

# Workforce Development Training Fund

**ANNUAL REPORT**  
Fiscal Year 2006

Wyoming Department of Workforce Services





State of Wyoming  
Department of Workforce Services  
**Office of the Director**  
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Cheyenne, WY 82002



Director Kathy Emmons

Governor Dave Freudenthal

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January 10, 2007

Attached you will find the FY 2006 Annual Report for the Workforce Development Training Fund (WDTF). I'm confident that you'll be pleased with the direction the Program has taken, and its positive role in Wyoming's economic development.

During 2006, the WDTF has made a number of noteworthy accomplishments. While these accomplishments are described in detail within the report narrative, I would like to point out two that made a significant impact on the State during this reporting period.

- Efforts in FY 2006 resulted in increased funding for the FY 2007 – 2008 biennium from the Legislature for the WDTF. This increased operating revenue will allow the WDTF to market itself, and reach more businesses and workers. The increase in occupational proficiency due to increased training will help develop Wyoming's workforce and stimulate healthy business competition and economic growth.
- Internal process improvements for the WDTF resulted in the ability to effectively handle an anticipated large increase in applications and contracts without loss of accountability or customer service.

Thank you again for your commitment to the success of the WDTF.

Sincerely,

Kathy Emmons

We are pleased to present this annual report for the Department of Workforce Services (DWS), Workforce Development Training Fund (WDTF). In December 2003, DWS and its WDTF Advisory Workgroup began reviewing the operation of the program and developing new program rules, policies and procedures that would assure the program was business-driven, more efficient and more accountable. At the conclusion of the second year of operation under the new rules, WDTF had established itself as an important tool for Wyoming businesses and workforce development.

The established intent of WDTF is to:

- Be accountable and yield measurable benefits.
- Foster economic development in Wyoming.
- Strengthen Wyoming businesses.
- Support Wyoming employers and workers in Wyoming.
- Enhance and develop the skills of the Wyoming workforce.
- Provide training beyond what would normally occur.
- Encourage employers to invest in training their workers.
- Support keeping Wyoming workers in the state.
- Promote wage progression for workers after training.

This report will describe the accomplishments of WDTF in Fiscal Year (FY) 2006 and provide a preview of future plans.

### **WDTF Business Training Grants**

Business Training Grants again served a wide range of businesses and employees in Wyoming in FY 2006. Below are the highlights of statistical information derived from the updated FY 2006 Business Training Grants Performance Summary, which is attached to this report.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Total businesses served:</li> <li>• Top two sizes of businesses served:</li> <li>• Top three industries served:</li> </ul>                                 | <ul style="list-style-type: none"> <li>• 243</li> <li>• 1 to 5 employees – 30.5%</li> <li>• Over 100 employees – 19.3%.</li> <li>• Healthcare and Social Assistance – 17.3%</li> <li>• Professional and Technical Services – 15.2%</li> <li>• Other Services (Except Public Administration) – 11.5%</li> </ul> |
| <hr/>   |  |
| <ul style="list-style-type: none"> <li>• Total employees trained:</li> <li>• Top three occupations for employees trained:</li> </ul>  | <ul style="list-style-type: none"> <li>• 2,513</li> <li>• Business and Financial Operations – 18.0%</li> <li>• Healthcare Practitioners and Technical Occupations – 15.1%</li> <li>• Management – 12.5%</li> </ul>   |
| <hr/>   |  |
| <ul style="list-style-type: none"> <li>• Total amount of approved grants:</li> <li>• Average grant amount approved (by contract):</li> <li>• Average grant amount approved (by trainee):</li> </ul> | <ul style="list-style-type: none"> <li>• \$1,612,716</li> <li>• \$2,536</li> <li>• \$642</li> </ul>  |

During FY 2006, 636 grants were approved totaling \$1,612,716, which includes both Grants for Existing Positions and Grants for New Positions. Under the program rules for Grants for Existing Positions, there is a mandatory business contribution of 40% of the allowable training expenses which does not include trainee wages or fringe benefits. This match is not required for Grants for New Positions. Businesses utilizing Grants for Existing Positions paid business matching funds for the training of (\$974,753) or 37.7% of the cost of the total for both types of grants.

