7.5%	53.6%	46.4%	13.0%	2.9%	10.1%	68.1%	\$1,171
T & T Forest Products	1	100.0%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	\$3,000
Tech Help- Heatercraft Marine	27	-15.0%	55.6%	44.4%	22.2%	3.7%	18.5%	85.2%	\$2,026
Tele-Action, Inc.	7	61.0%	71.4%	28.6%	57.1%	14.3%	42.9%	85.7%	\$1,429
Teton Machine Company	3	155.2%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	\$930
Teton Outfitters	3	-46.7%	33.3%	66.7%	0.0%	0.0%	0.0%	66.7%	\$416
TetriDyn Solutions, Inc.	26	-6.9%	53.8%	46.2%	30.8%	0.0%	30.8%	92.3%	\$1,318
T-Mobile	1411	23.4%	60.0%	40.0%	16.5%	0.6%	15.9%	86.4%	\$906
Transector Systems, Inc.	12	97.6%	75.0%	25.0%	0.0%	0.0%	0.0%	100.0%	\$641
Treasure Valley Forest Products	17	-33.9%	29.4%	70.6%	52.9%	17.6%	35.3%	70.6%	\$2,784
TSI - Jerome	69	7.6%	47.8%	52.2%	33.3%	5.8%	27.5%	81.2%	\$641
TSI - Kellogg	244	-7.5%	36.1%	63.9%	44.3%	8.6%	35.7%	72.1%	\$334
TSI - Salmon	30	23.7%	36.7%	63.3%	43.3%	10.0%	33.3%	76.7%	\$908
TSI-Burley	272	6.5%	45.2%	54.8%	40.8%	14.7%	26.1%	79.0%	\$530
TSYS Technology	106	7.2%	70.8%	29.2%	5.7%	0.0%	5.7%	95.3%	\$1,811

Employer	Trainees	% Annual Wage Chg	% Wage Increase	% Wage Decrease	% Initial Claims	% Temp Layoffs	% Perm. Layoffs	% Job Retention	Average Cost
U.S. Bank	184	45.4%	73.4%	26.6%	8.7%	1.1%	7.6%	87.5%	\$4,348
Unicep Packaging, Inc.	131	53.4%	68.7%	31.3%	51.9%	34.4%	17.6%	87.8%	\$1,517
West Farm Foods	4	-8.9%	50.0%	50.0%	25.0%	0.0%	25.0%	100.0%	\$3,992
Western Electronics	7	4.3%	71.4%	28.6%	0.0%	0.0%	0.0%	100.0%	\$1,071
Western Trailer	320	-5.8%	48.4%	51.6%	22.5%	7.5%	15.0%	86.3%	\$763
Whisper Idaho LP	41	-41.0%	26.8%	73.2%	85.4%	39.0%	46.3%	82.9%	\$3,000
Wholesale Parts Company	2	34.4%	100.0%	0.0%	50.0%	50.0%	0.0%	100.0%	\$1,901
Woodgrain Millwork, Inc.	46	-16.8%	23.9%	76.1%	54.3%	39.1%	15.2%	80.4%	\$837
WOW Logistics	14	19.6%	57.1%	42.9%	42.9%	7.1%	35.7%	85.7%	\$857
XL Four Star Beef	259	4.7%	56.8%	43.2%	26.6%	3.1%	23.6%	87.6%	\$2,162
Yellowstone Hotel System, LLC	21	-35.8%	38.1%	61.9%	47.6%	0.0%	47.6%	57.1%	\$1,886
Zero Defects	2	29.4%	50.0%	50.0%	0.0%	0.0%	0.0%	50.0%	\$558

Performance by Contract for the Five Separated Employers (Results are sample driven)

