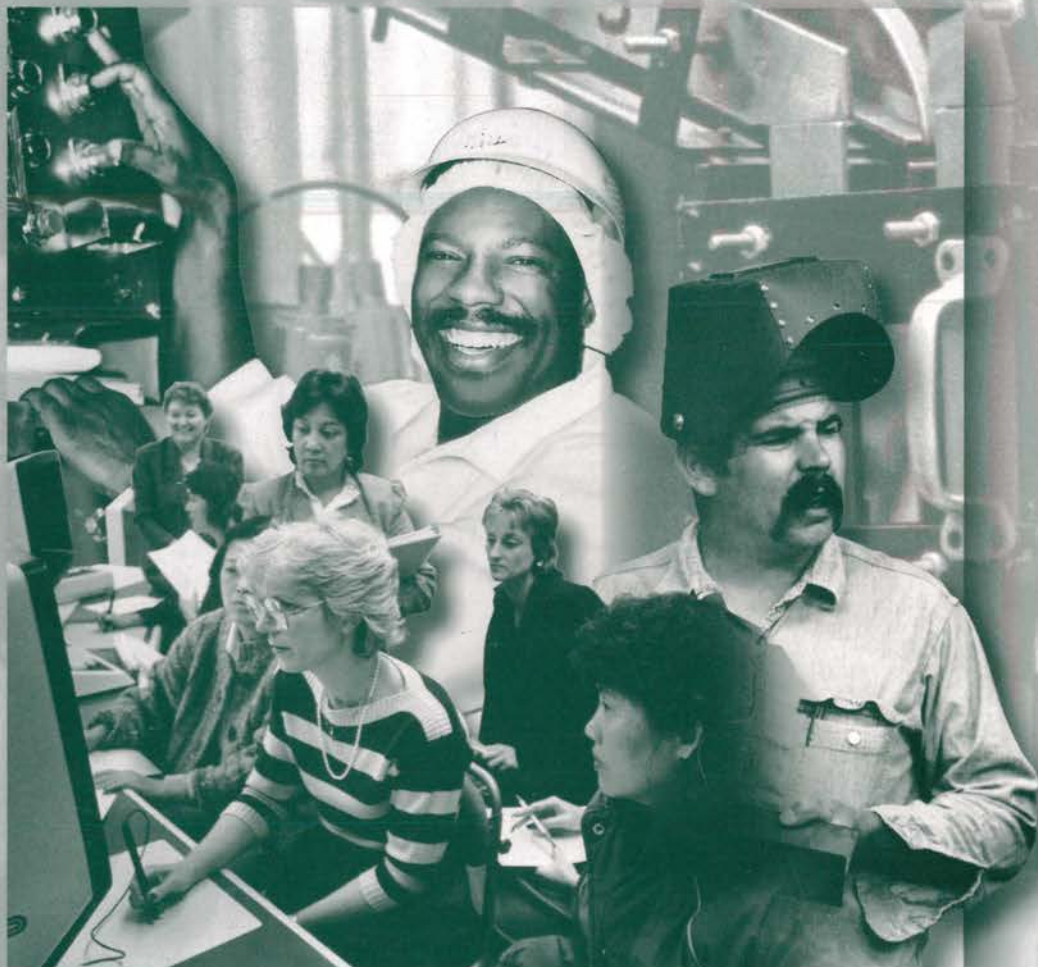


# 1993-94 ANNUAL REPORT



ETP

EMPLOYMENT  
TRAINING  
PANEL



## *THE EMPLOYMENT TRAINING PANEL*

*Ted W. Dutton, Chairman*

*James L. Quillin, Vice Chairman*

*Margie Handley, Member*

*Stephen J. Mack, Member*

*Yvonne Nix-Everett, Member*

*Pat A. Noyes, Member*

*Regina Render, Member*

*Pat Williams, Member*

*Gerald G. Geismar, Executive Director*

*James M. Bratt, Assistant Director*

*Dolores E. Mangine, Assistant Director*

*Peter G. DeMauro, General Counsel*

*Pete Wilson, Governor*

# EMPLOYMENT TRAINING PANEL

## *Vision Statement*

*The Panel will be recognized as a national model for industry specific training which provides excellent service to California businesses.*

## *Mission Statement*

*The Employment Training Panel is a significant economic development tool for business attraction and business retention. ETP will work in partnership with business, labor, and government, to provide funds for training California's workforce in the skills necessary for businesses to remain viable and compete in the global economy, while providing workers with reasonable wages and secure employment.*





November 30, 1994

The Employment Training Panel (ETP) solidified its role last year as an essential economic development partner in the State of California. This focus on assisting businesses to remain in, or locate to, California reaffirmed ETP as a model of a government program that works.

The Panel's program year was highlighted by its success in implementing legislation which reauthorized the program and afforded ETP greater flexibility in determining how to best assist in economic development efforts. As a result, the Panel committed all of its available training funds for the second consecutive year.

Key to the Panel's success was its ability to forge partnerships, with other economic development entities, directed toward providing a sound economy for California. The Panel linked with the Trade and Commerce Agency, in Red Teams, to assist companies contemplating relocating out of, or into, California. Panel decisions also stressed working with companies, trade associations, and academics to study the California workforce of the future -- to determine what types of training will be needed for workers in new and emerging occupations.

The Panel continues to conduct evaluations of the program to ensure ongoing improvements. In 1993-94, studies were underway, each focusing on obtaining information to facilitate better use of program funds. One evaluation, in its third year, is a longitudinal look at ETP's impact on trainees' wages, and at the impact of those training dollars on California's economy. Findings are heartening: Compared to the average California worker, graduates of ETP-funded programs remain on the job longer, are unemployed for fewer weeks, and have significant earning increases.

With a renewed legislative mandate, goals and vision for the future, and a commitment to serve employers and workers alike, ETP is poised to meet the challenges of tomorrow.



**Ted W. Dutton**  
Chairman



**Gerald G. Geismar**  
Executive Director



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# Fiscal Year Highlights

## PANEL ACTIONS

- ETP committed all of its available training funds for the second consecutive year.
- The Panel approved 227 new training projects totalling \$83.7 million for training, targeting 47,000 trainees, at an average cost of only \$1,780 per trainee.
- The Panel approved \$50 million to serve small businesses and \$2.6 million for job-linked literacy training.
- The Panel implemented reauthorization legislation which emphasizes job creation of high-wage, high-skill jobs and retraining for employees of businesses facing out-of-state competition.
- The Panel published its first Three-Year Strategic Plan.
- A key evaluation found that ETP-funded training resulted in increased earnings and employment security for trainees, even three years after the completion of training.

## COMPLETED CONTRACTS

- During the fiscal year, 205 contracts were completed and \$45 million was earned by contractors.
- 27,007 individuals were trained and employed. The average cost per trainee was \$1,670. The average hourly wage earned after training was \$9.44 for new hires and \$15.53 for retrainees.
- The average new hire trainee was a single minority female, aged 25-44 with a high school education or less. The average retrainee was a married white male, aged 25-44 with a high school education and some college.
- 3,813 small businesses were served through completed contracts which represented 88.9 percent of all businesses served. 13,155 trainees were employed by small businesses representing 49 percent of all trainees.
- Thirty-five completed contracts included a job-linked literacy component.

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# Introduction

**1993-94** was a landmark year for the Employment Training Panel (ETP), as new legislation redirected and strengthened the Panel's role in economic development by emphasizing the funding of training with the greatest potential benefit to the California economy. The new legislation emphasized job creation in high-wage/high skill jobs, retraining to help employers respond to out-of-state competition, as well as funding for special training projects — all as a means to ensure the maximum impact of ETP funds to help California businesses compete in a global economy.

In implementing this new legislation, the Panel responded to the needs of the California economy and the increasing needs of businesses for skilled workers by committing all of its available training funds for a second year in a row. The Panel worked in partnership with business, labor, and other government agencies to assist businesses to respond to challenges presented by the global economy, emerging technologies, changes in the aerospace industry, and downsizing in defense-related industries. The Panel supported the development of new and emerging industries, emphasized training which supports the development of the high-performance workplace, and targeted funds to support the high technology sector such as the development of electric cars, advanced telecommunications, and bio-technology.

The Panel's success in committing all of its available training funds in 1993-94 resulted from its ability to implement key strategies outlined in the Panel's first Three-Year Strategic Plan. These strategies included: the increased targeting of services for small business; emphasis on job-linked literacy training; coordination with other entities and the leveraging of Panel funds with other sources; increased marketing; improved service to Panel customers; and continued research to ensure that ETP remains at the forefront of the State's economic development and employment training activities.

The Panel also took several administrative actions to respond to the increasing demand for skilled workers by California businesses. In 1993-94, the Panel program offices became fully staffed, increasing its ability to handle more training requests in all regions of the State. The Panel also continued its emphasis on staff training and continuous process improvement for all of its offices throughout the State.

This report describes the Panel's activities and achievements during the 1993-94 fiscal year in detail. Since contracts can cover a span of up to 24 months, the report covers: (1) last fiscal year's Panel activities and funding commitments; (2) contracts which completed during the fiscal year — a summary of all completed contracts is in Appendix A; and (3) a third category of contracts — active contracts, approved prior to last year and still active as of July 1, 1994 — is included in Appendix B.

Finally, a listing of contracts terminated during the report year is included in Appendix C. These are contracts in which funds were encumbered, but which were subsequently terminated or withdrawn before July 1, 1994.

## **ETP SPONSORED EVALUATIONS**

The report contains summaries of ETP-sponsored studies, including:

- The third-year longitudinal study of the effectiveness of ETP-funded training on trainees' earnings and employment security, including trainee samples from three successive program years; and
- Results of a High-Performance Workplace Study.

## **CASE STUDIES**

The report also includes nine case studies, representing a cross-section of projects which completed during the past fiscal year.





# Year in Review

The 1993-94 fiscal year was noteworthy for the Employment Training Panel (ETP) in many respects. New legislation reauthorized ETP to January 1, 1997, redirected its role as an important economic development tool in California, and added an eighth member to the Panel. In successfully implementing the new legislation, the Panel accomplished much during the past year toward furthering its overall mission and goals.

## **NEW PANEL MEMBERS**

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# 1



## NEW PANEL MEMBERS

Several changes occurred in the Panel including:

In October, **Margie Handley**, a successful small businesswoman from Willits, Mendocino County, was appointed by Governor Pete Wilson, to fill a vacancy on the Panel.

The new legislation added the Secretary of the Trade and Commerce Agency, or his/her designee, as an ex officio voting member of the Panel. Effective January 1, 1994, **Pat Noyes**, Director of the Office of Business Development in the Trade and Commerce Agency, was appointed as the Secretary's designee and joined the Panel as its eighth member.

In May, the Panel honored outgoing member and Vice-Chairperson **Elinor Glenn**, who had served on the Panel since its inception in 1983, by presenting her with a Senate Resolution authored by Senate President Pro Tempore Bill Lockyer. She was commended for more than a decade of outstanding public service as a founding member of ETP.

Also in May, **Regina Render**, a Senior Representative for the Los Angeles County Federation of Labor, AFL-CIO was appointed by Senate President Pro Tempore Bill Lockyer to succeed Elinor Glenn.

Panel Chairman **Ted Dutton**, **Stephen Mack**, **Yvonne Nix-Everett**, and **Pat Williams** were reappointed for new terms, as was **Jim Quillin** who was named Vice-Chairman.

## IMPLEMENTING THE NEW LEGISLATION

### *ETP Program Reauthorized*

With Governor Pete Wilson's signing of Senate Bill 96, authored by Senator Patrick Johnston (Chapter 1080, Statutes of 1993, effective January 1, 1994), ETP was extended until January 1, 1997. This legislation also increased the focus of the program as an important economic development tool for the State by targeting funds for training projects that will generate the maximum benefit to the California economy as a whole instead of only benefitting individual companies.

Under the new legislation, job creation of high-wage, high-skill jobs remains a priority, while increased emphasis is placed on retraining currently employed workers in businesses facing out-of-state competition. Retraining funds are primarily to support the retraining of frontline workers in those industrial sectors (e.g., manufacturing) that provide the state's export base and add value to the California economy.

The new legislation also established a Special Employment Training (SET) funding category which allows the Panel to expend up to 20 percent of its annually available training funds for projects that do not meet the standard eligibility criteria in the job creation and job retention categories.<sup>1</sup>

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<sup>1</sup>This description incorporates later amendments to the SET funding category resulting from SB 1327 signed by the Governor in October 1994.

## *New Policies and Regulations*

To implement the requirements of the new legislation, the Panel expeditiously approved several new policies which are being promulgated as regulations. These pertained to Job Creation, Workforce Training, Out-Of-State Competition, Secure Job, Wage Criteria, Health Benefits, Appeal Process, Literacy, and the Eligible Trainee Certification. The timely adoption of these policies enabled Panel staff and contractors to quickly implement the contracting process under the new requirements with clear guidance.

## THREE-YEAR STRATEGIC PLAN

### *The Transitional Plan*

The Panel published its first Three-Year Strategic Plan on January 1, 1994. This was a transitional plan developed primarily for the period between January 1, 1994 and June 30, 1994, focusing on the development of policies, procedures, and other guidelines for implementing the new requirements. The Plan provided an action agenda to guide Panel operations in implementing new program requirements and outlined the Panel's strategies for responding to the challenges and opportunities posed by the State's economic climate and new mandates.

The Plan provided for three allocation categories for the planned expenditure of the \$45 million dollars available between January 1, 1994 through June 30, 1994. These included: \$37.8 million for Economic Development Projects; \$2.7 million for Greater Avenues for Independence (GAIN) Program participants; and \$4.5



million for the Special Employment Training (SET) Program. The Plan also described strategies for achieving operational improvements in marketing, customer service, information technology, and research.

### *The Updated Three-Year Plan*

The Panel also approved an updated Plan which is effective for the period July 1, 1994 through December 31, 1996. The updated Plan describes two allocation categories for the approximately \$85 million dollars available between July 1, 1994 through June 30, 1995. These include: \$76.5 million for Economic Development Projects; and \$8.5 million for the Special Employment Training (SET) Program. The Plan also includes Panel strategies for achieving operational improvements in marketing, customer service, information technology, and research. Highlights of the updated Plan include:

**An emphasis on working with other organizations in the economic development and job training arena** such as the Trade and Commerce Agency, the State Job Training Coordinating Council (SJTCC), the Chancellor's Office of the California Community Colleges, the Employment Development Department, and Service Delivery Areas/Private Industry Councils.

**A description of the Panel's plans for the targeting of resources through Economic Development and Special Employment Training (SET) allocation categories.** Sixty percent of the funds available under SET are to be awarded

through a proposal solicitation process.

**Operational improvements** are planned through increased marketing and outreach; simplification of the contracting process; improved monitoring, technical assistance and fiscal processes; and increased assistance to small business.

## **REVENUES AND EXPENDITURES**

The Panel's full commitment of training funds in 1993-94 ensured that the Employment Training Fund (ETF) revenues and expenditures were in balance -- both equalling \$107.8 million for the fiscal year. The "Revenue and Expenditure Report" on the following page provides a detailed breakdown of 1993-94 revenues and expenditures.

Generally, ETP's expenditures fall into two categories: Non-Training Expenditures and Training Expenditures.

### *Non-Training Expenditures*

The Employment Training Tax (ETT) generates the monies to administer and fund employment training programs. Funds utilized for non-training purposes include: (1) funds transferred from ETF revenue to support other agencies and their functions or services; (2) administrative expenditures; and 3) marketing and research activities.

### *Training Expenditures*

The Panel committed all of its available training funds by approving 227 contracts, totalling \$83.7 million in training funds.

This accomplishment is particularly significant, since this is the second consecutive year in which the Panel has fully committed its training funds. This trend indicates the Panel's ongoing commitment to approving large numbers of training contracts, targeting thousands of workers at a low cost per trainee.