The chart below shows the usage of Business Training Grants between FY 1998 and FY 2006.

Business Training Grants				
	Number of Grants	Approved Amount	Number of Trainees	Number of Businesses
FY 1998	3	\$149,827	356	3
FY 1999	6	396,891	412	6
FY 2000	18	243,224	154	16
FY 2001	57	673,374	543	39
FY 2002	191	827,283	940	121
FY 2003	531	2,315,466	2,064	250
FY 2004 – partial year	239	971,876	881	140
FY 2005 – under new rules	727	2,164,004	3,018	245
FY 2006	636	1,612,716	2,513	243
Totals	2,406	\$9,295,413	10,739	1,060

### Customer Satisfaction Surveys

To assure WDTF is managed from a customer-driven perspective, a customer satisfaction survey was implemented on September 1, 2005. The survey consists of two parts- one for employers, focused mainly on the WDTF application and contract process and the training's applicability to the business; and one for employees, which mainly explores the value of the training at the employee level.

The survey results were very positive overall, showing that the program is consistent and gives businesses the ability to utilize the program in an efficient and positive manner:

- 82% of the employer respondents stated that they had an excellent overall experience with the Business Training Grant(s) that they received.
- 84% of the employees surveyed indicated that the information learned at the training could be applied to their jobs.

In response to suggestions provided by customers on the survey, WDTF staff has changed procedures and policy to improve the customer experience and enhance

accountability of the program. A copy of the full results from the Customer Satisfaction Surveys for Employers and Employees are attached.

### Marketing of the Business Training Grant Programs

In the spring of 2006, a comprehensive marketing plan for Business Training Grants was developed to target the top five high growth industries through mass mailing and personal contacts. The top five high growth industries targeted were: Manufacturing; Construction; Retail Trade; Accommodation and Food Services and Other Services. Examples of "Other Services" include auto repair, personal care, cleaning, etc.

WDTF anticipates a substantial increase in the number of businesses that use the program as well as a more diverse customer base as a result of this marketing effort. The marketing plan will be implemented and the results reported in the FY 2007 annual report.

### Collections of Outstanding Accounts

WDTF staff aggressively pursued repayments from businesses who owed money back to the fund during FY 2006. Of the 636 businesses that used the WDTF, only 23 businesses owed a total of \$39,093.80 – 2% of the total funds granted to businesses over the fiscal year. Collection efforts on the outstanding accounts will continue into FY 2007, and the WDTF staff is committed to achieving a 100% recovery rate.

### Informational Materials

WDTF is a dynamic and customer-oriented program, and, as a result, the WDTF continually updated and distributed informational materials and updated its website about each of the programs housed within WDTF. An effort is underway to consolidate all existing promotional materials into a new, professionally-produced handout that will serve the needs of WDTF, DWS Workforce Centers, and the public for the next year. This handout is expected to be released at the same time as the WDTF Marketing Plan.

### Grants for New Positions

Business Training Grants for New Positions experienced a significant change in its application requirements during FY 2005. On May 16, 2005, selected members of the WDTF Advisory Workgroup met in Casper, WY to discuss procedures to safeguard against potential loss of funds for Business Training Grants for New Positions. The Workgroup helped DWS to develop rules that allow DWS to require verification from a new business applicant to show the business is likely to remain viable for the duration of the Business Training Grant contract. This requirement only applies to applications for Business Training Grants for New Positions in excess of \$25,000. Under the new rules, DWS may request any or all of the following:

- A business plan;

- Verification from a financial institution that the business is adequately funded to operate;
- Documentation of the sources and uses of the business's funds;
- Financial statements for the business;
- A personal guarantee from the owner(s) of the business; and/or
- Financial history of the business or business owner(s), credit report for the business owner(s), or other documentation that will establish a track record for the business and the ownership of the business

The new rules also require approval of the application by DWS and two other entities. The application now includes a signature page for the local Economic Development organization and the Regional Director of the Wyoming Business Council to add their recommendation for approval for grants in excess of \$25,000. This requirement was ready for implementation on July 1, 2006 and has greatly increased accountability and opened a progressive dialogue between DWS, its partners, and grant applicants.