Employer	Trainees	% Annual Wage Chg	% Wage Increase	% Wage Decrease	% Initial Claims	% Temp Layoffs	% Perm. Layoffs	% Job Retention	Average Cost
Jayco, Inc.	546	44.3%	73.4%	26.6%	28.2%	14.5%	13.7%	90.3%	\$1,606
Marathon Cheese	589	28.4%	69.8%	30.2%	58.5%	47.8%	10.7%	94.3%	\$2,055
Micron Technology	197	22.3%	78.4%	21.6%	2.7%	0.0%	2.7%	89.2%	\$1,102
Qwest - Boise	1,328*	23.7%	70.6%	29.4%	9.5%	0.5%	9.0%	32.5%	\$2,897*
Qwest - Boise DSL		38.4%	86.7%	13.3%	4.4%	0.0%	4.4%	93.3%	
Qwest - Idaho Falls		45.6%	63.3%	36.7%	18.7%	0.7%	18.0%	87.9%	
Qwest - Pocatello		31.6%	62.8%	37.2%	23.3%	7.0%	16.3%	93.0%	
Qwest (2) - Idaho Falls		-16.8%	34.1%	65.9%	22.0%	2.4%	19.5%	80.5	
Sorrento Lactalis, Inc.	48	-12.2%	55.6%	44.4%	11.1%	0.0%	11.1%	77.8%	\$1,533

*Due to inadequate records, the five Qwest contracts were combined for purposes of determining total number of trainees and average cost.

Performance Rating by Contract by Employer (Key to symbols at end)

Employer	A	B	C	D	E	F	G	Score	Did trainees get higher wages, retain jobs and avoid layoffs at an effective cost
ABC Banking, Inc.	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
ADAS	1	1	1	1	1	1	<u>1</u>	7	Yes
Agrium	(1)	1	1	1	1	1	(1)	3	Yes
AirBorne Express	(1)	(1)	(1)	1	1	(1)	<u>1</u>	(1)	Maybe
Alaska Airlines	(1)	1	1	1	1	1	(1)	3	Yes

Employer	A	B	C	D	E	F	G	Score	Did trainees get higher wages, retain jobs and avoid layoffs at an effective cost
Alpha Idaho	1	1	1	1	(1)	(1)	(1)	1	Maybe
Alpine Designs	(1)	(1)	(1)	1	1	(1)	(1)	(3)	No
Amalgamated Sugar Company, Inc.	(1)	1	1	1	1	1	<u>1</u>	5	Yes
AmeriBen/IEC Group	(1)	1	1	1	1	1	(1)	3	Yes
AMI - 2	(1)	1	1	(1)	(1)	1	<u>1</u>	1	Maybe
AMI Semiconductor, Inc.	(1)	1	1	(1)	1	1	<u>1</u>	3	Yes
AMI-3	(1)	(1)	(1)	(1)	(1)	1	(1)	(5)	No
AMS	(1)	(1)	1	1	1	(1)	(1)	(1)	Maybe
AMS, Inc.	(1)	(1)	1	1	(1)	(1)	<u>1</u>	(1)	Maybe
Amulet	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
Ansley Inc.	1	1	(1)	1	1	(1)	(1)	1	Maybe
ARTCO	(1)	(1)	1	1	1	(1)	(1)	(1)	Maybe
ATK	1	1	1	1	1	1	<u>1</u>	7	Yes
Avista Utilities, Inc.	(1)	(1)	1	1	1	1	(1)	1	Maybe
Balihoo, Inc.	(1)	(1)	1	1	(1)	1	<u>1</u>	1	Maybe
Bay Shore Systems	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
Berg Integrated Systems	(1)	(1)	(1)	(1)	(1)	1	(1)	(5)	No
Bergmeyer Manufacturing, Inc.	(1)	1	1	1	1	(1)	<u>1</u>	3	Yes
Blue Water Technologies, Inc.	(1)	1	(1)	(1)	(1)	(1)	<u>1</u>	(3)	No
BOB Trailers, Inc.	(1)	(1)	(1)	1	1	(1)	<u>1</u>	(1)	Maybe
Brewster West, LLC	(1)	(1)	(1)	1	1	1	(1)	(1)	Maybe
Buck Knives	(1)	1	(1)	1	1	(1)	(1)	(1)	Maybe
Bully Dog Technologies	(1)	1	1	1	(1)	(1)	<u>1</u>	1	Maybe
Caribou Creek Log Homes	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
Carlson Leisure Group	(1)	1	1	1	1	1	(1)	3	Yes
Center Partners - CDA	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
CitiCard	1	1	1	1	1	1	<u>1</u>	7	Yes
ComTech AHA Corporation	(1)	1	1	1	1	1	<u>1</u>	5	Yes
Convergys	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
Cygnus, Inc.	1	1	1	(1)	(1)	1	<u>1</u>	3	Yes
D8, Inc.	(1)	1	(1)	(1)	(1)	(1)	(1)	(5)	No
Dakotah Direct	(1)	(1)	(1)	1	1	(1)	(1)	(3)	No
Dell Computer, Corp	1	1	1	1	(1)	1	(1)	3	Yes
Diamond Z Trailer, Inc.	(1)	1	(1)	(1)	(1)	1	<u>1</u>	(1)	Maybe
Diedrich Manufacturing, Inc.	(1)	1	1	1	(1)	1	<u>1</u>	3	Yes
Direct Communication	(1)	1	(1)	1	1	(1)	(1)	(1)	Maybe
DIRECTV, INC.	1	1	(1)	1	1	(1)	<u>1</u>	3	Yes
Disco Associates	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
Discovery Research	(1)	(1)	(1)	1	1	(1)	(1)	(3)	No
Diversified Metal Products, Inc.	1	1	(1)	1	1	(1)	<u>1</u>	3	Yes
DOT Foods, Inc.	1	1	1	1	1	1	(1)	5	Yes