1993-94 Project Commitments	
Approved Training Projects	227
Millions Approved for Training	\$83.7
Persons Targeted for Training	47,000
Average Cost Per Trainee	\$1,780

### **Most Frequent Types of Training:**

- Total Quality Management (TQM)
- Statistical Process Control (SPC)
- Office Automation (OA)
- Computer Assisted Design (CAD)
- Management Skills
- Manufacturing Resource Planning (MRP)
- Customer Service/Sales
- Production Techniques



## REVENUE AND EXPENDITURE REPORT

Fiscal Year 1993-94

### REVENUE

Yearly Appropriation	\$75,567,000
Revenue Adjustment	(\$6,293,314)
Prior Year Disencumbrances	<u>\$38,529,281</u>
<b>Total Revenue:</b>	<b>\$107,802,967</b>

### EXPENDITURES

#### Transfers:

EDD State/Local Labor Market Information	(\$3,074,660)
EDD Tax Collections Branch	(\$3,429,253)
EDD Employment Service Center 90% Program/Job Services	(\$4,404,784)
Department of Industrial Relations	<u>(\$2,847,000)</u>
<b>Total Transfers:</b>	<b>(\$13,755,697)</b>

#### Panel Expenditures:

Administrative	(\$8,512,297)
Marketing and Research	(\$1,777,094)
Training Funds Committed	<u>(\$83,757,879)</u>
	<b>(\$94,047,270)</b>
<b>Total Expenditures:</b>	<b>\$107,802,967</b>

## **SPECIAL PRIORITY AREAS**

The Panel continued its focus on two priority areas for strengthening the State's labor force and economy. These include: 1) serving small business, and 2) funding job-linked literacy training.

### ***Serving Small Business***

In 1993-94, the Panel emphasized serving small business in its Strategic Plan and followed up on this commitment by again approving a significant portion of its available training funds to meet the training needs of California's small employers. Over the past several years, the Panel has made a significant contribution to training small business through its funding commitments. Funding approvals for the report year indicate that this trend continued.

The Panel defines a small business as a business with 250 or fewer full-time employees. Last year's data indicate the Panel approved approximately **\$50 million** (i.e., 60 percent of its total funding commitment) to serve small business.

### ***Job-Linked Literacy Training***

The Panel also continued its emphasis on job-linked literacy training while implementing revised literacy training requirements specified in the new legislation. ETP has historically funded basic literacy skills training in conjunction with job skills training. However, the new legislation clarified the Panel's funding of job-linked literacy training by specifying that literacy skills training be ancillary to job

specific skills training. ETP's proposed regulations require increased justification for literacy skills training and limits the amount of literacy training provided to each trainee to no more than 45 percent of the total skills training hours a trainee receives.

During the report year, the Panel approved approximately \$2.6 million for 50 contracts with a literacy component, targeting 1,110 new hires and 2,600 retrainees. These commitments continued emphasis on ensuring that contracts contain a job-linked literacy component when appropriate.

## **KEY STRATEGIES**

The Panel's ability to fully expend all available training funds for the second consecutive year was due, in large part, to success in continuing to implement several key strategies for achieving optimal use of the training fund. These included:

- 1) Increased marketing of the program;
- 2) Coordination with other entities and leveraging funds from other sources;
- 3) Continually improving service to customers; and
- 4) Furthering the Panel's research agenda.

## **Marketing**

The Panel increased its statewide efforts to familiarize businesses and the training community with its program and services. Major marketing efforts included:

**Collaboration** with other state agencies, employers, labor (including a marketing initiative through the American Federation of Labor/Congress of Industrial Organizations [AFL/CIO]), and organizations such as the California Manufacturers Association (CMA), and Chambers of Commerce to market and promote the ETP program.

**Coordinating** with the Trade and Commerce Agency in several marketing efforts including:

**Supporting** the Technology Reinvestment Project (TRP), designed to bring federal funds into California to support defense conversion activities;

**Renewing** the Trade and Commerce collaborative marketing contract; and

**Working** in conjunction with Red Teams to retain existing businesses or attract new companies to California.

**Working in coordination** with the California Supplier Improvement Program (CalsIP). CalsIP was created in 1990 through the efforts of ETP, the Trade and Commerce Agency, and the Chancellor's Office of the California Community Colleges to address the needs of small aerospace and defense suppliers required to implement a Total Quality Management (TQM) program to continue doing business with larger defense contractors. ETP's Marketing Director is co-chair of CalsIP's Marketing Committee.

**Marketing** through the California Manufacturing and Technology Center (CMTC). ETP is a co-sponsor of the CMTC which



provides technical assistance to small supplier businesses in the aerospace industry.

### **Marketing to small business.**

ETP's comprehensive marketing efforts played a key role in its coordination with other entities and its ability to leverage funds.

## **Coordination and the Leveraging of Funds**

Last year, the Panel actively coordinated with other groups in the economic development and employment and training fields. The Panel furthered coordination with various federal, state and local agencies, including the Trade and Commerce Agency, the Chancellor's Office of the California Community Colleges and the Employment Development Department (EDD), to leverage funds and maximize the dollars available for training.

Major activities included:

### **Technology Reinvestment Program**

The Panel committed up to \$20 million in matching funds for ETP-eligible Technology Reinvestment Program (TRP) proposals and any other ETP-eligible defense conversion proposals in Fiscal Year 1994-95. This action followed the federal government's announcement of the second round of TRP funding from the Advanced Research Projects Agency (ARPA) of the Department of Defense.

The Panel had previously allocated up to \$15 million for fiscal year 1993-94 as part of the potential

State match for projects funded in the first round of TRP. Although only a few of the TRP projects funded in California in round one involved ETP, the Panel encouraged eligible contractors with TRP proposals to apply for ETP matching funds for fiscal year 1994-95.

### **CALSIP**

The Panel continued its support of the CalSIP program by funding training programs for small defense industry suppliers.

### **California Manufacturing and Technology Center (CMTC)**

ETP continued its support for the California Manufacturing and Technology Center (CMTC), which was initiated in 1992 when California was selected by the National Institute of Standards and Technology (NIST) for a Center grant. The CMTC works to link manufacturers with resources and takes an active role in assisting with the transition from defense to commercial related production.

### **School-to-Career Program**

The Panel, in conjunction with private and public education, employment, and other training programs, participated in a Gubernatorial Task Force to develop the State's School-to-Career Opportunity Plan which envisions a seamless workforce preparation program for California's youth. In addition to developing recommendations for implementing the program, the Task Force is applying for a federal implementation grant.

## **Workforce Development Committee**

The Panel participated in statewide efforts regarding workforce preparation, being coordinated by the State Job Training Coordinating Council (SJTCC). This effort includes an examination of California's employment and training programs, public and private, and their role and function as service providers. The Panel participates in Committee sessions focusing on reducing service barriers and effectively coordinating services.

### **Job Training Partnership Act (JTPA)**

ETP funded several projects involving Private Industry Councils (PICs). This resulted in several joint ETP/PIC projects, with additional funding provided by PICs for activities which are not covered by ETP funding, such as supportive services.

### **Greater Avenues for Independence (GAIN)**

The 1993-94 Budget Act established an ETP allocation category of \$2.7 million for the training and employment of participants in the GAIN program. GAIN participants are recipients of Aid to Families with Dependent Children (AFDC).

### **Team California**

The Panel is represented on Team California, a project managed by the Trade and Commerce Agency, involving a statewide network of economic development professionals, public and private-sector organizations, utilities, and

other business and trade groups working together for business assistance, job creation, and the promotion of investment in California.

### ***Red Teams***

ETP participates on "Red Teams" which are groups formed to attract employers to California or to help retain a particular business that may be considering a move out-of-state. "Red Teams" are partnerships, usually formed at the local level, that may include private companies, economic development agencies, state agencies, and regulatory boards. Members of the teams work with the target employer to expedite any needed permits, help locate necessary financing, and other resources that might induce a business to locate or stay in California.

### ***Economic Development Projects***

The Panel actively participated and made substantial commitments to several economic development-related training projects, notably:

Apparel Technology and Research Center, established by California State Polytechnic University, Pomona -- \$500,000 per year for 3 years to provide matching funds to support expansion of an Apparel Technology and Research Center.

Genentech, Inc. was approved for \$10 million to establish a new manufacturing facility in California.

Legoland was committed up to \$2.5 million for a new theme park in Carlsbad, which will provide 1,200 jobs.

## **Customer Service**

ETP continued its commitment to providing its customers with technical assistance in developing successful training programs by assisting potential applicants in completing the application and subsequent proposal. The following steps were also taken to continue improving service to its customers:

### ***Total Quality Management***

The Panel continued its emphasis on process improvement and Total Quality Management (TQM) by providing all of its staff with training specifically aimed at better serving Panel customers. The Panel developed a TQM skills development plan for all staff, approved the development of six additional staff as TQM facilitators, and continued the use of quality improvement teams (QIT). A quality improvement team was implemented to improve the contract amendment process. Another QIT involved representatives of consortia training agency contractors serving primarily small businesses, to facilitate the development of consortia contracts. An ongoing Fiscal Improvement Team continued to work toward improvements in the invoicing and certification processes.

### ***Expedited Contract Approval***

The new legislation authorizes the Panel to delegate to the Executive Director the authority to approve

training contracts that do not exceed \$100,000. In 1993-94, the Executive Director approved 41 contracts for over \$2.6 million in training funds. This expedited the contract approval process for a significant number of contracts, an action especially benefitting small business.

The Panel also allows the Executive Director to approve final contracts of up to \$500,000 which have not significantly changed since they were approved in the proposal stage by the Panel. The Executive Director approved more than \$27.6 million in these types of contracts.

### ***Continued/Increased Use of the Fixed-Fee Cost Guide***

The Panel continued to encourage the use of the Fixed-Fee Cost Guide to simplify and expedite the contract development process. The Cost Guide establishes a per hour rate for the Panel's most frequently approved skills training categories. Contractors utilizing the Guide to compute training costs are not required to submit budgets to substantiate training costs.

The Fixed-Fee Cost Guide rates were used in approximately 84 percent of the contracts approved during fiscal year 1993-94. The Panel plans to review and revise the Cost Guide in 1994-95 to simplify and broaden its applicability.

### ***Contractor Seminars***

Panel staff conducted Application Workshops for potential contractors to provide an overview on the contracting process.



## *Customer Surveys*

The Panel used customer surveys to obtain direct customer feedback on services provided. During the past fiscal year, the Panel conducted the following surveys:

Terminated Contracts: The Panel continued surveying contractors who withdraw or terminate training requests. Last year's survey responses indicated that "excessive ETP requirements", followed by company restructuring, were the primary reasons for terminating contracts. In addition, many indicated a need for improved technical assistance. As a result of this survey, ETP is examining ways to further simplify and expedite the application process to improve its services to prospective contractors, particularly smaller employers.

Fiscal Invoicing: The Panel also surveyed contractors regarding their satisfaction with the invoicing process. This survey revealed that, generally, respondents were satisfied with the process, with staff courtesy and promptness in answering questions. The survey also identified several improvement areas in invoicing which the Panel will focus upon to facilitate the invoicing process.

## *Enhancements to Information Technology*

The Panel took steps during the past fiscal year to enhance its Information Technology (IT) capabilities. Emphasis was placed on ensuring user-friendly, efficient

and accurate automated systems to support the program and staff. Major activities included upgrading hardware and operating systems, moving the Panel's automated systems to a "Windows" environment, and increasing Panel staff's ability to work with data bases and management information systems. The Panel also linked all of its offices together in a "Windows" E-mail network enhancing inter-office communications and increasing its customer service capabilities.

## *Staff Reference Manual*

During October 1993, a Staff Reference Manual was distributed to all staff. The Manual is a communication tool to inform all staff regarding policy and procedure additions and revisions. The Manual contains sections on Legislation, Regulations, Policies, Operational Directives, forms, and instructions to assist staff in their various functions. The Manual is continually updated to remain current.

## **Research Agenda**

### *Project California Phase II*

The Panel continued its support of Project California by approving \$750,000 for Phase II of this high profile initiative. Administered by the California Council on Science and Technology (CCST), Project California is a public/private collaborative effort to develop high technology clusters of transportation and telecommunications businesses in California to enable the State to compete globally in these industries.

In addition to ETP funds for Phase II, CCST leveraged approximately \$1 million from the private sector, \$2 million from the U. S. Departments of Defense and Commerce, and at least \$250,000 from other State sources such as the California Trade and Commerce Agency and the California Department of Transportation.

Phase I of Project California resulted in the identification of several advanced transportation and telecommunications technologies that offer the best potential for creating quality jobs for Californians. Phase I also produced action agendas for strengthening California's competitive position in these technologies. Phase II will build upon the experience and organization networks that emerged from Phase I to create nine private/public sector alliances to carry the action agendas forward. One alliance involves the development of an Advanced Transportation Job Training Program to support anticipated new jobs in the emerging technology fields.

### *Manufacturing Competitiveness Network Study*

The Panel approved up to \$150,000 to support a Manufacturing Competitiveness Network Study (MCNS), established by AB 295 and authored by Assemblyman Richard Polanco. This legislation required the California Trade and Commerce Agency, in consultation with specified planning partners, to initiate a contract for the MCNS to establish an information network allowing the State to

develop an early warning system for responding to potential business relocations to other states or countries.

The MCNS will assess the costs and feasibility of establishing a manufacturing information network and data base, and develop a feasible system and structure to allow access of shared data among users concerning California manufacturers. ETP is involved in the development of the MCNS and will have access to any network developed as a result of the study. Additional support for the MCNS is being provided by other planning partners identified in the legislation such as the private sector, chambers of commerce, manufacturing associations and enterprises, and labor organizations.

### *The High-Performance Workplace Study*

The Training Research Corporation (TRC) completed Panel-funded research regarding the training issues involved for companies moving to a high-performance workplace and on the complex relationship a large company has with its small suppliers. The data will be compiled to produce a final written report for publication in early 1995. Preliminary results of the study are described in Chapter 3, "Evaluations".

### *California State University, Northridge Studies*

The Panel continued its commitment to conducting research to evaluate the ETP Program to determine its effectiveness on trainees,

employers, and the California economy. California State University, Northridge researchers released preliminary third year findings of their study on the impact of ETP-funded training on trainees. These findings again reaffirm the findings of the study's first two years that ETP has had a substantial impact in raising the earnings of trained workers and on improving the California economy. The findings of this third year report are summarized in Chapter 3, "Evaluations".

In addition, assisted by the Cal State Northridge research team, Panel staff initiated an evaluation of contracts which completed during the report year to determine factors which promote higher trainee completion and retention rates in ETP-funded projects and to develop recommendations for improvement.

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# Completed Contract Performance

This section of the report provides a review and summary of the performance of the ETP contracts that completed during the report period. A review of this performance indicates that in 1993-94 the Panel continued to serve large numbers of employers, particularly small employers, by providing them with high-skilled workers at a low training cost.

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## **PERFORMANCE RESULTS**

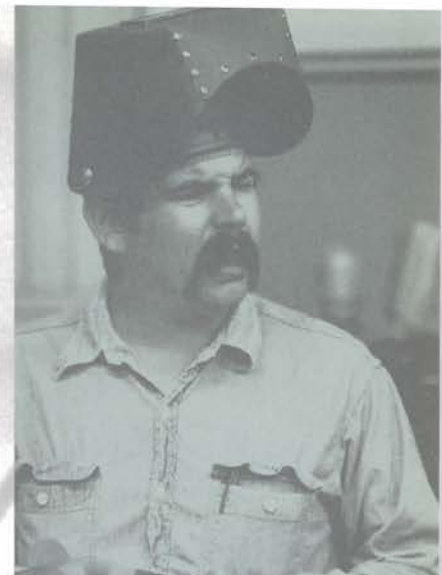
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## **INDUSTRY COMPARISON**

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## **TRAINEE CHARACTERISTICS**

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During the report year, 205 contracts were completed, providing over 4,200 California employers with highly-skilled new or retrained workers. The results of completed contracts were as follows:

<b>1993-94 Completed Contract Performance<sup>2</sup></b>	
Completed Training Contracts	205
Millions Earned for Training	\$45
Persons Trained & Employed	27,007
Average Cost Per Trainee	\$1,670

<b>Average Hourly Wage After Training</b>	
RETRAINEES	\$15.53
NEW HIRES	\$9.44

**Most Frequent Types of Training Funded:**

- Statistical Process Control (SPC)
- Total Quality Management (TQM)
- Management Skills
- Office Automation
- Customer Service
- Production Techniques

## SERVICE TO SMALL BUSINESS

Completed contracts results show that the Panel continued its excellent service to small business. As in the past, the Panel funded training that benefitted significantly more small businesses than large businesses.

### *Small Business Served*

The Panel defines a small business as employing 250 or fewer workers. According to trainee completion records for all completed contracts, the Panel funded training for a total of 4,287 businesses, of which 3,813, or 88.9 percent, were small businesses.