### New Database for Business Training Grants

Looking ahead to the anticipated increase in Business Training Grant applications, a state-of-the-art data storage and retrieval system was developed over a nine-month period by the Department of Workforce Services' IT staff. This technology will assist the WDTF staff with accounting and will provide immediate access to all application and contract information. Previously, the paper contract file had to be retrieved before a staff member could provide information or answer questions from DWS staff or a business. This single program upgrade will revolutionize data handling for the WDTF in many ways, including:

- Enabling real-time data retrieval of information, which provides for better decision-making and customer service;
- Utilizing dedicated DWS IT support staff for maintenance and software upgrades; and
- Allowing the WDTF staff to process a substantially larger number of applications and contracts with no loss of time, and an increase in accountability.

### Policy and Procedures

WDTF policy and procedures have been redrafted for the Business Training Grants section of the WDTF largely based on customer suggestions and lessons learned. As a result, the program will experience a marked increase in efficiency and responsiveness to business needs. By rewriting policy to fit the changing processes in use, the WDTF has had the added benefit of standardizing its procedures, so that any staff member can assume the duties of another - a huge boost in efficiency and customer service.

## Separate WDTF Funds for Pre-Obligation

Pre-Obligation of WDTF Funds allows economic development entities to reserve WDTF funds during the recruitment of a new business for the purpose of training a workforce when they locate in Wyoming. Separate and dedicated funds for Pre-Obligation is the only way to offer WDTF funds during business recruitment and then assure the funds are there to fulfill the promise when the business is ready for start-up training of workers.

Included in the FY 2007-2008 biennium budget for WDTF were \$2,040,000 specified for Pre-Obligation purposes. Based on recommendations from the WDTF Advisory Workgroup, the Pre-Obligation Program features a new set of rules, released as Chapter 3 of WDTF. Highlights of the program include a simple application process and a six-month obligation period, which may be extended. Funding allocated to successful Pre-Obligation applications may only be disbursed through a contract for a Business Training Grant for New Positions, a Pre-Hire Economic Development Grant, or a combination of the two. This option was ready for implementation on July 1, 2006.

## Pre-Hire Economic Development Grants

Since the retooling of the Pre-Hire Economic Development Grants, the program has become substantially more successful and accountable. In FY 2006, \$500,000 was allocated to the program, with eight Pre-Hire Economic Development Grants approved by DWS. Three of the eight contracts were funded and training completed in FY 2006. The chart below provides detailed information about each of the Pre-Hire Economic Development Grants awarded in FY 2006.

Training Entity	Region	Award	Number of Trainees Contracted	Average Cost per Trainee	Occupations	Performance Standard Met
1	Statewide	\$79,940.00	24	\$3,331	CDL Drivers	Yes
2	Statewide	\$92,306.00	93	\$993	Electrical Apprentices	Pending*
3	NW	\$21,325.00	16	\$1,333	Land Surveyors	Pending*
4	NE	\$39,196.00	8	\$4,900	CDL Drivers	Yes
5	NE	\$60,750.00	30	\$2,025	CDL Drivers	Pending*
6	NW	\$39,999.00	10	\$3,999	Railcar Repairers	Yes
7	SW	\$62,640.00	20	\$3,132	CDL Drivers	Pending*
8	NE	\$98,605.00	16	\$6,163	Construction Trades	Pending*
Totals		\$494,761.00	217	\$2,280		

\* contract still open at the close of the fiscal year

## Workforce Development Training Fund – Looking Forward

### Legislative Approval Of Increased Funding for FY 2007-2008

During the 2006 legislative session, the Legislature increased funding for all of the WDTF programs to a total of \$8,400,000 for the biennium. Funding includes \$6,000,000 in general funds and \$2,400,000 in interest from the UI trust fund. As a result, WDTF will be able to provide services to an increased number of businesses and workers to strengthen the Wyoming workforce.