Employer	A	B	C	D	E	F	G	Score	Did trainees get higher wages, retain jobs and avoid layoffs at an effective cost
Dutchmen Manufacturing, Inc.	(1)	1	(1)	(1)	(1)	1	<u>1</u>	(1)	Maybe
Dynamic Fabricators	1	1	1	(1)	(1)	1	<u>1</u>	3	Yes
Echelon LLC	(1)	(1)	1	(1)	(1)	1	<u>1</u>	(1)	Maybe
Economic Modeling Specialists, Inc.	1	1	1	1	1	(1)	<u>(1)</u>	3	Yes
EDS	(1)	1	(1)	(1)	(1)	(1)	<u>1</u>	(3)	No
El Shaddai Manufacturing, LLC	1	1	1	1	1	1	<u>(1)</u>	5	Yes
Empire Airlines, Inc.	1	1	(1)	1	1	(1)	<u>(1)</u>	1	Maybe
Environmental Oil Processing Technology, Inc	(1)	(1)	(1)	1	1	(1)	(1)	(3)	No
Enyeart Cedar Products	1	1	1	(1)	1	1	<u>(1)</u>	3	Yes
Farmers Insurance Group, Inc.	(1)	1	1	1	1	1	(1)	3	Yes
Farmhouse Collection	1	1	(1)	1	1	1	<u>(1)</u>	3	Yes
Fiberguide Industries	(1)	1	1	1	1	1	<u>1</u>	5	Yes
Floyd Wilcox & Sons, Inc.	(1)	(1)	1	1	1	(1)	<u>(1)</u>	(1)	Maybe
Freedom Plastics	(1)	(1)	1	(1)	(1)	1	<u>(1)</u>	(3)	No
Gmodelo Agriculture Inc.	(1)	1	1	1	1	1	<u>1</u>	5	Yes
Gossner Foods - Magic Valley, Inc.	1	1	1	1	1	1	<u>1</u>	7	Yes
Grand Teton Brewing Company	(1)	1	(1)	1	1	1	<u>(1)</u>	1	Maybe
Ground Force Manufacturing, LLC.	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
GTE Telephone	(1)	1	1	1	1	1	<u>1</u>	5	Yes
Hahn's Upholstery	1	1	1	1	1	1	<u>(1)</u>	5	Yes
Hamilton Manufacturing, Inc.	(1)	1	1	1	1	1	<u>(1)</u>	3	Yes
Harpers	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
HealthCare Resource Grp	(1)	1	(1)	1	1	(1)	<u>1</u>	1	Maybe
Heatercraft Marine Products, Inc.	(1)	(1)	(1)	1	(1)	(1)	(1)	(5)	No
HEINZ FROZEN FOODS	(1)	1	1	(1)	1	1	<u>1</u>	3	Yes
Hess Pumice Products	(1)	1	(1)	(1)	(1)	(1)	<u>1</u>	(3)	No
High Desert Milk	(1)	(1)	(1)	1	(1)	1	<u>(1)</u>	(3)	No
Hilex	(1)	1	1	1	1	1	<u>(1)</u>	3	Yes
HPSHopping.com	(1)	(1)	1	1	(1)	1	<u>(1)</u>	(1)	Maybe
Hydraulic Warehouses, Inc.	(1)	(1)	(1)	1	(1)	(1)	<u>(1)</u>	(5)	No
Idaho Sewing for Sports	1	1	(1)	(1)	1	(1)	<u>1</u>	1	Maybe
IEC Group	(1)	1	1	1	1	1	<u>(1)</u>	3	Yes
Jack Wimer Machine Shop	1	1	1	1	1	1	<u>(1)</u>	5	Yes
Jayco, Inc.	1	1	1	(1)	1	1	<u>(1)</u>	3	Yes
Kiefer Built, L.L.C.	(1)	1	1	1	1	(1)	(1)	1	Maybe
Kodiak Northwest	(1)	1	1	(1)	(1)	1	<u>(1)</u>	(1)	Maybe
Kraft Foods	1	1	1	(1)	(1)	1	<u>1</u>	3	Yes
Lighthouse Custom Printing	(1)	1	(1)	1	1	1	<u>(1)</u>	1	Maybe
Logical Computer Services	(1)	(1)	1	(1)	(1)	1	<u>(1)</u>	(3)	No
Marathon Cheese	1	1	1	(1)	1	1	<u>(1)</u>	3	Yes