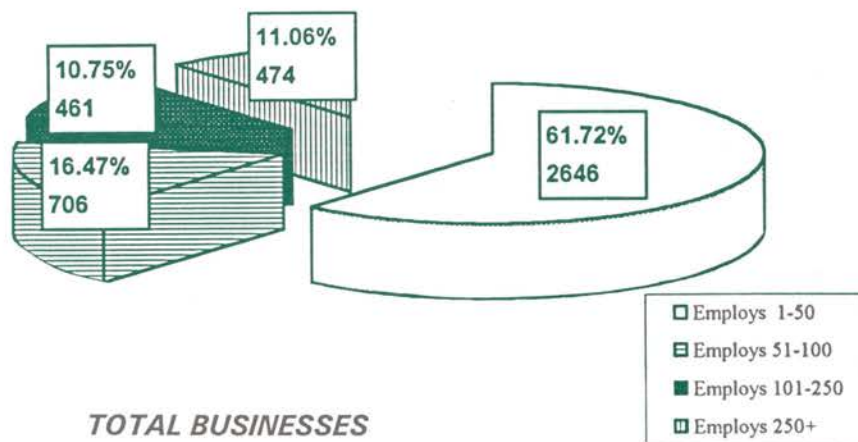
The chart below illustrates a breakdown by size of business served. A total of 2,646 small businesses (62 percent of all small businesses) served employ 50 or fewer full-time workers.

## *Trainees Employed By Small Business*

A total of 27,007 trainees (1,970 new hires and 25,037 retrainees) received training through Panel funding. Of these, fifty percent of the new hires (988) and forty-nine percent of the retrainees (12,167) were employed by small business as shown in the table below.

Trainees	Businesses		
	All	Small	% of Small
New Hires	1,970	988	50
Retrainees	25,037	12,167	49
All Trainees	27,007	13,155	49

### Small Business Summary Businesses Served 1993-94



**TOTAL BUSINESSES  
SERVED: 4,287**

<sup>2</sup> A complete listing of all contracts completed during 1993-94 is provided in Appendix A.

### *How Small Business is Served*

Completed contracts data indicates that the Panel served small business in two ways -- through **direct contracts** and **consortia contracts**.

By **contracting directly** with **92 small businesses**, ETP assisted those small employers by funding training for **3,604 individuals**.

The Panel also served small employers through **consortia contracts**, which are designed to serve multiple primarily small, businesses. Last year, the Panel **assisted 3,721 small businesses** through **48 consortia contracts**, by funding training for **9,551 individuals**.

### **LITERACY TRAINING**

The Panel defines literacy training to include, but not limited to, math, reading/language comprehension, writing, and Vocational English as a Second Language (VESL).

Support for literacy training is not limited to projects for unemployed persons seeking to re-enter the labor market. Many currently employed workers lack the necessary literacy skills to advance in the new job or to merely keep pace with the requirements of new technologies affecting their current job. Consequently, Panel-funded training programs have included a large number of currently employed persons (retrainees) needing job-linked literacy training. Most trainees participating in literacy training components tend to be in the

occupational categories of clerical or production worker. Data for completed training contracts showed the Panel's continuing commitment to job-linked literacy training components. Last year, the Panel funding for literacy training continued to increase over the past fiscal years. Completed contract data indicates:

**35 contracts** included a literacy component compared to 20 in 1992-93.

**1,723 trainees** were trained in job-linked literacy skills in addition to vocational skills. Approximately **\$2 million** was earned for literacy training.

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**Most small businesses were served through consortia contracts.**

**Panel funding for literacy training continues to increase.**



	Enrollments		Retained in Employment	
	New Hires	Retrainees	New Hires	Retrainees
Planned	5,693	42,731	4,494	35,829
Actual	4,144	31,513	1,970	25,037
% of Planned	73%	74%	44%	70%

The above chart compares planned and actual performance of completed contracts during the fiscal year. Several factors contributed to lower than planned enrollment and completion rates in contracts. In some cases, large training projects did not serve as many trainees as originally planned due to the company's inability to release trainees because of production schedules. In other cases, downsizing, financial problems, and changes in management and company reorganizations caused a number of projects to be cut back.

At the same time, last year's performance figures include 15 projects in which funds were encumbered but in which there were minimal enrollments and no placements. These projects completed without placements for a number of reasons, including increased company production demands, company reorganizations, financial difficulties, and sales of businesses.

In addition, in the area of new hires, actual placements fell short of planned, due to the difficulties faced by contractors in placing unemployed workers after training. The Panel has recognized the risk by adopting New Hire Regulations which allow contractors to earn 100

percent of training costs if a 60 percent completion and employment retention rate is achieved. Further, contractors are able to earn bonus payments for achieving specified success rates beyond the 60 percent placement and retention. However, since these regulations became effective in March 1993, their effect on new hire performance figures are not, for the most part, reflected in 1993-94 performance results.

The Panel recognizes the need to assist contractors in maximizing project performance, to ensure that planned enrollment, placement and retention rates are achieved. Therefore, staff has undertaken an evaluation study of this issue to determine factors which promote higher trainee completion and retention rates. This study is discussed in Chapter 3, "Evaluations".

## PERFORMANCE RESULTS

### *Comparison of Enrollments and Placements*

## INDUSTRY COMPARISON

The following provides a graphic representation of all completed contracts by major California industry sectors and compared to California Workforce (CWF) data.

The "ETP Contracts" row provides the percentage breakdown

of the number of contracts which served each industry sector. The "ETP Dollars" row indicates the percentage breakdown of funds earned by businesses in each industry sector, under those contracts. The "CWF" row of data represents the percentage

breakdown of total businesses in the State, by industry sector, as of January-March 1994. As shown, the Panel provides funding across all major industries in California, but the majority of contracts and funding were for the manufacturing sector.

	Services	Manuf.	Financ.	Agri.	Retail/ Whlsle.	Transpt.	Const.	Other
<b>ETP Con- tracts</b>	30%	50%	8%	1%	3%	2%	2%	4%
<b>ETP Dollars</b>	32%	52%	4%	1%	2%	1%	3%	5%
<b>CWF</b>	47.5%	6.0%	6.9%	4.4%	20.1%	2.7%	8.1%	4.3%

## TRAINEE CHARACTERISTICS

A summary of demographic data, which follows on the next page, indicates that ETP-funded training for completed contracts focused on established workers (retrainees).

**The average new hire** trainee was a single minority female, aged 25-44 with a high school education or less.

**41 percent** of the 1993 unemployed California Labor

Force were female, 52.8 percent of ETP's new hires were female.

**The average retrainee** was a married white male, aged 25-44 with a high school education and some college.

**The 1993 California Labor Force** reflects a much higher percentage of workers with less than a high school diploma than either the ETP new hires or retrainees.

**ETP trained** a far higher percentage of veterans as new hires than the percentage of veterans unemployed in 1993: 16.2 percent to 0.6 percent, respectively.

## CHARACTERISTICS OF PANEL TRAINEES COMPARED TO CALIFORNIA LABOR FORCE

Characteristic	<u>Employment Training Panel</u>		<u>California Labor Force</u>	
	New Hire Percent	Retrainee Percent	Unemployed 1993	Employed 1993
<b><u>SEX:</u></b>				
Female	52.8	37.3	41.0	44.0
Male	47.2	62.7	58.9	56.0
<b><u>AGE:</u></b>				
<25	11.7	13.4	28.4	14.3
25-34	36.1	29.0	27.7	28.0
35-44	29.4	30.6	22.2	27.4
45-54	15.5	18.6	14.3	18.7
55-64	6.4	7.3	6.3	9.0
65+	0.5	0.9	1.1	2.5
<b><u>EDUCATION:</u></b>				
Less than H.S. grad.	2.2	5.8	20.3	20.3 a/
H.S. graduate	51.8	42.0	28.0	28.0
Some College	34.8	31.5	26.7	26.7
College graduate	9.0	15.0	25.0	25.0 a/
Post Graduate	2.2	5.7		
<b><u>MARITAL STATUS:</u></b>				
Married	44.7	64.8	40.4	57.2 b/
Single	55.2	35.1	41.6	27.0
<b><u>ETHNICITY:</u></b>				
White	36.5	52.8	50.0	60.1
Black	20.2	4.6	6.9	5.1
Hispanic	25.1	24.2	36.2	24.2
Asian	13.2	13.9	7.0 c/	10.6 c/
Native American	1.1	0.9		
Other	3.6	3.3		
<b><u>VETERAN:</u></b>				
Yes	16.2	12.0	0.6	10.7d/
No	83.7	87.9	99.4	89.3

a/ Percentages are for the total population 25 years and older. Data is not separated by individual category of employed or unemployed. Combines the categories of college graduate and Post Graduate.

b/ Figures do not total 100 percent due to the elimination of individuals who are divorced, widowed, separated, or are married but the spouse is absent.

c/ Combines the racial categories of Asian, Native American and Other.

d/ Data is not separated by individual category of employed or unemployed.

Unemployment and Civilian Labor Force data are based on the 1993 annual averages provided by the Bureau of Labor Statistics in the Current Population Survey conducted by the Bureau of the Census. California Labor Force "Veteran" category based upon 1991 data.





# Evaluations

The Panel conducts research to evaluate the ETP Program to determine its effectiveness and to determine how to better target training funds. Three studies were conducted in the 1993-94 fiscal year. The first provides preliminary results of a longitudinal study to identify the economic impact of ETP-funded training on trainees and the California economy. The second study was initiated to determine factors which can improve completion and retention rates in contracts. The third study describes training issues involved for companies moving to a high-performance workplace, through research on several large companies which have instituted elements of the high-performance workplace.

The findings and recommendations in these studies will provide a basis for developing future policies as the Panel continually seeks to better meet the training needs of workers and businesses in California.



**EFFECTIVENESS OF  
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**HIGH-PERFORMANCE  
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## EFFECTIVENESS OF ETP-FUNDED TRAINING

In October, 1994, California State University, Northridge researchers released preliminary third year findings of the study on the economic impact of ETP funded training on trainees and the California economy. These preliminary third year findings reaffirm the outcomes identified in last year's report. Findings in that report showed that Panel funded training has had a substantial impact in raising the earnings of trained workers and on improving the California economy.

This third year study analyzed the impact of training on three groups of trainees -- the most recent group was trained in projects completed during fiscal year 1991-92; this group was preceded by those trained in projects completed in fiscal year 1990-91; and, a preceding group was trained in projects completed in fiscal year 1989-90.

The records of those completing training and those enrolled but not completing training (dropouts) were compared. The study used official Employment Development Department (EDD) wage and employment records to analyze trainee earnings and employment stability. All earnings are adjusted for inflation and reported in 1990 dollars. In addition, a randomly selected comparison group of 130,000 California workers (a one percent sample) was compiled, against which the experience of ETP training completers and dropouts was measured. Results for the comparison group are reported within each group's preliminary findings.

### MAJOR FINDINGS:

#### *Fiscal Year 1991-92 trainee group and comparison group:*

The researchers analyzed earnings, employment and related data of the year before, and the year after training, for the 21,004 trainees enrolled in the 76 projects that completed in fiscal year 1991-92.

#### **Training completers experienced gains in employment.**

77 percent of the trainees completed training and were retained for the 90 day employment retention period. This compares to the 74 percent completion rate for fiscal year 1990-91 trainees, and 78 percent completion rate for fiscal year 1989-90 trainees.

Both retrainees and new hire training completers were unemployed fewer weeks in the year after training

The comparison group (average California worker) saw their unemployment rise from 2.2 weeks to 3.3 weeks in a comparable period.

#### **Training completers experienced gains in earnings.**

Retrainees, the largest group, of completers averaged \$32,189 in the year after training compared to an average of \$29,379 in the year before training. **These trainees earned over \$2,810 more after training than they did before training, an increase of almost 10 percent.**

New hire completers averaged \$17,652 in the year after training compared to an average of \$13,751 in the year before training. **These trainees earned over \$3,901 more after training than they did before training, an increase of 28 percent.**

During the same period, the average earnings of all California workers declined by \$1,700.

Retrainee dropouts' annual earnings in the year after training remain over \$3,700 below those of retrainee training completers.

New hire dropouts' annual earnings in the year after training remain over \$8,000 below those of new hire training completers.

#### *Fiscal Year 1990-91 trainee group and comparison group:*

The researchers analyzed earnings, employment and related data of the year before, the year after, and two years after training for the 41,959 trainees enrolled in the 152 projects that completed in fiscal year 1990-91. In their preliminary analysis, the researchers limited the analysis of fiscal year 1990-91 trainees to those that had earnings and/or unemployment insurance payments in the fourth quarter before training, and the eighth quarter after training.

#### **Training completers experienced gains in employment.**

Both retrainees and new hire trainees who completed training were unemployed

fewer weeks and received less in unemployment insurance payments than dropouts in the first year after training, but the differences between the completers and dropouts begin to lessen in the second year after training.

New hire training completers were unemployed for more weeks than the average for all California workers in the year before training, then fell below the average in the first year after training. In the second year after training, their unemployment was comparable to the average for all California workers.

#### **Training completers experienced gains in earnings.**

Retrainee training completers averaged \$33,093 in the year after training compared to an average of \$31,806 in the year before training, **an increase of \$1,287 (four percent)**, however, earnings declined slightly in the second year after training to \$32,579, still an increase of \$773, or 2 percent higher than the year before training.

New hire training completers averaged \$20,919 in the year after training compared to an average of \$13,362 in the year before training. **These trainees earned over \$7,557 more after training than they did before, an increase of 57 percent.** New hire completers experienced an additional earnings increase of \$147 (to \$21,066) in the second year after training.

During the same period, the

**average earnings for all California workers declined by \$3,200.**

Retrainee dropouts' annual earnings in the second year after training remain over \$4,000 below those of retrainee training completers.

New hire dropouts' annual earnings in the second year after training remained over \$7,000 below those of new-hire training completers.

#### ***Fiscal Year 1989-90 trainee group and comparison group:***

The researchers analyzed earnings, employment, and related data of the year before, the year after, two years after, and three years after training for the 46,946 trainees enrolled in the 187 contracts that completed during fiscal year 1989-90. In their preliminary analysis, researchers limited the analysis of the 1989-90 trainees to those that had earnings and/or unemployment insurance payments in the fourth quarter before training and the twelfth quarter after training.

#### **Training completers experienced gains in employment.**

**Both** retrainee and new hire trainees who completed training had a lower number of weeks of unemployment claimed than the comparison group (average California worker). Training dropouts claimed unemployment for more weeks than the training completers.

**Training completers preserved their gains in earnings during the third year after training.**

Retrainee training completers earned about the same amount in the third year after training as they earned in the second year after training, approximately \$30,600.

New hire training completers earned about the same amount in the third year after training as they earned in the second year after training, approximately \$24,200.

Over the same period, the **average earnings for all California workers declined by \$4,700.**

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## **EVALUATION OF CONTRACT COMPLETION RATES**

As part of the Panel's overall effort to continually improve program operations, staff undertook a study to identify and evaluate factors which promote higher trainee completion and retention rates in ETP-funded projects. Under the guidance of the CSUN researchers, staff conducted a statistical analysis of a representative sample of projects completing in fiscal year 1993-94. The goal was to assess factors common in contracts with high completion rates compared to those with low rates. Staff followed up the statistical analysis with in-depth case studies of a number of the projects in the statistical sample. Included were site visits and interviews with key contractor staff.

A final report, including findings and recommendations, will be published early in 1995. Recommendations will cover policies and procedures which can



be implemented to facilitate higher completion and retention rates in future contracts.

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## HIGH-PERFORMANCE WORKPLACE STUDY

The Training Research Corporation (TRC) conducted state research on the training issues involved for companies moving to a high-performance workplace and on the complex relationship a large company has with its small suppliers. The companies involved in the study included: New United Motor Manufacturing, Inc. (NUMMI), USS-POSCO (UPI), Douglas Aircraft, Rockwell International, and Hewlett-Packard, as well as their suppliers.

Survey and measurement tools were designed, followed by on-site research at the participating companies consisting, in part, of researchers working intermittently as participant observers in production jobs on the shop floor. The study investigated the emergence of the high-performance workplace as a means for achieving continuous improvement in business and industry. One of the mandated funding priorities is training that prepares workers for the high-performance workplace. Findings from the study include six criteria which the researchers have identified as indicators of high-performance workplaces. These include:

- A cooperative relationship between management and labor;
- Employment security and the perception of fairness;

- An intense focus on customer needs;
- A flat and flexible organizational structure that depends on teamwork;
- A system of production that requires teamwork; and
- Human resource policies treating employees as assets and tying performance to compensation.