<i>Grant Program</i>	<i>2005-2006</i>	<i>2007-2008</i>	<i>Increase</i>	<i>Percent</i>
Business Training Grants	\$3,400,000	\$4,860,000	\$1,460,000	43%
Pre-Hire ED Grants	\$1,000,000	\$1,500,000	\$500,000	50%
Pre-Obligation	N/A	\$2,040,000	\$2,040,000	100%
Total	\$4,400,000	\$8,400,000	\$4,000,000	91%

### Additional Technological Enhancements

The staff of the WDTF is looking to the future by continually utilizing technology to ensure that the program is efficient and customer-driven. As a result, in the next fiscal year, the WDTF staff will update its process to incorporate an online Business Training Grant business registration and application. The online registration and application is projected to decrease the amount of time for a business to apply, obtain approval, and receive grant money; ultimately decreasing approval timelines, improving customer service, and streamlining the overall program. One of many improvements to the application process will provide the applicant with pull-down (lookup) capability for completing certain areas of the application, as well as the ability to complete the application in several sessions without losing information.

The customer satisfaction surveys will also be converted to an online application in FY 2007.

### Digital Document Archival System

WDTF plans to implement a digital archival system in the fall of 2006. The new archival system will decrease the amount of paper being housed within DWS' offices by approximately 70% -- saving space, funding, and effort for DWS and the State Archives. The system will also make information readily accessible at any time to the staff of BTO greatly improving the staff's ability to provide information quickly and accurately to its customers.



Enclosures to the WDTF Annual Report:

- 1- Program Performance Summary
- 2- Customer Satisfaction Survey Data (Employers)
- 3- Customer Satisfaction Survey Data (Employees)

# Summary of Applications

## Enclosure 1- Program Performance Summary

Total Funds Requested	Total Applications	%	Total Amount	%
Cancelled:	45	5.4%	\$513,874	20.7%
Closed:	583	70.1%	\$1,452,263	58.5%
Denied:	151	18.1%	\$357,297	14.4%
Contracted/Open:	53	6.4%	\$160,453	6.5%
Pending:	0	0.0%	\$0	0.0%
<b>Total:</b>	<b>832</b>		<b>\$2,483,887</b>	

Total Grant Amount Approved
\$1,612,716

Average Cost per Contract
\$2,536

Average Cost per Trainee
\$642

Types of Business Training Grants Approved	Total	%
New Positions:	51	8.0%
Existing Positions:	585	92.0%
<b>Total:</b>	<b>636</b>	

# Summary of Businesses Using the WDTF

Business Type	Total	%
Not-for-Profit:	55	22.6%
Private:	181	74.5%
County Hospital:	7	2.9%
<b>Total:</b>	<b>243</b>	

Size of Business	Total	%
1 - 5 Employees:	74	30.5%
6 - 10 Employees:	26	10.7%
11 - 25 Employees:	43	17.7%
26 - 50 Employees:	27	11.1%
51 - 100 Employees:	26	10.7%
Over 100 Employees:	47	19.3%
<b>Total:</b>	<b>243</b>	

Industry	Total	%	Industry	Total	%
Accommodation and Food Services:	15	6.2%	Manufacturing:	26	10.7%
Administration and Waste Services:	1	0.4%	Mining:	8	3.3%
Agriculture:	4	1.6%	Other Services (Except Public Administration):	28	11.5%
Arts, Entertainment, Recreation:	7	2.9%	Professional and Technical Services:	37	15.2%
Construction:	11	4.5%	Real Estate, Rental, Leasing:	3	1.2%
Educational Services:	10	4.1%	Retail Trade:	16	6.6%
Finance and Insurance:	17	7.0%	Transportation and Warehousing:	3	1.2%
Health Care and Social Assistance:	42	17.3%	Utilities:	4	1.6%
Information:	10	4.1%	Wholesale Trade:	0	0.0%
Management of Companies, Enterprises:	1	0.4%	<b>Total:</b>	<b>243</b>	