Employer	A	B	C	D	E	F	G	Score	Did trainees get higher wages, retain jobs and avoid layoffs at an effective cost
Medinex	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
Melaleuca, Inc.	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
Microbial-Vac Systems, Inc.	(1)	(1)	(1)	1	1	1	(1)	(1)	Maybe
Micron PC, LLC	(1)	1	1	1	1	1	(1)	3	Yes
Micron Technology	(1)	1	1	1	1	1	(1)	3	Yes
Microtools 100	(1)	(1)	1	1	1	1	(1)	1	Maybe
ML Technologies	1	1	(1)	1	1	1	<u>1</u>	5	Yes
MOR Manufacturing Inc.	1	1	1	1	1	(1)	<u>1</u>	5	Yes
Mulholland Positioning Systems, Inc.	1	1	1	1	(1)	(1)	(1)	1	Maybe
Odyssey Enterprises, Inc.	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
On Semiconductor	(1)	1	(1)	(1)	1	1	<u>1</u>	1	Maybe
Oxyfresh	(1)	1	(1)	1	1	(1)	<u>1</u>	1	Maybe
Pacific Cabinets, Inc.	(1)	(1)	(1)	(1)	1	(1)	(1)	(5)	No
Pacific Northwest Fiber	(1)	1	(1)	(1)	(1)	(1)	(1)	(5)	No
Peak Mechanical & Components, Inc.	1	1	1	1	1	1	(1)	5	Yes
Peak Mechanicals	1	1	1	1	1	1	(1)	5	Yes
Petersen Incorporated	(1)	(1)	(1)	(1)	(1)	1	<u>1</u>	(3)	No
Plumber One, Inc.	1	1	1	(1)	(1)	(1)	(1)	(1)	Maybe
Positron Systems, Inc.	(1)	(1)	(1)	1	1	(1)	(1)	(3)	No
Potting Shed Creations, LTD	1	1	(1)	1	(1)	(1)	<u>1</u>	1	Maybe
Premier Technology	(1)	1	1	(1)	(1)	1	(1)	(1)	Maybe
Purely Supreme	(1)	(1)	(1)	(1)	(1)	1	<u>1</u>	(3)	No
Qal-Tek Associates, LLC	(1)	(1)	(1)	(1)	(1)	1	(1)	(5)	No
Quarterend, Inc.	1	1	1	1	(1)	1	(1)	3	Yes
Quest Aircraft Company, LLC	1	1	1	(1)	(1)	(1)	(1)	(1)	Maybe
Ready Set Go Direct	1	1	(1)	(1)	(1)	(1)	<u>1</u>	(1)	Maybe
Regence BlueShield of Idaho	(1)	1	1	1	(1)	1	<u>1</u>	3	Yes
Rfinity US LLC	(1)	1	1	1	1	1	(1)	3	Yes
Rite Stuff Foods	1	1	(1)	1	1	1	<u>1</u>	5	Yes
Rx Elite	(1)	1	(1)	1	(1)	(1)	(1)	(3)	No
Sartori Food Corporation	1	1	1	1	1	1	<u>1</u>	7	Yes
Sears - Boise Call Center	(1)	1	(1)	1	1	(1)	<u>1</u>	1	Maybe
Sears Credit Service Center	1	1	1	1	(1)	(1)	(1)	1	Maybe
Seneca Foods	1	1	1	1	1	1	(1)	5	Yes
Sherrer Contracting, Inc.	1	1	1	1	1	1	(1)	5	Yes
Silver Needle - Kellogg	(1)	(1)	(1)	(1)	(1)	1	(1)	(5)	No
Sloan Security Fencing	(1)	(1)	(1)	1	1	(1)	<u>1</u>	(1)	Maybe
SME Steel Contractors	(1)	(1)	(1)	(1)	1	1	(1)	(3)	No
Solo Cup, Inc.	(1)	(1)	(1)	1	(1)	(1)	<u>1</u>	(3)	No