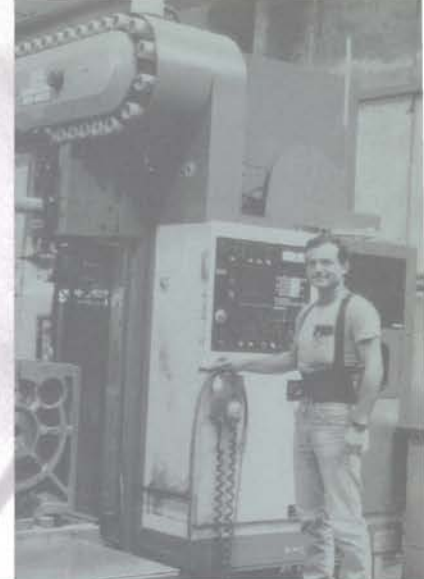
ETP also co-sponsored a policy forum entitled "High-Performance Workplace Policy for Economic Recovery." The conference was attended by more than 135 representatives from private industry, organized labor, state agencies, and educational institutions.

The conference was successful in stimulating discussions on the issue of implementing the high-performance workplace and its potential as a tool for economic competitiveness. Participants addressed the principles of high-performance workplaces and how they might be applied to smaller companies, government agencies, and educational institutions. The research team will compile data from the study to produce the final written report in early 1995.





# Case Studies



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# 4





In 1992, American Brass and Iron (AB&I), a family owned and operated foundry in Oakland, found itself facing increasing competition as foundry production began moving abroad. A manufacturer of custom-made casting and fittings used primarily by the construction industry, AB&I knew that immediate steps were required to respond -- including the acquisition of modern equipment and the institution of quality processes, as well as training for company employees.

As a result, the company acquired and installed modern equipment to increase efficiencies and output, and brought quality control to the production process. Key to use of the new equipment and the institution of quality control was training, which AB&I saw as a critical element in this competitive effort. Therefore, the company contracted with ETP for training to support its efforts to compete in a growing international market.

According to Paul Quezada, AB&I's Human Resources Manager, "The company's philosophy is to reinvest profits in training for workers and invest in the community." The ETP training supported the company's philosophy and its new technological advances by providing 136 AB&I employees with training in production techniques, quality improvement, management skills, office automation and, as needed, Vocational English as a Second Language -- a comprehensive program which provided a significant boost to the company.

Quezada states that "ETP was the key ingredient in this company becoming more competitive. We were successful in keeping many jobs that may have been lost, if this training program was not available."

Quezada points out that, in addition to marked increases in production, the training resulted in a number of additional benefits to the company, its employees and overall working relationships and processes. Significantly, workers began offering suggestions for improving operations as soon as the training was underway. Their proposed solutions and suggestions were forwarded to company management staff, for consideration and possible implementation.

Additionally, as a result of the training and increased production, thirty-six new workers were hired and added to a second shift to do custom molding. Maintenance staff were also added due to the increased business.

## COMPETING IN A GLOBAL MARKET...

*"Largely as a result of ETP training, production jumped from 300 tons per month to 2,100 tons per month in less than 9 months... With our new technology, training must continue if the company is to stay ahead of the competition."*

**Paul Quezada,**  
Human Resources Manager  
American Brass and Iron

## KEEPING UP WITH THE COMPETITION...

*"This training was needed...it  
has resulted in production  
increases and quality  
awareness..."*

**Reid Doruff,**  
General Manager  
The Electronic Manufacturing  
Group

The Electronic Manufacturing Group (EMG) is a small company located in San Jose which provides circuit board assembly services to original equipment manufacturers throughout the United States. In the past few years, EMG's customers have begun requiring quality processes. As a result, EMG management knew that it had to take steps to respond and retrain company workers to increase productivity and lower costs to remain competitive in the industry.

According to EMG's General Manager, Reid Doruff, "we knew we had to do something to train our workers in Statistical Process Control (SPC)...our customers were beginning to require it as a condition of doing business with them. When we heard about ETP as a state funding source for training, we were very interested."

EMG's customers, medium to large computer manufacturers, had begun specifying that their suppliers have SPC in place as a means of building in quality control up front in manufacturing processes. SPC enables production workers to take daily measurements of outcome in all stages of product development in order to identify and eliminate defects. With the institution of SPC, EMG intended to keep pace with competing suppliers in meeting customer quality demands.

Training was provided for 12 of EMG's 28 employees at the company's facilities to provide cross-training, reduce material handling and rework -- thereby, reducing the overall cost of operations.

Doruff points to the project as a catalyst for continued SPC instruction and feels that it helped promote EMG's ongoing investment in worker training. Doruff plans to continue the training on his own to fully implement SPC throughout the organization. He also plans to use it as a springboard for implementing the international process standards required by its customers, known as ISO-9000 standards.

"We plan to continue training our employees on an ongoing basis..." says Doruff. "ETP staff responded to our needs...and we would suggest that the Panel let other employers know about what it has to offer and what is available..."

---



**IVAC Corporation** is a subsidiary of Eli Lilly and Company, which develops and manufactures hospital products, including fluid delivery and vital signs measurement systems. The company has 1,500 employees worldwide with 900 in San Diego. In recent years, faced by increasing competition in its field, IVAC began to take steps to reduce the cost of manufacturing and improve productivity.

To support this effort, IVAC initiated a comprehensive training needs assessment, which it conducts every three to five years, to identify training needs. When this assessment identified quality management skills and VESL training as its primary training needs, IVAC contracted with ETP to assist in funding training for 247 employees.

Employee Development Coordinator, Debbie Dupont Lahn, explains that the company's support for the training was such that IVAC initiated a company-wide publicity program to inform all company employees of the upcoming training, including articles in the company paper and other informational displays. "Everyone in the company knew that the program was coming," she explains. "It became part of the culture."

The training itself consisted of total quality techniques to reduce the cost of manufacturing, with instruction in Vocational English as a Second Language, for workers with a need for supplemental language skills training. The training curriculum was customized for individual worker needs. A number of IVAC employees were trained as

trainers to assist in the project and to continue with similar company-provided training in the future.

Debbie Dupont Lahn notes that upper management support for the training was excellent and the company workforce now has a common language of quality. She states that, "One of the most interesting aspects of this training program was that a spirit of friendly competition evolved between company divisions -- Each one trying to outdo the other in incorporating the training into their jobs. Lahn notes that IVAC has now implemented Customer Satisfaction Indexes (i.e., to identify reduced scrap, out of box failures, number of complaints, etc.) as a measurement system to assist in continuous process improvement.

Lahn also points to the success of the VESL component, particularly through the use of company personnel as mentors for the VESL training. She states that the "VESL training increased productivity."

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## INSTITUTING THE LANGUAGE OF QUALITY...

*"The training gave all company staff a common language for problem solving: the language of quality."*

*Debbie Dupont Lahn, Employee Development Coordinator  
IVAC Corporation*



## STATE-OF-THE-ART IN SYSTEMS DESIGN...

*"The ETP training benefitted the company by offsetting training costs. It definitely helped many employees keep their jobs...and many of those who left were able to be placed in CATIA jobs elsewhere."*

**Liz Moran, Professional Staffing  
Representative  
Lockheed Advanced Development  
Company**

Last year, the Lockheed Advanced Development Company (LADC), located in Palmdale, completed an ETP training project which helped the defense contractor keep pace with the latest in manufacturing design technologies. LADC, in conjunction with the California Manufacturers Association (CMA), trained 75 employees in Computer Aided Three-Dimensional Interactive Applications (CATIA) which is emerging as the state-of-the-art design tool of products and systems throughout the aerospace industry.

LADC is a division of Lockheed Corporation which designs, develops, and produces state-of-the-art military aircraft and other aerospace products incorporating advanced technologies under the government's stringent security requirements. However, dramatic cuts in the defense budget forced LADC to seek ways to reduce costs, shorten cycle times and increase productivity without compromising its technological advantage. As a result, the company adopted CATIA as its standard CAD/CAM design tool, invested in the technology and identified training needs to enable its workforce to successfully implement the technology.

According to Liz Moran, Lockheed's Professional Staffing Representative, "We wanted to be more responsive to customers by having prototypes ready quicker, and we cannot do this on drafting boards...we needed to move towards CATIA."

The company had largely been using CAD/CAM in its design

process, then began moving increasingly to CATIA, which included substantial investment in specialized IBM work stations. Once the company incorporated CATIA as a specialized type of computerized drawing, it was emphasized in the company's manufacturing processes to develop prototypes.

The training was provided by Lockheed trainers at the Lockheed facility using the CATIA curriculum made available through IBM. Although the company originally planned to train 200 employees under the project, company layoffs and relocation of some of the company's workforce to Georgia reduced the scope of the project. Nonetheless, Liz Moran emphasizes the training was successful in helping many employees keep their jobs and helping others faced by layoffs find new jobs with their CATIA skills.

Solely owned by one of its two original founders, MC Electronics manufactures wire, cable, and harness assemblies for use in medical and test equipment, military equipment, and in other electrical and electronic components. The company was established in 1982 and located in Hollister to take advantage of lower operating costs. However, as a small business which employs 61 workers, MC Electronics' needed to ensure that it had a highly trained workforce to keep up with its competition.

Increasingly, MC Electronics' customers had begun demanding tighter quality control and formal employee certification programs, as a requirement for doing business. To respond and provide its employees with the skills and knowledge to remain competitive, MC Electronics provided quality improvement training to 37 workers.

Concurrently, the company had updated its manufacturing process and developed a training facility and training team which was to assume ongoing training after the ETP project completed. To ensure that the training would meet the firm's needs and support the new manufacturing process, the company performed a pre-assessment of job skills and training needs. A retraining curriculum was then established, which included instruction in customer service, management skills, TQM, production techniques, and basic math, where necessary.

Company management state that the training was a large success, leading to production increases and improved work processes and worker communication. MC executives feel that the company is well on the way toward meeting the company's goals of reducing the need for rework by 50 percent and increasing monthly shipments by 15 percent. In addition, there has been increased employee involvement in production and better communication between supervisors and workers in the process.

According to Tami Cook, MC Electronics' Human Resource Manager, "For a company our size, taking on such a training project without any help, funding-wise, would have been impossible. I can find no negative effects to the ETP project at all. The time and investment were well spent."

---

## TRAINING AS AN INVESTMENT...

*"ETP was an excellent program, and an excellent opportunity to get some in-house training."*

***Tami Cook,  
Human Resource Manager  
MC Electronics***

## RETRAINING TO STAY COMPETITIVE...

*"Our people's expertise leaped  
three generations: It leapt from  
the 60s to the 90s."*

**Bob Rohrbough,**  
*Human Resource Manager  
Mission Industries*

Mission Industries, headquartered in Santa Barbara, with 39 sites and 1,870 employees in California, rents, laundries, and services textile products, such as linens, uniforms and related products, to customers in six southwestern states. The largest family-owned company of its type, Mission Industries was increasingly faced with stiff competition from 10 out-of-state competitors. As a result, the company began taking steps to ensure a highly-trained, skilled workforce capable of using modern automated systems.

Mission began converting its aged, batch computer system to a modern, online system, investing in a new computer system and a telecommunications network between its many California sites. At the same time, Mission wanted to provide its workers with training on the new systems, then examine and improve work processes, due to opportunities afforded by the new system. Mission saw the entire effort as an opportunity to ensure that its overall production and documentation processes would be more cost effective, with data online, consistent and current, and available to all staff.

Using ETP funds, Mission trained 44 employees in the new system. The training targeted office workers, service personnel, and managers, with various employees to be trained to become ongoing trainers for the future.

Bob Rohrbough, Mission Industries's Human Resource Manager, comments that employees moved through the training successfully, learning the new system in a shorter time than

he had estimated. As a result of training, says Rohrbough, "We improved our level of customer service because we had better, more current information."

The overall project provided employees with many new and transferable skills - specifically, the ability to work on-line on a computer, using "live" data and generating reports. Rohrbough notes that the affected workers had obsolete skills and could have been replaced with younger, more technologically aware workers, without the ETP-funded training.

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Dawn Clark, Training Manager for **Paradigm Technology, Inc.**, describes Paradigm's investment in Statistical Process Control (SPC) training, through ETP, as essential in helping the company respond to customer demands. "There was a demand for SPC by our customers," she explains. "To continue doing business, we needed to be using SPC."

Paradigm is a developer and manufacturer of high-speed, high density random access memories (SRAMs) with 152 employees at its San Jose headquarters. The company supplies manufacturers of high-performance personal computers, including AST Research, Evertex, and Compaq, and workstation manufacturers such as SUN Microsystems, and Hewlett-Packard. With these customers and potential customers now requiring their suppliers to institute quality techniques such as SPC, Paradigm knew that it had to take steps to remain competitive.

Under the ETP contract, Paradigm provided SPC training to 68 employees to implement SPC throughout its work processes. According to Clark, "We wanted to train the engineers and production staff first, then the entire company...to help everyone know what others were doing in their job..."

The training was implemented using teams, each with a work-related project, as SPC was introduced in a practical context. The training was successful in establishing process documentation and daily measurements to find and eliminate product defects. It also enabled many employees to

better understand their particular job relative to other jobs throughout the company.

Kevin Leu, a Senior Process Engineer who attended the training, emphasized that the training related specifically to his job and was instrumental in helping build quality in at the beginning of the process. "Using SPC, you can find out the problem earlier, not after it happens....You can see it sooner."

The training's emphasis on teamwork was also important to trainees. Randy Diaz, Paradigm's Network System Administrator, states, "The good thing about this training was that it allowed us to work as a team...this way I was part of a process...We can now be proactive and less reactive in situations. Not only can we see trends...we can plan, using the trends."

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## USING SPC FOR PROCESS IMPROVEMENT...

*"SPC training allowed us to implement daily data collection and heightened our awareness of how important it is."*

**Louise Ward,**  
*Photo Processing Engineer*  
*Paradigm Technology*

## SUPPORT FOR SMALL MANUFACTURERS...

*"ETP-funded training has greatly benefitted many small employers over the years...I definitely would make ETP a permanent program."*

**Bert Schuster,**  
*Executive Director*  
*San Francisco Bay Area Chapter,*  
*NTMA*

Participating employers say that the San Francisco Bay Area Chapter, National Tooling and Machining Association (NTMA) Training Center plays a critical role in preparing machinists for Bay Area machine shops. The NTMA Training Center, which is supported by ETP funding, has gained a solid reputation for retraining employed machinists in the requirements of an increasingly automated workplace, and for training new machinists for jobs that are hard to fill in the highly skilled trade.

Julie Armstrong, Sales Executive for Armstrong Technology, Inc., a machine shop with 106 employees, states that the Training Center does an excellent job in preparing workers. Armstrong feels that the Training Center is filling a void which has resulted from the lack of emphasis in educational institutions on the trades in recent years.

Ms. Armstrong's comments support the fact that it has become difficult for California machine shops to find skilled machinists. NTMA was established nine years ago in response to the growing need for machinists trained in the new technologies. The Center's success in preparing a steady flow of new and retrained machinists, indicates its importance to area employers.

Bert Schuster, the Training Center's Executive Director, feels that the success of the program can be attributed to several factors, particularly the pre-screening of trainees, to ensure that trainees have the capability and motivation to succeed. "We try to match the new hires with

employers as best we can to make the training a success for everyone."

Under this contract, the Training Center trained and placed 35 unemployed workers and retrained 34 employed machinists in need of advanced skills for forty-nine bay area machine shops with a large majority having fifty or fewer employees.

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**S&S Machine** is a small privately owned precision machine shop located in Roseville, with 32 employees. As a producer of custom machined parts used in commercial markets, including medical, laser, and electronic equipment and military products, S&S had faced increasing competitive pressures in recent years. In addition to responding to competition from out-of-state and foreign markets, S&S management realized that the company needed to implement Statistical Process Control (SPC) to maintain its preferred status with major customers.

An assessment of employee skills and needs indicated that S&S needed to implement SPC in its manufacturing process and upgrade the skills of employees to maintain a competitive edge. Therefore, the company contracted with ETP to provide SPC training to 18 of its employees who were involved in S&S' manufacturing process.