Region	Total	%	Region	Total	%
North Central:	21	8.6%	Southeast:	34	14.0%
Northeast:	41	16.9%	West:	64	26.3%
Northwest:	59	24.3%	<b>Total:</b>	<b>243</b>	
South Central:	24	9.9%			

## Summary of Trainees

## Enclosure 1- Program Performance Summary

Trainee Status	Total	%
Full-time Employee:	2359	93.9%
Part-time Employee:	<u>154</u>	6.1%
Total:	2513	

Gender	Total	%
Female:	1244	49.5%
Male:	<u>1269</u>	50.5%
Total:	2513	

Result of Training	Total	%
Certification:	628	25.0%
Continuing Education Units:	452	18.0%
College Credit:	93	3.7%
License:	0	0.0%
Not Specified:	<u>1340</u>	53.3%
Total:	2513	

Type of Trainee	Total	%
New Employee:	262	10.4%
Retrained Employee:	98	3.9%
Upgraded Employee:	<u>2153</u>	85.7%
Total:	2513	

Benefit of Training to Business	Total
Enhance Productivity:	0
Enhance Employee Wages:	324
Enhance Effectiveness:	555
Enhance Profitability:	471

Fringe Benefits offered to Trainees	Total
Health/Dental/Vision Insurance:	531
Paid Holidays:	522
Life Insurance:	413
Retirement/401K:	492
Sick/Personal Time:	508
Vacation Time:	558

Trainee Occupation	Total	%	Trainee Occupation	Total	%
Architecture and Engineering:	116	4.6%	Installation, Maintenance, and Repair:	241	9.6%
Arts, Design, Entertainment, Sports, and Media:	45	1.8%	Legal:	5	0.2%
Building and Grounds Cleaning/Maintenance:	12	0.5%	Life, Physical, and Social Sciences:	20	0.8%
Business and Financial Operations:	452	18.0%	Management:	315	12.5%
Community and Social Services:	36	1.4%	Office and Administrative:	140	5.6%
Computer and Mathematical:	49	1.9%	Personal Care and Service:	28	1.1%
Construction and Extraction:	150	6.0%	Production:	237	9.4%
Education, Training, and Library:	33	1.3%	Protective Service:	3	0.1%
Farming, Fishing, and Forestry:	9	0.4%	Sales and Related:	112	4.5%
Food Preparation and Serving Related:	27	1.1%	Transportation and Material Moving:	<u>6</u>	0.2%
Healthcare Practitioners and Technical:	380	15.1%	Total:	2513	
Healthcare Support:	97	3.9%			

## Summary of Approved Training

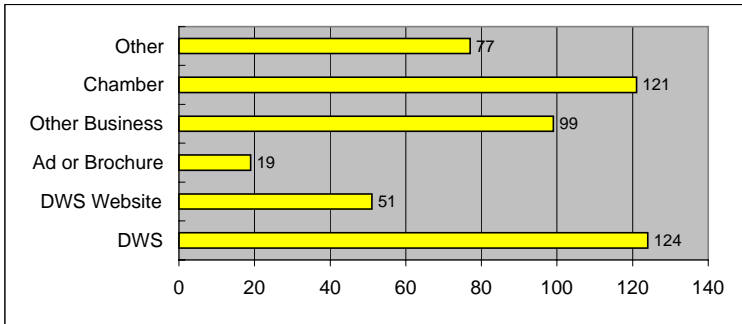
Training Provider	Total	%
Community College:	35	5.5%
In-House Trainer:	17	2.7%
Private Trainer:	546	85.8%
University:	<u>38</u>	6.0%
Total:	636	