Employer	A	B	C	D	E	F	G	Score	Did trainees get higher wages, retain jobs and avoid layoffs at an effective cost
Sorrento Lactalis, Inc.	(1)	(1)	(1)	1	1	(1)	(1)	(3)	No
Spudnik	(1)	(1)	(1)	1	1	(1)	(1)	(3)	No
Stafftopia, Inc.	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
Sysco	(1)	(1)	(1)	1	1	(1)	<u>1</u>	(1)	Maybe
T & T Forest Products	1	1	1	(1)	(1)	1	(1)	1	Maybe
Tech Help- Heatercraft Marine	(1)	(1)	(1)	1	(1)	(1)	(1)	(5)	No
Tele-Action, Inc.	1	1	1	(1)	(1)	1	<u>1</u>	3	Yes
Teton Machine Company	1	1	1	1	1	1	<u>1</u>	7	Yes
Teton Outfitters	(1)	(1)	(1)	1	1	(1)	<u>1</u>	(1)	Maybe
TetriDyn Solutions, Inc.	(1)	(1)	(1)	(1)	(1)	1	<u>1</u>	(3)	No
T-Mobile	(1)	1	1	1	1	1	<u>1</u>	5	Yes
Transector Systems, Inc.	1	1	1	1	1	1	<u>1</u>	7	Yes
Treasure Valley Forest Products	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
TSI - Jerome	(1)	1	(1)	(1)	(1)	(1)	<u>1</u>	(3)	No
TSI - Kellogg	(1)	(1)	(1)	(1)	(1)	(1)	<u>1</u>	(5)	No
TSI - Salmon	(1)	1	(1)	(1)	(1)	(1)	<u>1</u>	(3)	No
TSI-Burley	(1)	1	(1)	(1)	(1)	(1)	<u>1</u>	(3)	No
TSYS Technology	(1)	1	1	1	1	1	(1)	3	Yes
U.S. Bank	1	1	1	1	1	1	(1)	5	Yes
Unicep Packaging, Inc.	1	1	1	(1)	1	1	<u>1</u>	5	Yes
West Farm Foods	(1)	(1)	(1)	1	(1)	1	(1)	(3)	No
Western Electronics	(1)	1	1	1	1	1	<u>1</u>	5	Yes
Western Trailer	(1)	(1)	(1)	1	1	1	<u>1</u>	1	Maybe
Whisper Idaho LP	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
Wholesale Parts Company	1	1	1	(1)	1	1	(1)	3	Yes
Woodgrain Millwork, Inc.	(1)	(1)	(1)	(1)	1	(1)	<u>1</u>	(3)	No
WOW Logistics	(1)	1	(1)	(1)	(1)	1	<u>1</u>	(1)	Maybe
XL Four Star Beef	(1)	1	(1)	1	(1)	1	(1)	(1)	Maybe
Yellowstone Hotel System, LLC	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	No
Zero Defects	1	1	(1)	1	1	(1)	<u>1</u>	3	Yes

KEY

A = Average wage two years after training was above or below the all sector average of \$23,112.

B = Average wage increase two years after training was above or below the all-sector average of 6.2 percent.

C = The proportion of trainees receiving wage increases was above or below the all-sector average of 57.2 percent.

D = The rate of initial unemployment benefit claims was above or below the all-sector average of 27 percent.

E = The rate of permanent layoffs was above or below the all-sector average of 18 percent.

F = Job retention percentage was above or below the all-sector average of 85.4 percent.

G = The cost of training was above or below the all-sector average of \$1,854 per worker.