Company President, Steve Smilanick, indicates that the training has had a number of positive effects on the company. He states that "Morale is up and the rejection rate has decreased. Before the training, there was no SPC in the shop. Through SPC we've improved our quality and reduced rejection rates."

Smilanick points out that, in order to implement SPC, S&S Machine has instituted a quality control system, and has seen an increase in the quality of work. He adds that commitment on the part of employees contributed to the success of the project. In fact, when the original training

instructor became ill and Smilanik, a credentialed teacher, took over the training classes, he noted the trainees' enthusiasm and "team" orientation... "Everyone was working together, trying to be stars."

S&S's shop foreman, Jay Molander, commented on employees' demeanor, both during and after training -- that employees were working with an "improved attitude - with an approach that is more practical - and less theoretical."

Smilanick feels that the training project was a success and feels that other small businesses can benefit from ETP funds. He adds, "We should publicize the fact that ETP is available to small businesses."

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## A TEAM COMMITMENT...

*"Employee moral is up and the rejection rate is down...S & S Machines considers this investment in employees a great success. A large part of this success was the commitment of the employees - each person working together as part of a team."*

*Steve Smilanick,  
President  
S & S Machine*





# Appendices

**A**  
**COMPLETED**  
**CONTRACTS**  
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**B**  
**ACTIVE CONTRACTS,**  
**AS OF JULY 1, 1994**  
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**C**  
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A

## APPENDIX A COMPLETED CONTRACTS

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
3M Unitek Corporation - Los Angeles	This corporation manufactures and markets high precision orthodontic appliances which include brackets, bands, wire and auxiliary products. In order to remain competitive, current employees were retrained in world class manufacturing techniques and team building/problem solving.	TQM, SPC	0	99	\$108,254
Acapulco Restaurants, Inc. - Los Angeles	In order to remain a viable company, this restaurant retrained current employees.	MS	0	127	\$115,062
Air Conditioning Contractors Association - Santa Barbara	The ACCA-Tri Counties Chapter is an affiliation of eight small businesses which contract to provide heating, air conditioning, and sheet metal services in Santa Barbara, San Luis Obispo, and Ventura Counties. ACCA subcontracted with Santa Barbara Community College District to provide retraining for current employees of participating businesses.	PT	0	11	\$22,165
Airco Coating Technology - Solano	The company designs, develops, markets and produces manufacturing equipment and technology that deposit thin metallic and non-metallic films on a variety of surfaces. Due to foreign competition, current employees were retrained.	CAD, SPC, TQM	0	133	\$177,061
Alcon Surgical, Incorporated - Orange	This firm works with physicians to develop more and better products and provide ophthalmologists products such as diagnostic and therapeutic drugs, as well as surgical instruments and equipment. Retrained current workers to enhance competitiveness.  * 19 employees received Vocational English as a Second Language instruction with Production Techniques training.	MS, PT, TQM	0	154	\$284,466



Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Alflex Corporation - Los Angeles	The firm manufactures flexible steel and aluminum conduit and cable for the electrical industry. Due to out-of-state competition, current employees were retrained.	MS, MRP, SPC, TQM	0	42	\$104,682
All Pure Chemical Company - San Joaquin	This company manufactures and distributes water treatment chemicals for use in the pool industry, municipal fresh and waste water, and for household laundry and cleaning. Current employees were retrained to remain competitive.	CS, OA, TQM	0	30	\$34,218
Allied-Signal Inc., Garrett Automotive-North America - Los Angeles	This company produces a wide variety of turbo chargers for both automotive and truck engines. To reverse a negative profit, the company provided retraining for current employees.  * 104 employees received Vocational English as a Second Language instruction with SPC training.	SPC, MS	0	431	\$595,647
Alloy Spot Welders - Los Angeles	A small company that manufactures Honeycomb Structures and provides welding services for resistance and fusion welding, retrained current employees to meet customer requirements.	JIT, SPC, TQM, TLC	0	30	\$47,250
American Institute of Banking, California Chapter - San Francisco	A nonprofit membership organization represents the banking industry and is supported by fees paid by banks for training courses. AIB retrained current employees of participating banks to help them remain competitive.	MS	0	969	\$1,053,191
American Brass & Iron (AB&I) Foundry Alameda	A small, family-owned business, AB&I manufactures custom-made castings and fittings used in the construction industry. In order to compete with off-shore foundries, current employees were retrained.  * 51 employees received Vocational English as a Second Language training, and 63 employees received basic math instruction with other skills training.	CAD, CS, MS, OA, PT, TQM,	0	136	\$345,538
American Builders Hardware- Los Angeles	The firm produces a variety of plumbing products sold primarily to manufacturers. To remain competitive, ABHC retrained current employees.	MS, MRP, SPC, TQM	0	7	\$12,606

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Anafaze, Inc. - Santa Cruz	The firm manufactures industrial temperature control monitors for automobile manufacturers. Due to tougher competition from out-of-state, current employees were retrained in quality improvement.	MS, MRP, SPC, TQM	0	19	\$40,103
Anykind Check Cashing Centers, Inc. - Los Angeles	This firm has 33 locations throughout California, providing check cashing, Western Union, income tax service, facsimile, and other services. Retrained current workers to remain competitive.	CS, MS	0	91	\$102,652
Arral Industries, Inc. - San Bernardino	The company supplies the Army's Stinger Missile Program with an assortment of electrical and gas products used in the maintenance of the missile systems, and retrained current employees to increase competitiveness.	MS, SPC, TQM	0	107	\$183,979
Art Supply, Enterprises, Inc. - Alameda	This company is a wholesale marketer and distributor of art, engineering, graphics supplies and equipment, and retrained current employees to remain competitive.	CS, MS, OA, PT	0	17	\$13,770
Bank of Stockdale - Kern	This bank offers quality checking and savings products to the retail customer and uses deposit funds to provide real estate financing within the local community. Retrained workers to increase skills.	CS, MS	0	32	\$58,480
Bank of Southern California - San Diego	This bank provides a full line of banking services from loans, to checking, merchant and money market accounts. To remain competitive current employees were retrained.	CS, MS, Sales Techniques	0	101	\$149,397
Bay Area Council / Mervyn's - San Francisco	The Bay Area Council subcontracted with Mervyns, a department store specializing in national brands, private label active and casual apparel to provide training for unemployed workers.	CS, MS, MRP	12	0	\$22,560
Bay Area Council / Burke Rubber Company - Stanislaus	The Bay Area Council subcontracted with Burke Rubber Company, a developer and producer of standard and custom-made rubber products for commercial and military industries, to provide retraining for current employees who were in danger of being displaced.	MRP, PT, SPC, TQM	0	32	\$51,941

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Bay Area Council / SafeAmerica Federal Credit Union - Alameda	The Bay Area Council subcontracted with SafeAmerica, a small financial institution, requiring retraining to remain competitive. Due to the expansion and reorganization, this firm was unable to release employees for training.	MS, Sales Techniques	0	0	\$0
Bay Area Council / Amtel Retraining - Santa Clara	The Bay Area Council subcontracted with Amtel, a high speed memory chip manufacturer in order for the company to remain competitive current workers were retrained.	SPC	0	126	\$201,331
Beverly Enterprises - Statewide	With 45 facilities in operation throughout California, this firm provides long term care for over 5,000 elderly or frail persons. To keep up with the increased need for qualified nursing personnel, current Certified Nurse Assistants were to be trained and upgraded as Licensed Vocational Nurses. The contractor's representative left the company, thereby affecting the completion of training.	LVN	0	0	\$0
Bollenbacher & Kelton, Inc. - Orange	Because of a reduction in new home construction and retail development, current employees of this real estate development and property management firm were provided with quality improvement training.	CS, MS, OA, TQM	0	18	\$44,518
Buck Knives, Inc. - San Diego	A knife manufacturer, retrained current employees to respond to foreign competition.	MS, PT, SPC, TQM	0	289	\$476,510
Cal-Doran Division - Thermo Electron Corporation - Los Angeles	This firm heat treats components for every U.S. commercial and military airframe manufacturer. In response to increased customer requirements, Cal-Doran retrained current employees.	SPC	0	24	\$31,632
California Manufacturers Association and Exar Corporation - Santa Clara	This company designs, develops, and manufactures semiconductor chips for applications in telecommunications systems, medical equipment and computer disc drives. To remain competitive, current employees were retrained.	SPC	0	330	\$417,904



Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
California Service Station and Automotive Repair Assn. Retraining II - Statewide	With 19 chapters throughout California, this association represents approximately 2,200 service station dealers and garage owners. Due to technological changes, current employees of participating organizations were retrained, and unemployed workers were trained in the latest technological changes and techniques used by automotive mechanics.	Auto Repair	14	913	\$1,577,634
California Manufacturers Association / Paradigm Tech - Santa Clara	Paradigm develops and manufactures high-density semiconductors and supplies manufacturers of high-performance personal computers. To remain a viable company and to meet increased customer demands, Paradigm retrained current employees.	SPC	0	68	\$78,916
California State JATC for the Carpentry Industry - Statewide	CA. Statewide Joint Apprenticeship and Training Committee for the Carpentry Industry delivers all apprentice and journey level training to the construction trade in the state. Workers of participating employers were retrained to increase employability and productivity.	Carpentry	0	315	\$356,354
California Human Development Corporation - Sonoma	A non-profit, community-based organization which helps unemployed and low-income individuals improve their lives through continuing education programs at its Center for Employment Training (CET). CHDC subcontracted with CET to train unemployed migrant farmworkers.  * 56 trainees received Vocational English as a Second Language training.	Entry Level	56	0	\$202,400
CalSIP - AMI Metals, Inc. - San Bernardino	AMI is an aerospace metals distributor for the military and industrial markets. To remain competitive, current employees were to be retrained in quality improvement. This firm's reorganization affected the completion of training.	JIT, SPC, TQM, TLC	0	0	\$0

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Calsonic Climate Control - Orange	This company manufactures air conditioning kits for installation at Nissan car and truck dealerships. To remain competitive current employees were retrained.  * 28 current employees received in Vocational English as a Second Language training.	MS, MRP, OA, SPC	0	106	\$133,817
Career Encores, Inc. - Los Angeles	This demonstration project provided leadership, coordination, research services and advocacy to further the employment of older persons (age 50 and over).		23	0	\$44,022
Centex Telemanagement, Inc. - San Francisco	Headquartered in San Francisco, with 9 branches Statewide, this company provides telecommunications management services to small and medium-sized businesses. Due to outside competition, current employees were retrained.	CS, MS, OA	0	209	\$324,079
Charlie's Pride Meat - Los Angeles	This company prepares and ships meat to retail grocery stores, restaurants, delicatessens, and selected meat brokers. To remain competitive with out-of-state companies, current employees were retrained.	PT	0	22	\$44,132
Chevron U.S.A. Products Company, a Division of Chevron U.S.A., Inc. - Statewide	Due to a shortage of skilled mechanics, Chevron retrained current employees of owners/leasers of Chevron stations statewide in new automotive technological innovations.	Auto Repair	0	308	\$590,128
Citibank, F.S.B. - Alameda	This federally-chartered savings bank, headquartered in Oakland, employs over 2,200 Californians. To remain competitive, current employees were retrained.	CS, OA, Sales Techniques	0	323	\$233,602
Clay Diversified, Inc. - Kern	In order to remain a viable company, this restaurant, a Sizzler Franchisee, retrained current employees.	MS, OA	0	5	\$5,435

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Comprehensive Training Systems - San Diego	<p>This private, non-profit training agency provides Vocational English as a Second Language and remedial math and writing training for unemployed and under-employed individuals in conjunction with job skills training programs. Based on a strong need, CTS trained unemployed workers as medical office assistants, billing clerks, and receptionists.</p> <p>* 7 of these individuals received Vocational English as a Second Language to supplement their skills training.</p>	OA	52	0	\$232,656
Comprehensive Training Systems - San Diego	<p>In order to meet participating employers' demand, CTS trained unemployed workers as maintenance technicians for residential and commercial property management firms.</p> <p>* 31 trainees received Basic Math with skills training.</p>	Carpentry, Electrician, Maintenance	31	0	\$130,498
Compumed, Inc. - Los Angeles	The firm provides computer-assisted Electrocardiogram (ECG) products and services to the medical community. To meet the demands of its customers, current employees were retrained.	MRP, TQM	0	19	\$48,903
Concord Professions Institute - Contra Costa	This firm provides Vocational Educational Programs for individuals undergoing vocational rehabilitation as a result of a work-related injury and job training for experienced drafters, designers, and engineers. Provided retraining for current employees of participating employers to remain competitive.	CAD	0	221	\$142,324
Connecting Devices, Inc. - Los Angeles	This corporation specializes in the manufacture of coaxial radio frequency connectors to millimeter frequencies, microwave cable assemblies, and dedicated test cables and accessories. To meet customer demands, current employees were retrained in quality improvement.	JIT, SPC, TQM, TLC	0	15	\$20,400
County Bank of Merced - Merced	To remain competitive, current employees were retrained in customer service by this locally owned and operated independent bank.	CS	0	50	\$71,729



Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Crelco Corp. Dba Eagle Creek - San Diego	The corporation designs, manufactures, and distributes an extensive line of travel gear and specialty luggage, which are sold in over 1500 outdoor, specialty, and luggage stores. To meet the demands of its' customers, current employees received retraining.	TQM	0	29	\$48,198
Cristek Interconnects, Inc. - Orange	The firm manufactures electronics connectors for prime aerospace contractors. To meet increased customer requirements, current employees were retrained.  * 11 employees received Vocational English as a Second Language instruction along with JIT, SPC and TLC training.	JIT, SPC, TLC	0	19	\$35,510
Cummins West, Inc. - Statewide	With 14 locations throughout California, this privately-owned firm sells new and reconditioned heavy truck engines, and accessories in addition to providing repair services. Due to out-of-state competition, Cummins retrained current employees to implement a Quality Control program.	Auto Repair	0	191	\$568,550
Custom Line Plastics Inc. - Ventura	This firm manufactures formica cabinets and countertops for schools, hospitals, medical buildings, and customer kitchens. Retraining was provided for current employees, in order to meet out-of-state competition.	PT	0	11	\$21,010
Cygnat Systems, Inc. - Santa Clara	Designing and manufacturing computer peripherals, such as robotic mass storage devices called "jukeboxes," Cygnat wanted to avoid displacing employees, and thus trained workers in assembly and computer skills, and effective management communication.	MS, OA, PT	0	26	\$27,310
Darling Delaware Company - Statewide	Located throughout California, the company collects non-edible food by-products for refining purposes and then "recycles" these products for sale in the United States and in selected Pacific Rim countries. Due to increased competition, current employees were retrained in several quality improvement areas.	CS, MS, MRP	0	151	\$332,043

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Datatype Incorporated - Los Angeles	Serving Southern California, this firm designs, develops, manufacturers, and provides logistic support of high technology information storage devices and subsystems. To meet federal requirements, current employees were retrained.  * 76 employees received Vocational English as a Second Language and Basic Math instruction.	JIT, SPC, TQM	0	268	\$591,744
Deutch Metal Components - Los Angeles	This firm manufactures hydraulic fittings, hoses and swivel assemblies. In response to increased customer demands, current employees were retrained.  * 8 employees received Vocational English as a Second Language instruction with SPC training.	SPC	0	163	\$252,598
Deutsch Fastener Corporation - Los Angeles	A privately owned manufacturing company that produces nuts, bolts, and other fasteners for structural use, primarily in the aerospace industry. To enhance existing business, current employees received retraining.	SPC	0	48	\$72,576
Diatek Incorporated - San Diego	Both of these firms are subsidiaries of Diatek Corporation. Diatek, Inc. develops, manufactures, sells and distributes thermometers while Neurometrics, Inc. develops, sells and distributes a high tech computer and software Patient Information System for Anesthesiologists called Arkive. To meet customer specifications, both firms retrained current employees.  * 15 employees received Vocational English as a Second Language instruction.	MS, SPC, TQM	0	78	\$91,572
Neurometrics, Inc -San Diego					
Diesel Recon Company - Los Angeles	This firm remanufactures and overhauls diesel engines and related engine parts. To meet out-of-state competition, current employees were retrained.	SPC	0	201	\$283,255
Dreyer's Grand Ice Cream - Alameda	The firm manufactures ice cream in plants at Union City and City of Commerce. To remain competitive, current employees were retrained in quality improvement.	MS, SPC, TQM	0	197	\$145,940