Location of Training	Total	%	Total	%
In-State:	224	35.2%	\$848,664	52.6%
Out-of-State:	<u>412</u>	64.8%	<u>\$764,052</u>	47.4%
Total:	636		\$1,612,716	

Enclosure 2- Customer Satisfaction Survey Data (Employers)

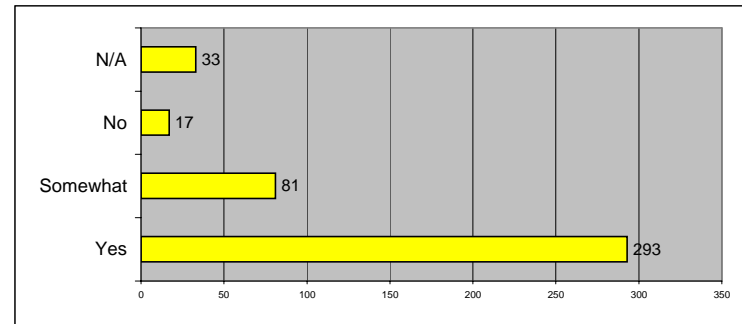
1. How did you hear about the Workforce Development Training Fund?

DWS	DWS Website	Ad or Brochure	Other Business	Chamber	Other	Total
124	51	19	99	121	77	491



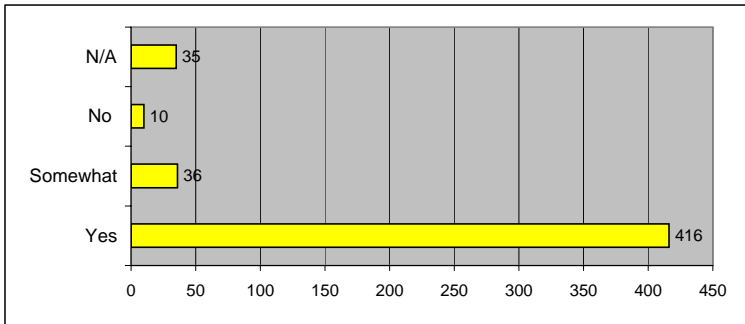
2. DWS Website, was it easy to navigate to the Business Training Grant page?

Yes	Somewhat	No	N/A	Total
293	81	17	33	424



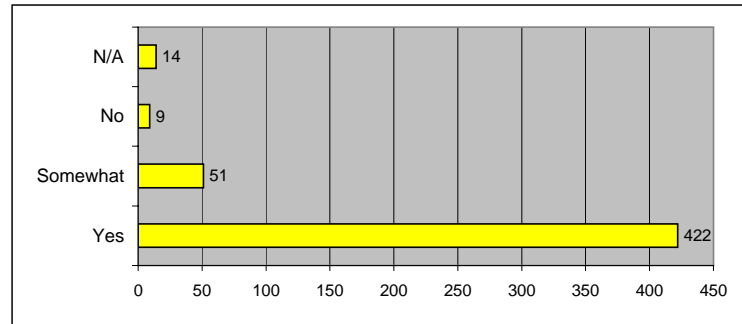
3. Did the WDTF webpage provide enough information on the program?

Yes	Somewhat	No	N/A	Total
416	36	10	35	497



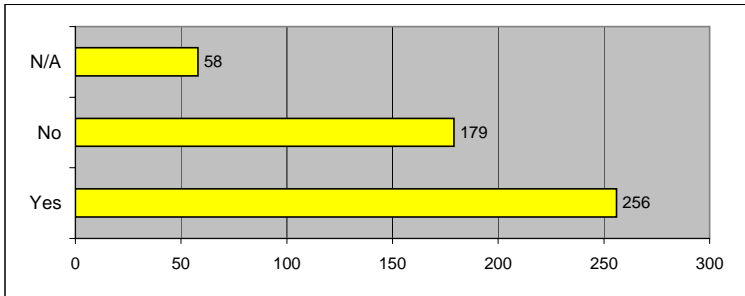
4. Were you able to easily determine the eligibility requirements for the program?

Yes	Somewhat	No	N/A	Total
422	51	9	14	496



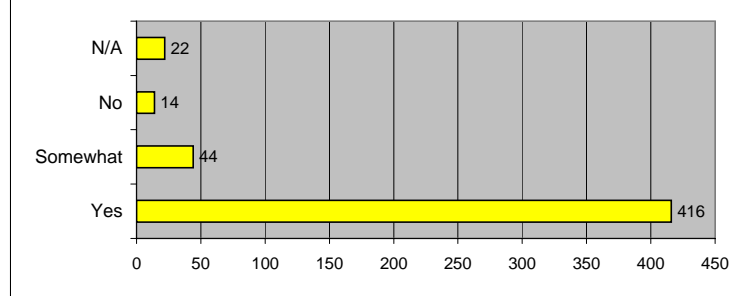
5. Did your training entity assist you with completion of the application?

Yes	No	N/A	Total
256	179	58	493



6. Were the application forms located on the WDTF webpage easily obtained?

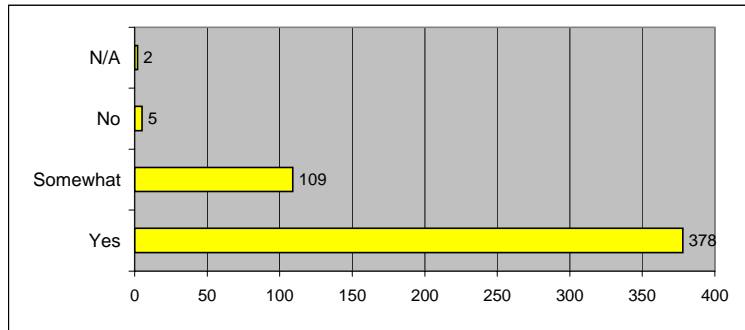
Yes	Somewhat	No	N/A	Total
416	44	14	22	496



Enclosure 2- Customer Satisfaction Survey Data (Employers)

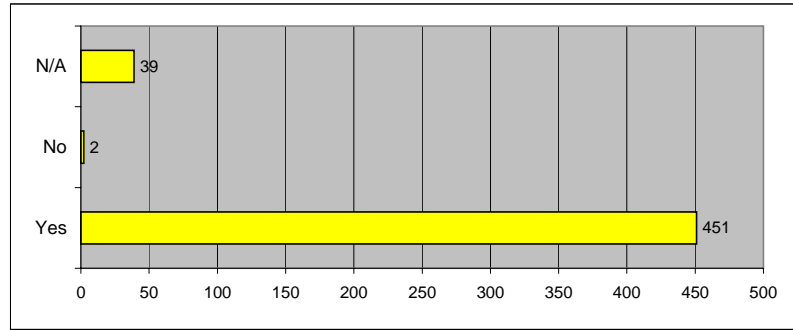
7. Was the application easy to understand and fill out?

Yes	Somewhat	No	N/A	Total
378	109	5	2	494



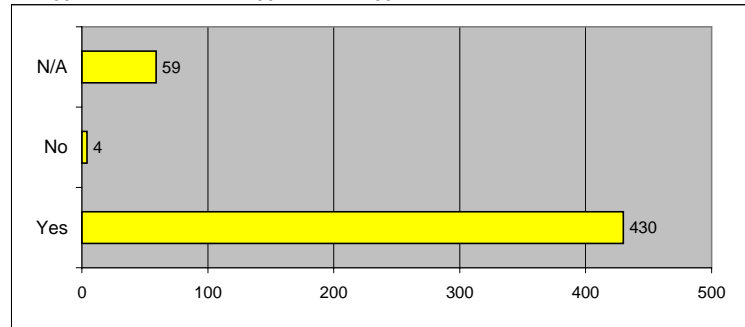
8. Was contact made w/the appropriate DWS staff during business hours w/minimal delay?