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Dunn-Edwards Corporation - Los Angeles	Due to increased competition, current employees of this family-owned business, that manufactures high quality paint products and wall coverings, were retrained in the company's stores located throughout the state.	MRP, OA, Sales Techniques	0	27	\$34,398
Dynair Electronics, Inc. - San Diego	This firm manufactures high-quality video switching and distribution systems in the television industry for U.S. defense and aerodynamics companies. To remain competitive, current employees were retrained.  * 4 employees received Vocational English as a Second Language and Basic Math instruction and 16 employees received Basic Math instruction with skills training.	SPC, Team Concepts, TQM	0	37	\$45,928
Earle M. Jorgensen Company - Los Angeles	This company distributes metals, piping, and other products used in the construction and oil production industries, and planned to retrain current employees in quality improvement to remain competitive. However due to delays in the implementation of necessary software, training did not complete.	MS, MRP, SPC, TQM	0	0	\$0
ECK Adams Company, Flewelling Division - Los Angeles	A manufacturer of metal and wood office and institutional furniture, provided retraining to current employees to compete with increased domestic and foreign competition.	TQM	0	35	\$55,720
Electronic Medical Services, Inc. - Fresno	This establishment provides claims processing services to medical businesses. To meet the health care industry's demand, EMS trained 4 unemployed workers as billing clerks and salespersons.	Sales, Billing	4	0	\$16,000
Electrol Mfg, Co. - Orange	This company manufactures gear assemblies for the aircraft/aerospace market, including Boeing Aircraft Company. Using CalSIP curriculum to remain competitive, current employees were to be retrained in quality improvement. Due to other organizational priorities, training did not complete.	JIT, SPC, TQM, TLC	0	0	\$0



Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Electrorack Products Company - Los Angeles	A small minority, woman-owned business whose products are used in aerospace applications needed training to meet customer demands and to reduce scrap and re-work of materials.	JIT, SPC, Team Concepts, TQM	0	15	\$22,301
Engineering Visions, Inc. - San Diego	This firm specializes in system and equipment modernization which includes installation design, material identification and acquisition. To implement a new high-speed system, unemployed workers were trained as data entry operators.	OA	683	0	\$1,310,526
Esherick Homsey Dodge & Davis - San Francisco	This firm provides a range of architectural services including programming, planning, design, and construction administration. Because of increased out-of-state competition, current employees were retrained.	CAD	0	17	\$14,520
Facility Management Inc. Of California - San Francisco	Current workers of this management firm for three convention sites were retrained in order to be more cost effective.	MS, OA, Team Concepts	0	118	\$160,500
Ferretec Inc. - Alameda	This firm manufactures electronically tunable filters for defense systems such as radar warning receivers, communications and intelligence gathering systems for Lockheed, Raytheon and ITT. Due to increased competition from foreign companies, current employees were retrained in quality improvement.	JIT, SPC, Team Concepts, TQM	0	23	\$22,636
Foundation for Educational Achievement - San Diego	This non-profit training agency addresses the growing need for Multimedia and Musical Instrument Digital Interface (MIDI) skills. Multimedia is a computer-based technology that uses software programs to create media presentations and interactive computer programs. MIDI uses computer-based software and hardware to create music and sound effects. Unemployed workers and current employees from the film, music, advertising and sales industries were trained.	Multimedia and MIDI Skills	42	745	\$838,241
Fremont Pacific Insurance Group - Los Angeles	Headquartered in Glendale, this firm specializes in workers compensation insurance claims. To remain competitive with out-of-state companies, current employees were retrained.	OA	0	172	\$174,236

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Glendale Community College - Los Angeles	The consortium planned to retrain 80 Registered Nurses in identifying and treating alcoholic and chemically dependent patients, and referring them to other treatment sources. Due to the Northridge earthquake participating employers were unable to release employees to complete training.	Chemical Dependent Counselors	0	0	\$0
Glendale Community College / Hemodialysis Project - Los Angeles	This joint effort between the Verdugo Private Industry Council (PIC) and Glendale Community College provided training for unemployed aerospace workers as Hemodialyses Technicians.	Hemodialysis Technicians	23	0	\$130,410
Glendale Community College Professional Development Center / Small Business Hazardous Materials Project I - Los Angeles	Due to the compliance of regulatory requirements for hazardous materials and safety in the workplace, this college retrained current employees of participating small businesses as hazardous materials specialists.	Hazardous Materials Specialists	0	135	\$232,200
Glendale Community College Professional Development Center / Office Automation VI - Los Angeles	To help meet the need of individuals to operate new and existing computerized equipment, this college trained unemployed workers.	OA	43	0	\$166,582
Glendale Community College / Office Automation II - Los Angeles	To continue to address the ongoing need for Office Automation Training, Word Processing, Spreadsheet, and Desk Top Publishing Software Applications, this college retrained current employees from small businesses.	OA	0	647	\$789,987

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Glendale Community College Professional Development Center / Sterer Engineering - Los Angeles	This college retrained current employees of employers that are suppliers to Sterer Engineering, an aerospace manufacturing firm. To remain viable, current employees were retrained to meet the requirements from the Department of Defense.	TQM	0	243	\$403,866
Glendale Community College / Small Business TQM, SPC - Los Angeles	This consortium project provided training to current employees of small businesses to help them compete with overseas and domestic markets.	SPC, TQM	0	850	\$1,233,700
Glendale Community College Professional Development Center / Small Business TQM Project II - Los Angeles	To meet increasing customer demands for higher quality, lower costs, and on-time delivery, this college retrained current manufacturing employees.	TQM	0	876	\$1,371,632
Graton Beverages, Inc. - Sonoma	This small company produces and distributes canned and bottled fruit juices. To increase productivity and reduce waste, current employees were retrained.	MS, PT, SPC	0	74	\$90,805
Green Team - Santa Clara	This firm planned to hire and train displaced workers to drive automated refuse collection trucks. The contractor's representative left the company, thereby affecting the completion of training.	CS, MS, OA, Driving	0	0	\$0
Griswold Industries, Inc. - Los Angeles	This firm manufactures valves for the regulation of water flow. Because of international competition and customer requirements, current employees were retrained.	MS, PT, SPC	0	205	\$450,104



Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Harte-Hanks Cmd, Inc. - Los Angeles	This company publishes and distributes the PennySaver Paper/South Coast Shopper. Because of the loss of business to competitors, current employees were retrained in Sales and Marketing System.	OA	0	81	\$51,030
Harvey Sawyer Meat & Provisions Company - Los Angeles	This company produces and ships specially prepared cuts of meat for sale to hospitals, retirement centers, convalescent hospitals and selected restaurants in Southern California. To remain competitive with out-of-state meat processors, current employees were retrained.	OA, PT	0	30	\$52,612
Hewlett-Packard Company - Santa Clara	This firm designs, manufactures and services computers and computer peripherals, test and measurement instruments, medical electronic equipment, and instrumentation for chemical analysis. Due to competition, HP retrained current employees in new electrical and mechanical engineering software skills.	OA	0	34	\$169,626
Hi-Shear Corporation - Los Angeles	This firm manufactures rivet fasteners used in a line of automotive products. Due to increased competition current employees were retrained.  * 14 employees were given Vocational English as a Second Language (VESL) instruction, 24 employees were given VESL and Basic Math Skills (BMS) instruction and 20 employees had BMS instruction with Production Techniques training.	PT	0	137	\$170,157
High Technology Foundation - Los Angeles, Orange, and San Diego	This company promotes and fosters education and training within the high technology industry (manufacturing, distribution and sales). To remain competitive, current employees were retrained.	TQM	0	122	\$121,390
Hines Nurseries - Orange	This firm is one of the largest suppliers of wholesale plants in the United States. Facing increasing competition from in-state and out-of-state wholesale nurseries, the company retrained current employees.	TQM	0	70	\$83,580

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Hoefer Scientific Instruments - San Francisco	This company manufactures and markets over 50 electrophoresis instruments and accessories. Due to competition, current employees were retrained.	JIT, SPC, TQM	0	76	\$147,600
Holga, Inc - Los Angeles	This firm produces a wide variety of metal office furniture. To reduce costs and increase the overall efficiency of the entire organization, the company planned to retrain current employees, including literacy training. Due to increased production and equipment changeover the project did not complete.	MS, PT, TQM	0	0	\$0
Holiday Meat and Provision Company - Los Angeles	This company is a privately held USDA certified meat processing facility. To remain competitive and to insulate Holiday Meat's business from the out-of-state processors, current employees were retrained.	MS, OA, PT	0	66	\$121,791
Hughes Aircraft Company- Microelectronic Circuits Division - Orange	This firm designs and produces film, high-density interconnection networks, and various microwave modules. In response to increased customer demands, Hughes retrained current employees.	MRP	0	71	\$128,689
Hyatt at Fisherman's Wharf - San Francisco	As the room vacancy rate rose for San Francisco hotels, Hyatt retrained managers to increase productivity, and to better serve its geographically diverse guests.	MS	0	18	\$22,500
Hybritech, Incorporated - San Diego	This firm develops, manufactures and markets medical diagnostic products used to diagnose and treat pregnancy, heart disease, and cancer. To remain competitive, current employees were retrained.	MRP, PT	0	187	\$116,934
Inter-City Services, Inc. - Alameda	Established in 1984, ICS provides training in automated office skills and electronics and makes trainee placements. ICS trained unemployed workers in office automation and placed them in jobs such as terminal system operator, general clerk, word processor, and as secretaries.	OA	27	0	\$64,800

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Interstate Brands Corporation Dolly Madison - Los Angeles	Founded in 1937, Dolly Madison manufactures and distributes baked goods to five Western states. To control costs and operating efficiency, the company adopted use of a DEX computer system which, through use of hand-held computers, provides route sales drivers with timely sales and inventory information. The company trained current employees, mostly route sales drivers.	OA	0	185	\$160,056
INX International Ink Company - Los Angeles	INX produces printing inks for a variety of markets, and sells supplies and products for the printing industry as well. At six Southern California sites, INX retrained current employees in order to assure customers that it practices quality control and improvement techniques.  * 8 employees were given English as a Second Language instruction with skills training.	SPC, TQM, TLC	0	113	\$119,115
IRT Corporation - San Diego	This firm manufactures automated X-Ray monitoring and inspection systems for the electronics, automotive, aerospace, and defense industries. To remain competitive, current employees were be retrained. Due to financial difficulties, training was not completed.	MRP	0	0	\$0
IVAC Corporation - San Diego	This firm develops and manufactures hospital products. In order to remain competitive current employees were retrained.  * 60 technical employees were given Vocational English as a Second Language with skills training.	MS, TQM,	0	247	\$366,192
Jayco Interface Technology, Inc. - Orange	This firm manufactures electronic control panels, membrane switches, keyboards, and pads. To meet increased customer requirements, were retrained a number of Jayco's current employees.  * 4 assembly employees received Vocational English as a Second Language with skills training.	JIT, SPC, TQM, TLC	0	14	\$24,614



Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
JDK Controls, Inc. - Placer	<p>This business designs and manufactures high technology potentiometer which are variable resistors used in aircraft and spacecraft systems for the Department of Defense and commercial aerospace companies. They retrained current employees to remain competitive.</p> <p><b>* 14 employees received Basic Math Skills and Vocational English as a Second Language (VESL), and 4 employees received VESL with skills training.</b></p>	SPC, TQM	0	33	\$82,770
Joint Journeymen & Apprentice Training Committee - Statewide	Sponsored by members of the United Association of Plumbers, Steamfitters and Pipefitters Local Union #250 - Refrigeration Division and the Refrigeration and Air Conditioning Contractors Association of Southern California, this committee provides training programs required to meet industry needs. Due to technological advancements, journey level and apprentice workers of participating employers were retrained.	Electrical Controls, Electronics, Welding, Computers, CAD, CS and Chlorofluorocarbon	0	325	\$273,333
Jonsons Markets, Inc. - Los Angeles and Ventura	These markets form a small, minority-owned chain of grocery stores. To remain competitive, current employees and unemployed workers were trained in the use of a new computerized program system.	OA	1	155	\$337,940
Joslyn Electronic System Corporation - Santa Barbara	<p>This firm designs and manufactures industrial quality transient over voltage surge arresters. To meet increased customer requirements, current employees were retrained.</p> <p><b>* 55 employees received Vocational English as a Second Language with skills training.</b></p>	JIT, OA, SPC, TQM	0	136	\$251,259
Kawasaki Motors Corp., U.S.A. - Orange	This firm is a wholesale distributor of recreational vehicles, parts and accessories to 1,000 dealers nationwide and 139 in California. To remain competitive, Kawasaki retrained current employees.	CS, MS, OA	0	97	\$159,717

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Kennerley-Spratling, Inc. - Alameda	This firm manufactures custom injection plastic molded parts for electronic, computer and medical industries. In response to their customer needs, current employees were retrained.	Use of new injection molding machines	0	53	\$106,318
Kern Valley Packing Company - Kern	This meat processing facility sells meat products to retail stores, restaurants, hotels, food service companies, and to a variety of governmental agencies. To remain competitive, current employees were retrained.	CS, MS, OA, PT	0	70	\$142,968
Keystone Engineering Company - Los Angeles	This firm manufactures details and subassemblies for the aerospace industry. To meet increased customer requirements, Keystone's current employees were retrained.	JIT, SPC, TQM, TLC	0	24	\$35,316
Kraft General Foods, Inc./San Leandro Facility - Alameda	This plant produces Maxwell House brand coffees, Jell-O brand gelatins and puddings, General Foods International Coffees, and numerous individually packed products for away-from-home use. To remain competitive, current employees were retrained.	MRP, SPC	0	184	\$284,009
Kyocera America, Inc. - San Diego	This firm has grown to become a global producer of high technology products. To remain competitive, current workers were retrained.  * 230 employees received Vocational English as a Second Language (VESL) and 230 received Basic Math Skills (BMS), and 165 received both VESL and BMS instruction with skills training.	CAD, CS, MS, OA, PT, SPC	0	662	\$1,220,964
La County PIC / Trade Technical College - Los Angeles	A joint effort between the LA PIC and the LA Trade Technical College targeted training for displaced aerospace and defense engineers.	Environmental Science, Engineering, and Career Transition	8	0	\$59,376

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
LA / NTMA Training Center Trust - Los Angeles	This training center trains workers for small businesses in the metals industry. Due to advanced technological changes in the metal trades industry, there has been an increased demand for employees skilled in the operations and programming of CNC and NC equipment. Currently employed machinists and machine operators and unemployed workers were trained.	CNC, SPC	213	340	\$1,927,700
Lam Research Corporation - Alameda	This company retrained current employees in total quality methods, which had to be integrated into all company operations at the request of LAM's primary customers.	TQM	0	75	\$107,475
Lasco Bathware - Orange	A manufacturer of fiberglass bath fixtures, Lasco sought to reduce its costs related to manufacturing processes- i.e., air emission clean-up and removal of solid waste. Thus, after implementing a newly designed automated manufacturing system, Lasco trained current employees in advanced MRP.	MRP	0	23	\$45,252
Laser Power Corporation - San Diego	Due to downsizing of defense industries, and out-of-state and international competition, Laser Power needed to streamline operations and be better able to provide timely data necessary for its sales quoting process. Therefore, Laser Power trained employees in its new computer/MIS system.	OA	0	47	\$151,481
Ling Electronics - Orange	This firm manufactures vibration test equipment used in earthquake research facilities. To remain competitive with foreign competition, current employees were retrained.	SPC, TQM	0	65	\$128,843
Lockheed Advanced Development Corporation - Los Angeles	A subsidiary of Lockheed Corporation designs, develops, and produces state-of-the art military aircraft and other aerospace products. They trained employees in use of CATIA, an advanced CAD designing tool, in order to remain competitive.	CAD	0	75	\$116,239
Los Angeles County Private Industry Council - Los Angeles	The LA PIC trained and placed new hires as medical and dental assistants, and as insurance billers.	OA	15	0	\$66,309



Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Los Angeles Southwest College - Los Angeles	To meet the continuous needs of office workers, this college retrained employees of participating businesses and trained unemployed workers.  * 24 trainees received Basic Math with skills training.	OA	24	64	\$196,400
Los Angeles Unified School District - Los Angeles	This Skills Center trains unemployed adults in the literacy and occupational skills necessary for permanent positions in the private sector. To meet demands in this area, unemployed workers were trained.	OA, Food Service, and Clinical Medical Assistance	39	0	\$143,040
Los Angeles County Department of Community and Senior Citizen Services, JTPA/ETP Division	This services center trained unemployed workers as office automation specialists.	OA	23	0	\$61,387
Los Angeles County PIC / Pomona Unified School Dist. - Los Angeles	In response to defense downsizing and the impact of the recession in the Pomona area, LA County PIC trained unemployed workers in demand occupations: automotive repair, office automation, psychiatric aide, and nurse aide.	OA, Auto Repair	15	0	\$28,047
Manhattan Country Club - Los Angeles	This country club contains a restaurant, lounge, banquet rooms, locker rooms, aerobics, weights and racquetball. To remain competitive, current employees were retrained.	MS, PT	0	14	\$22,070
Manpower Inc. California Peninsula - Santa Clara	This company's primary business activity is to train and place workers in long and short-term jobs. To stay competitive, current employees of Manpower, were retrained.	CS, OA, TQM	0	62	\$93,600

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Martinez Business Training Center - Contra Costa	This training facility provides computer classes, specific job training/retraining programs and job placement assistance to employed and unemployed adults in the Greater Bay Area. Retraining was provided for current employees of small businesses.	CAD	13	0	\$31,200
Mast Immunoseystems - Santa Clara	This firm specializes in manufacturing diagnostic allergy products. Current major customers include the Department of Defense military hospitals. To remain competitive, current employees were retrained.	TQM, SPC, JIT, MS, TLC	0	62	\$72,354
Mc Junkin Republic Supply - Los Angeles	This statewide firm distributes pipe valves, fittings, tubing, oil/gas and mining supplies. To meet marketplace demands, current employees were retrained.	MRP	0	90	\$152,146
MC Electronics - San Benito	This company manufactures custom wire, cable and harness assemblies for the electronic marketplace. To meet customer requirements, current employees were retrained.  * 21 employees were given Basic Math Skills instruction with skills training.	CS, MS, PT, TQM	0	37	\$73,017
Mcguire-Nicholas Company, Inc. - Los Angeles	This firm designs, manufactures and markets tool accessory products which include tool holders, work aprons, nail bags, knee pads and specialty leather products. Due to increased domestic and foreign competition, current employees were retrained.	TQM	0	37	\$58,904
Merced Community College - Merced	To address the severe shortage of qualified truck drivers, Merced College trained and placed unemployed workers as Truck Drivers or Tractor/Trailer Operators through a cooperative effort with the Merced County Private Industry Council Training Department.	Truck Driving	12	0	\$18,372

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Meret Optical Communications, Inc - Los Angeles	Using CALSIP-developed curriculum, Meret planned to train 30 employees in various total quality management methods, in order to remain on the list of qualified suppliers established by its customers (largely aerospace and military). However, the sale of the company precluded the completion of training.	JIT, SPC, TQM, TLC	0	0	\$0
Mid-Cities Paper Box Company - Los Angeles	This company manufactures folding paper boxes used in a variety of industries. To remain competitive, current employees were retrained.	SPC, TQM	0	57	\$90,879
Mission Industries - Statewide	This major textile rental services corporation provides linens, uniforms and related products and services to customers nationwide. Due to out-of-state competition, and in order to remain competitive, Mission retrained current employees in the use of a new computerized business system (INFOPAC).	OA	0	44	\$62,568
Modern Plating Company - Los Angeles	This firm is a metal finishing and parts processing facility and a supplier to commercial and aerospace industries. Due to increased competition, current employees were to be retrained. The contractor had unanticipated reductions in work force which affected the completion of training.	PT, SPC, TQM	0	0	\$0
Modesto Banking Company - Stanislaus	This locally owned bank provides commercial and personal banking products and services. To remain competitive MBC retrained current employees.	CS, MS	0	42	\$45,444
MP World Manufacturing, Inc. - Santa Clara	This minority-owned firm provides printed circuit board assembly services to original equipment manufacturers. To streamline its operations current employees were retrained.	SPC	0	20	\$35,231
Napp Systems, Inc. - San Diego	This firm markets and manufactures a superior photopolymer plate to the newspaper industry. To remain competitive current employees were retrained.	TQM	0	142	\$178,929



Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
National Alliance of Business - Alameda	This productivity improvement project is a coalition of business associations, the Oakland Chamber of Commerce and the Merchants and Manufacturers Association, working together to help small businesses in California. NAB retrained current employees of participating companies.	TQM	0	718	\$845,142
Operating Engineers Training Trust of Southern CA - Los Angeles	Due to a skills shortage, this heavy equipment training institution planned to retrain current employees of participating organizations as apprentice and journey level operating engineers. Training activity did not begin due to unforeseen equipment replacement costs.	Engineering	0	0	\$0
Opportunities Industrialization Center West, Inc. - San Mateo	This firm prepares low income unemployed individuals for quality employment with participating employers. Unemployed workers were trained.	CAD-CAM, Electrician	39	0	\$137,985
P.L. Porter Company - Los Angeles	This company manufactures position control systems (seat recline locks) for the transportation industry and is a supplier to 95 percent of the airline business.  * 46 employees were given Vocational English as a Second Language training with skills training.	PT, SPC, TQM	0	73	\$108,329
Pacific Biotech, Inc. - San Diego	This company develops, manufactures, and markets rapid diagnostic projects for human health care in the United States. Retrained current employees to remain competitive.  * 18 employees were given Vocational English as a Second Language instruction.	MS, SPC, TQM	0	48	\$73,750
Pacific Scientific - HTL/KIN-Tech Division - Santa Barbara	This firm manufactures power equipment and electronic supplies for the Department of Defense which requires high reliability in extreme operating environments. To meet quality production standards current employees were retrained.	SPC	0	251	\$389,050

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			New Hires	Retrainees	
Pacific Data Products - San Diego	This company develops, manufactures font cartridges, printer connectivity products and memory expansions boards for a variety of laser and ink-jet printers. Due to out-of-state competition current employees were retrained.	CS, MS, SPC	0	42	\$44,247
Pannikin Coffee & Tea - San Diego	This family-owned and operated coffees and tea business provides a complete line of gourmet coffee and teas and related products. Due to increased competition current employees were retrained.	CS, TQM	0	28	\$49,420
Paragon Steakhouse Restaurants, Inc. - San Diego	PSR operates 28 Hungry Hunter Restaurants throughout California. To remain competitive current employees were retrained.	CS, MS, OA	0	102	\$200,591
Photomatrix Corporation - Los Angeles	This firm designs and manufactures microfiche duplicator/collator systems and image scanning devices. To remain competitive Photomatrix retrained current employees.	TQM	0	36	\$44,974
Precision Coil Spring Company - Los Angeles	This company manufactures precision coil springs for aircraft and spacecraft systems for aerospace and defense companies, using a variety of metal forming techniques. To remain competitive the company retrained current employees.  * 18 employees were given Vocational English as a Second Language instruction with SPC training.	SPC	0	63	\$135,054
Punch Press Products, Inc. - Los Angeles	This company manufactures parts and sub-assemblies used in the automotive and electronic industries. Current employees were retrained to meet increasing competition.  * 39 employees were given Vocational English as a Second Language and Basic Math Skills (BMS), and 14 were given BMS instruction with skills training.	MRP, PT, SPC, TQM	0	70	\$151,363

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			New Hires	Retrainees	
Puritan Bennett Corporation - San Diego	<p>This firm manufactures life-supporting and assisting ventilators used by clinics, hospitals and doctors worldwide. Current workers were retrained to remain competitive.</p> <p>* 10 employees were given Vocational English as a Second Language (VESL), 9 employees had Basic Math Skills (BMS) and 9 employees had both VESL and BMS instruction with skills training.</p>	MS, Team Concept, TQM	0	233	\$288,363
Puroflow Incorporated - Los Angeles	<p>This small corporation consists of four divisions which, respectively, manufacture: ultra violet purification systems; miniature check valves for biomedical and aircraft equipment installations; automobile airbags; and filters for aerospace and commercial fluid filtration applications. Current workers were retrained to remain competitive.</p> <p>* 10 employees received Vocational English as a Second Language with skills training.</p>	JIT, SPC, TQM, TLC,	0	37	\$61,298
Quality Care Health Foundation - Ventura	This non-profit educational foundation provides educational programs and conducts research and demonstration studies on behalf of the long-term care industry. To meet employers' demand for a higher standard of patient care, current employees of participating long-term care facilities were retrained.	TQM	0	463	\$739,170
Remec Corporation - San Diego	This company designs, develops, and manufactures radio frequency and microwave products. The company produces various electronic components, including specialized communication systems used in defense applications for aircraft with the Department of Defense. To remain competitive, current employees were retrained.	MS, PT, SPC	0	191	\$214,434
Rockwell International, SS Division - Los Angeles	This firm applies a wide range of advanced technology to electronic, aerospace, automotive and graphic products. To meet customers' increasing demands current employees were retrained.	CAD-CAM, MRP, SPC, TQM	0	475	\$1,189,595



Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Ross Stores, Inc. - Alameda	Ross's is a retailer of fashion clothing and accessories. Due to this firm's rapid expansion and the need to remain competitive, Ross trained current employees and unemployed workers in the use of desktop or hand-held computers.  * 7 current employees received Vocational English as a Second Language instruction with computer training.	OA	16	128	\$210,128
S and S Machine - Placer	This small precision machine shop produces custom machine parts used by various high technology equipment manufacturers. To retain supplier status current employees were retrained.	SPC	0	18	\$29,124
S -Cubed - San Diego	This small research and development company conducts studies on the effects of nuclear weapons, space systems, environmental technology, and electronic warfare. Due to out-of-state competition current employees were retrained.	SPC, TQM	0	98	\$144,622
San Francisco Symphony - San Francisco	This non-profit arts organization presents over 230 symphonic music performances each year to an audience of approximately 600,000 people. Due to increased expenses and declining ticket sales current employees were retrained.	CS, MS	0	26	\$24,962
San Diego Consortium & Private Industry Council - San Diego	The San Diego PIC subcontracted with Occupational Training Services to provide training for unemployed workers and current employees of small and medium-sized businesses throughout northern San Diego County.	OA	44	190	\$361,539
San Francisco Bay Area Chapter NTMA - Santa Clara	This training center is an organization of machine shop owners in the San Francisco Bay area. NTMA provided training and retraining to meet the continuous demand for skilled machine operators and machinists due to sustained growth and technological advances in the industry.	CNC	35	34	\$228,900

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			New Hires	Retrainees	
Santa Clara Unified School District - Santa Clara	This school district trained graphic arts technicians for participating employers. The technicians had minimal levels of computer proficiency and this training brought their skills up to date.	Desktop Publishing	0	35	\$43,260
Sanwa Bank California - Los Angeles	To remain competitive this financial institution retrained current employees.	CS, MS	0	596	\$705,789
Schaeffer Magnetics, Inc. - Los Angeles	This firm manufactures electric motors and motion control systems for the spaceflight industry. Due to a competitive and demanding business climate current employees were retrained.	MRP	0	7	\$13,311
Sierra Tahoe Bancorp - Nevada	To remain competitive this financial institution retrained current employees.	CS, OA	0	93	\$201,875
Sierra/Sylmar Corporation - Los Angeles	This firm manufactures aircraft transparencies which include jet fighter canopies, windshields, side windows, and cabin windows for commercial and military aircraft. They retrained current workers to remain competitive.	MS, SPC, TQM	0	263	\$293,778
Sierracin / Magnedyne - San Diego	This aerospace company designs and manufactures high performance motors and electronic control systems for the precision motion control systems in missiles, aircraft, armored vehicles, and shipboard systems. They retrained current workers to remain competitive.	MS, SPC, TQM	0	32	\$66,521
Silicon Valley College - Alameda	This is a private post-secondary school. In response to skill needs of surrounding businesses, this college trained unemployed workers and current employees of participating firms as graphic arts specialists and technicians.	OA	44	103	\$494,583
Smart & Final Iris Co Los Angeles	This company is a specialized, multi-unit food service distributor. To remain a viable firm current employees were retrained.	CS, MS, OA	0	316	\$420,510
Smith's Food & Drugs Center, Inc. - Los Angeles	With 15 new stores opening in California, Smith's trained unemployed workers as checkers, key carriers, stockers, receivers, and various manager and clerk positions.	Various	18	0	\$22,300

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			New Hires	Retrainees	
Software Logistics Corporation - Santa Clara	This small, women-owned software manufacturing firm provides services such as disk duplication, printing, binding, and distribution of manuals. In response to additional customer requirements current employees were retrained.	OA, TQM	0	120	\$248,498
Solelectron Corporation - Santa Clara	This firm is an independent provider of advanced manufacturing services to original equipment manufacturers in the computer and electronics industry. Due to foreign and domestic competition Solelectron retrained current employees.	PT, SPC	0	449	\$476,917
Southern California Stationary Engineer Trades JATC	The JATC provides training and assistance for stationary engineers throughout Southern California. To increase engineers' skill levels and technical knowledge for participating employers, the JATC trained current stationary engineers.	Asbestos Removal, electrical, Maintenance Instructor	0	101	\$111,201
Southern California Surveyors Joint Apprenticeship Committee - Los Angeles	This committee is comprised of six members who represent both the International Union of Operating Engineers and the Southern California Association of Civil Engineers and Land Surveyors. Due to a critical skills shortage this committee retrained journey level surveyors of participating businesses.	Journey Level Surveyors	0	68	\$55,760
Southern California Title Co. - Los Angeles	This firm performs escrow transactions, issues title policies and processes foreclosures for real estate agents and brokers. To remain competitive current employees were retrained.	OA	0	16	\$22,752
Storm Products Company - Santa Clara	This firm is a wire and cable distributor, manufacturer and fabrication company. To meet increased customer requirements Storm retrained current employees.  * 24 employees were given Vocational English as a Second Language instruction with skills training.	CS, JIT, MS, SPC, TQM	0	54	\$132,700
Structron Corporation - San Diego	This company produces lawn and garden tools for professionals and homeowners. To remain competitive with national and international competition current employees were retrained.	MS, TQM	0	31	\$40,705



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			New Hires	Retrainees	
Technicolor, Incorporated - Los Angeles	A motion picture film processing business, Technicolor has long been established in its field. Increased business has resulted from its major customers making a broader release of films. To track and manage its business and accounts, the company installed an entirely different computer system and retrained employees in its use.	OA	0	6	\$8,532
Technicolor Videocassette, Inc. - Ventura	This was a demonstration project with a firm which produces video cassettes for the retail market. With a need to incorporate new state-of-the-art production technology, current employees were trained in video cassette reproduction.	PT	0	20	\$67,340
Teledyne Aero-Cal - San Diego	This firm manufactures precision metal airframe structural parts for aircraft and spacecraft systems for the Department of Defense and commercial aerospace companies. To meet guide-lines, current employees were retrained.  * 11 employees had Vocational English as a Second Language and Basic Math Skills and 22 employees were given Basic Math Skills instruction with SPC training.	SPC	0	33	\$78,859
The Greater Alarm Company - Orange	This firm sells, installs and services intrusion alarm, medical alert, intercom/music, fire/life safety, closed circuit TV and access control systems. To stay competitive, current employees were to be retrained. Due to difficulties in obtaining a new building site, the project did not complete.	SPC	0	0	\$0
The Hon Company - Los Angeles	This firm produces a wide variety of office furniture for commercial applications. To remain competitive current employees were to be retrained. Due to increased production and high demand, the project did not complete.	SPC, TQM, VESL, Basic Math	0	0	\$0

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
The Toro Company, Irrigation Division - Riverside	This firm manufactures and distributes sprinklers, valves and automatic controllers. To meet customer satisfaction of higher quality and lower costs, Toro retrained current employees, and trained unemployed workers.  * 19 unemployed workers received Vocational English as a Second Language with production techniques skills training.	PT, Team Concepts	19	19	\$68,286
The Vons Companies, Inc. - Los Angeles	This company is the largest supermarket chain in Southern California and retrained current workers to remain competitive.	CS, MS, OA, PT	0	375	\$420,572
The Electronic Manufacturing Group - Santa Clara	This firm provides printed circuit board assembly services to original equipment manufacturers nationwide. To increase productivity current employees were retrained.	SPC	0	12	\$20,928
The California Statewide JATC for the Electrical Industry - Statewide	The JATC is comprised of members who represent both the California National Electrical Contractors Association (NECA) and the California International Brotherhood of Electrical Workers (IBEW). To meet technological changes, the JATC retrained electricians who are members of the (NECA) and the California International Brotherhood of Electrical Workers (IBEW).	Electrical	0	347	\$376,166
Three Star Smoked Fish Company - Los Angeles	This facility produces hot and cold smoked salmon, cod, and cold pack pickles supplied to delicatessens and selected wholesalers. To remain competitive, current employees were retrained.	PT	0	47	\$94,282
Treasure Chest Advertising, Inc. - Los Angeles	This large printing company retrained current employees in order to remain competitive.	CS, OA, PT	0	163	\$131,369
Tribol - Los Angeles	This firm manufactures customized industrial lubricants for large machinery such as mining and drilling equipment. To remain competitive current employees were retrained.	MRP	0	54	\$95,590

Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
U.S. Truck Driving School, Inc. - San Bernadino	With three national training sites, the U.S. Truck Driving School trained unemployed workers as either bus or truck drivers, and placed them with participating employers.	Truck / Bus Driving	103	0	\$243,943
UAW-Labor Employment and Training Corporation / CNC Machinists IV - Los Angeles	UAW-LETC trained unemployed workers as machinists and retrained currently employed machinists in computer numerical control.	CNC	128	732	\$3,523,009
UAW-Labor Employment and Training Corporation / Hazardous Waste - Los Angeles	In response to stricter regulations and to meet participating employers' demand, UAW-LETC contracted with West Los Angeles Community College to train unemployed workers.	Hazardous Waste Removal	13	0	\$67,652
Union Bank - San Francisco	This fourth largest commercial bank in California, employing 8,500 Californians on a full or part time basis retrained current employees to remain competitive.  * 23 employees were given Vocational English as a Second Language with skills training.	CS, MS, OA	0	93	\$113,043
United Council of Spanish Speaking Organization - Contra Costa	Encountering a funding decrease of about 40%, UCSSO retrained current workers to increase their productivity.	CS, MS. OA	0	12	\$12,792
United Parcel Service - Statewide	This private, employee-owned consolidated package delivery company transports and delivers packages throughout the U.S. and 180 countries and territories. To diversify its workforce to reflect changing demographics, UPS trained unemployed workers.	Driving	2	0	\$7,680



Contractor & County	Contract Profiles * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Valley Independent Bank - Imperial	Founded in 1980 and locally owned, the bank's five offices gained more business as larger banks closed branches. To meet the needs of new customers familiar with a different level of services, the bank retrained employees.	CS, MS, OA, Sales	0	69	\$162,688
Valley Todeco - Los Angeles	This company manufactures fasteners, slotted entry bearings and related products for the aircraft/aerospace industry. This company retrained current employees to maintain current contracts and to expand it's operations.  * 51 employees received Vocational English as a Second Language with skills training.	CNC, MRP, OA, SPC, TQM	0	200	\$487,267
Veeco/Sloan Technology - Santa Barbara	An instrumentation manufacturer, this company needed to provide better and earlier quality control, and prevention of errors through retraining of employees in SPC. Simultaneously, installation of an updated computer system meant that these employees needed to be trained in its operation. The results were to be decreased delivery time, control of reject rates, management of the process and flow of products, and the improvement of interdepartmental planning and communication.	OA, SPC, TQM	0	52	\$77,107
Verilink Corporation - Santa Clara	This firm designs, manufactures and markets high-speed digital telecommunications equipment. To remain a viable company Verilink retrained current employees.  * 7 employees received Vocational English as a Second Language with skills training.	CAD - CAM, MS, OA, PT, SPC, TQM	0	22	\$26,411
Volt Temporary Services, a Division of Delta Resources, Inc. - Orange	This firm provides temporary help to companies and organizations for short and long term assignments in various job classifications. To remain competitive Volt retrained current employees.	OA	0	65	\$92,430

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Waltco Engineering Company - Los Angeles	This firm produces machine parts and components for commercial work that includes computer, medical and aerospace applications. Current employees were retrained to remain competitive.	MS, PT, SPC, TQM	0	128	\$252,239
Weber Motor Company - Ventura	This company sells and services Lincoln-Mercury automobiles. It has also expanded to include a Mazda and Nissan dealership which provides sales and service. Because of increased competition current employees were retrained.	Auto Repair	0	6	\$7,632
Western Dental Services, Inc. - Orange	This corporation provides dental and orthodontic treatment to members throughout California. To meet changing technology current employees were retrained.	CS, MS, OA	0	336	\$790,162
Western Constructors Training Trust - Los Angeles	To address a critical training need this umbrella trade organization retrained current employees of participating businesses in the petro-chemical industry and trained unemployed workers.  * 34 current employees received Vocational English as a Second Language with skills training.	Pipe welding, Hazardous Waste	27	612	\$718,629
Western Waste Industries of San Jose - Santa Clara	This waste removal firm planned to train unemployed workers to drive automated refuse collection trucks. However the sale of the company precluded the completion of training.	Driving	0	0	\$0
Wilco Wire & Cable Co., Inc. - Santa Clara	This woman-owned, small business distributes wire and cable products to electrical and electronic manufacturers. Due to foreign competition current employees were retrained.	CS, MS, PT, TQM	0	10	\$21,339

Contractor & County	Contract Profiles  * indicates Literacy component	# Type of Vocational Training	Placements		Amount Earned
			New Hires	Retrainees	
Worldwide Educational Services - Contra Costa	Worldwide Educational Services trained unemployed workers in either communication electronics or OA applications. Since 1976 this company has placed numerous trainees in high demand occupations.	OA	109	0	\$391,144
	<b>* Literacy Totals:</b>  1586 Retrainees 137 New Hires	<b>Totals</b>	<b>1,970</b>	<b>25,037</b>	<b>\$45,127,677</b>
<b>AVERAGE COST PER TRAINEE:</b>					<b>\$1670</b>

# Type of Vocational Training

CAD Computer Assisted Design  
 CAM Computer Aided Manufacturing  
 CNC Computer Assisted Numerical Control  
 CS Customer Service  
 JIT Just In Time  
 LVN Licensed Vocational Nurse  
 MS Management Skills  
 MRP Manufacturing Resource Planning  
 OA Office Automation  
 PT Production Techniques  
 SPC Statistical Process Control  
 TLC Team Leadership and Communication  
 TQM Total Quality Management





The following summary covers contracts that were approved prior to fiscal year 1993-94 and were still active as of July 1, 1994:

## **APPENDIX B**

### **ACTIVE CONTRACT SUMMARY**

Contracts Active as of July 1, 1994	
Active Training Contracts	117
Millions Approved for Training	\$52.2
Persons Targeted for Training	30,213
Contracts Targeting Primarily Small Businesses	32

Job-linked literacy training is included in many of the active projects. Training represented is reading, math, business English, and Vocational English as a Second Language (VESL). The active projects with literacy training, include:

Literacy Training Increases	
Contracts with VESL Component	27
Contracts with Basic Math Component	20

### **TYPES OF TRAINING**

#### **Most Frequent Types of Training:**

Total Quality Management (TQM)  
Statistical Process Control (SPC)  
Manufacturing Resource Planning  
Management Skills  
Office Automation





## APPENDIX C

### TERMINATED CONTRACTS

*The following contracts were approved by the Employment Training Panel, but were terminated by the contractor during 1993-94 prior to completion of the term of the contract. The list includes a brief description of each contract and the reason for termination. In some cases, some training occurred and in other cases training never began. Generally, most of the 26 following contracts were terminated due to contractor perception of excessive ETP paperwork requirements, company reorganization, or changes in the economy.*

**Bay Area Engineering** - This non-profit corporation in the San Francisco Bay area is sponsored by 16 professional organizations of Engineers and Architects. This project was developed to retrain 150 employees of small businesses in CAD, due to technological changes. The project terminated when extensive repair and restructuring of the training facility became necessary.

**California Amplifier Inc.** - Located in Ventura County, this firm manufactures high-frequency amplifiers for satellite TV units and accessories used to augment performance of consumer-level satellite dishes. To enhance productivity, the company planned to retrain 59 current employees in SPC, Manufacturing Resource Planning, Management Skills, Production Techniques, and Customer Service. The contractor terminated the project due to difficulties with SOST.

**Catalytica** - Located in Santa Clara County, this company develops catalytic systems for the primary prevention of pollution. To remain competitive, the company planned to retrain 23 current employees in Management Skills, Production Techniques, and TQM. They terminated the project due to employee turnover and increased production demands.

**Coldwell Banker** - Headquartered in Orange County, with locations Statewide, this residential real estate brokerage firm has become a leader in commercial and residential real estate service.

To remain competitive, the company planned to retrain 631 current employees in Office Automation, Customer Service, and Management Skills. Because the company was sold, the project was terminated.

**Dy-Chem Metals** - Located in Santa Clara County, this woman-owned small business manufactures precision metal components. To remain competitive, 16 current employees were to be retrained in Office Automation, TQM, and SPC. The contractor requested to terminate the project when they decided to train using video tapes rather than utilize standard classroom training.

**GEC Plessey Semiconductors** - Located in Santa Cruz County, this firm develops custom, semi-custom and general application integrated circuits for Compaq Computers, Connor Peripherals, Otis Elevator and Storage Technology. Because of foreign competition, 171 current employees were to be retrained in SPC, Manufacturing Techniques, and Computer Assisted Design. The contractor terminated the project when SOST became too difficult to track and accomplish.

**General Dynamics Space Systems Division** - Located in San Diego County, the firm concentrates its research work and engineering skills on advanced space projects. To remain competitive, they planned to retrain 390 current employees in MRP techniques but terminated the

project because the company downsized and reorganized.

**Groundwater** - Headquartered in Contra Costa County, this statewide firm services leaks in underground petroleum tanks. To remain competitive, they planned to retrain 202 current employees in SPC, Computer Assisted Design, Computer Skills, Management Skills, Environmental Remediation Skills, and Sales Skills. The company found they were unable to comply with the training schedule due to economic pressures and a reorganization of the business and project was terminated.

**Intermed Plastics** - Located in Orange County, this firm manufactures plastic puncture-resistant medical containers for collecting and handling hypodermic needles and syringes. To stay competitive and continue to grow, planned to retrain 27 current employees in TQM, SPC, and Production Techniques. Intermed terminated the project when the company's move into a new building and equipment delays made it impossible to comply with the training schedule.

**Leggett & Platt** - This large manufacturer of furniture and bedding components has over a hundred production locations in over 29 states including one in Los Angeles County. Retraining was to meet customer demands for a higher quality product and a more productive production line. The contractor requested to terminate the contract due to an inability to meet the conditions of the agreement.

**Nestle Foods** - Located in Merced County, this company produces evaporated milk, low-fat and skim milk for distribution through retail grocery stores. To compete with increased numbers of domestic and foreign producers, 62 current employees and 5 unemployed individuals were to be trained in TQM, SPC, Production Skills, Management Skills and Office Automation. Corporate headquarters requested termination of

the contract due to an inability to meet the conditions of the agreement.

**MagneTek Defense Systems** - Located in Los Angeles County, this firm produces power conversion units for the U.S. Navy. To remain competitive, 266 current employees were to be retrained in SPC and TQM. 75 of the employees were also to receive Vocational English as a Second Language. However, a delay in the start of training caused the project to be terminated.

**Med-Safe Systems** - Located in San Diego County, this firm distributes medical container products for collecting and handling medical devices that penetrate the skin such as needles, scalpels, lancets and broken microscope slides. To meet the higher standards being imposed by the Food and Drug administration (FDA), they planned to retrain 17 current employees in TQM and SPC. Due to unforeseen delays in moving to a new building, plant equipment problems, and delays in production start up, it became impossible to meet the training schedule and the project was terminated.

**O'Hara Metal** - Located in San Mateo County, this firm manufactures small precision metal parts for many international businesses. Because of the economic downturn, service and quality is becoming critical, therefore, 28 current employees were to be retrained in TQM, Management Skills, and SPC. The project was terminated because the consultant was no longer available to administer the program or to teach the classes.

**Photo & Sound** - Headquartered in San Francisco County and with facilities throughout California, this company provides audio-visual and video production equipment on a rental basis for meetings, conventions and gatherings of all types. To remain competitive, they planned to retrain 131 current employees in Audio Video Production, Sales Techniques and Management



Skills. When a change in ownership occurred and at the same time the person at the company responsible for developing and implementing the training left, it became impossible to proceed with the training and the contractor terminated the project.

**Paramax Systems** - Located in San Diego County, this firm supplies integrated systems, electronic products and related professional services to the U.S. Military. In order to remain competitive, they planned to retrain 119 current employees in Office Automation. When current staffing and training needs changed, they terminated the contract.

**Perkin-Elmer** - Located in Pomona, this firm is a producer of analytical instrumentation systems and is also a supplier of high-performance thermal spray coatings. Retraining was to meet one of the company's major customers' requirements. The project was terminated when this division was sold to an East Coast Company.

**The Pillsbury/Green Giant** - Located in Santa Cruz County, this firm processes locally grown vegetables, such as Brussels sprouts, spinach and broccoli. Because of stiff competition from foreign and out-of-state firms, 200 current employees were to be retrained in TQM, SPC, Customer Service, and Management Skills. Because the plant was closed, the project was terminated.

**Proctor & Gamble** - Located in Ventura County, this facility manufactures "Bounty" and "Charmin" paper products for the entire Western United States including Hawaii and Alaska. To compete with two out-of-state companies, 178 current employees were to be retrained in SPC, Management Skills, and Office Automation. A shift in corporate needs required the contract be terminated.

**Radix Group** - With locations in Los Angeles and San Francisco counties, this firm is in the business of customs brokerage and international air and ocean freight forwarding. In order to remain competitive, Radix planned to retrain 121 current employees in Office Automation and Customer Service. The software system to be used for the training was not ready in time for training causing the project to be terminated.

**Safariland Ltd.** - This San Bernardino County firm manufactures law enforcement gear such as belts, gun holsters and concealable body armor. To remain competitive with out-of-state and international competition, 133 current employees were to be retrained in TQM, SPC, Management Skills, and Basic Math. In addition, 27 employees were to receive Vocational English as a Second Language. The contractor found they could not release employees for training and requested to terminate the project.

**San Diego Hispanic Chamber of Commerce (SDCHCC)** - Located in San Diego County, this non-profit organization, comprised of approximately 5,000 local Hispanic businesses, represents the interest of the local Hispanic community and the development and growth of its people and enterprises. SDCHCC contracted with Training Dynamics International, Inc. to provide training for 114 unemployed individuals as Lodging and Foodservice Managers. In addition, 72 of the trainees were to be trained in Vocational English as a Second Language. ETP terminated the contract when both the start-up meeting and the training had not begun in a reasonable amount of time.

**Special Tools and Machinery Co.** - Located in Los Angeles County, this firm manufactures precision machining, tooling, welding, and fabricating products for the aerospace industry. To remain competitive with foreign competition, Fullerton College planned to retrain 15 of the company's current employees in SPC and TQM.



The business down sized and the training was terminated.

**Telios Pharmaceutical Inc.** - Located in San Diego County, this small biotechnology company manufactures pharmaceutical products. To remain viable, the company planned to retrain 50 current employees in MRP. They company felt that ETP's administrative requirements were to much of a financial burden for small businesses and terminated the project.

**Trimble Navigation, LTD** - This Santa Clara County firm manufactures electronic instruments for determining precise geographical location. To become more competitive, they planned to retrain 350 current employees in SPC, Management Skills, and Customer Service. The company felt they needed more flexibility than the contract allowed and they terminated the contract.

**Wyman-Gordon** - Located in Orange County, this company specializes in composite structures which are defined as chemical, alloy and colloidal amalgams of specialized materials utilized in the manufacture of military and aeronautical hardware. To remain competitive, 90 current employees were to be retrained in TQM, SPC, and Teamwork, Leadership and Communication. In addition, 45 of these employees were to receive Vocational English as a Second Language. The plant closed and laid off the entire workforce permanently. Consequently, the contract was terminated.

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The Annual Report was prepared by the Planning and Research Unit Staff: Ada Carrillo, Karen Kennedy, Carroll Miller, Robert Negrete, Mike Rice, Elizabeth Slape, and Karen Tsuda.

**Additional copies of the Annual Report may be obtained through the Employment Training Panel, 1100 J Street, Sacramento, CA 95814 (916) 327-5258.**

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