Yes	No	N/A	Total
451	2	39	492



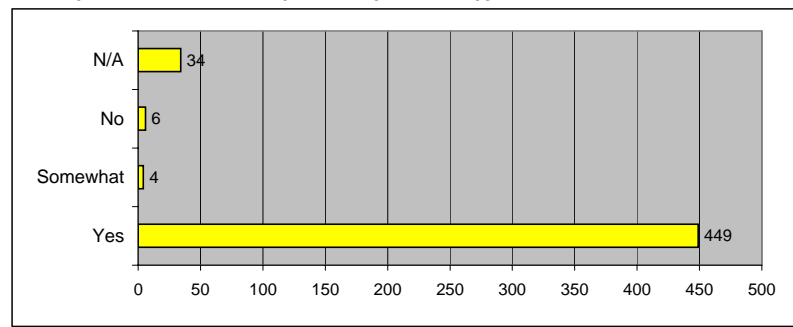
9. Were your telephone or email messages responded to within 24 hours?

Yes	No	N/A	Total
430	4	59	493



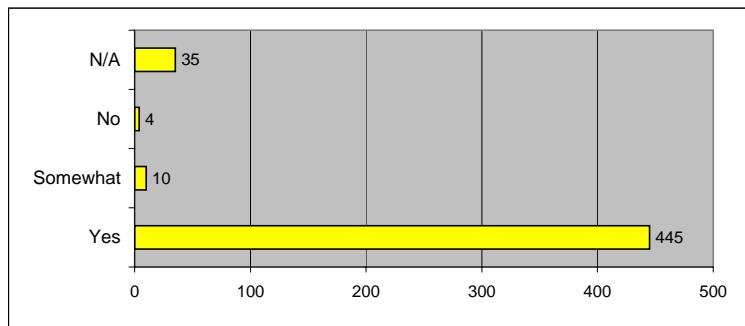
10. Was the WDTF staff courteous and helpful when contacted by telephone?

Yes	Somewhat	No	N/A	Total
449	4	6	34	493



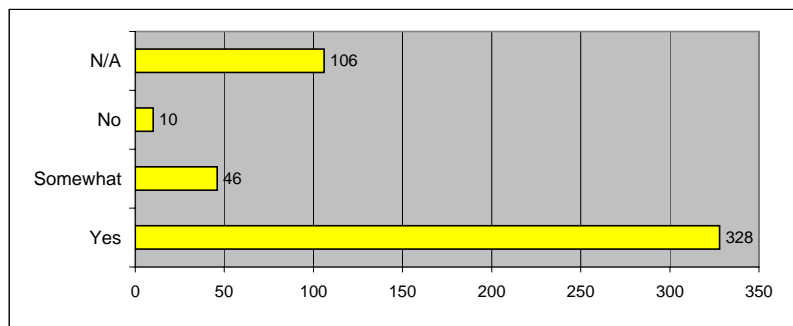
11. Did you receive helpful answers to your questions?

Yes	Somewhat	No	N/A	Total
445	10	4	35	494



12. Employers w/applications approved after 8/8/05 were sent an email on the process, was this helpful?

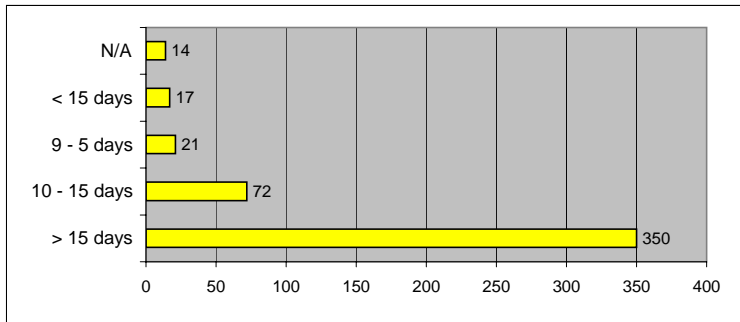
Yes	Somewhat	No	N/A	Total
328	46	10	106	490



Enclosure 2- Customer Satisfaction Survey Data (Employers)

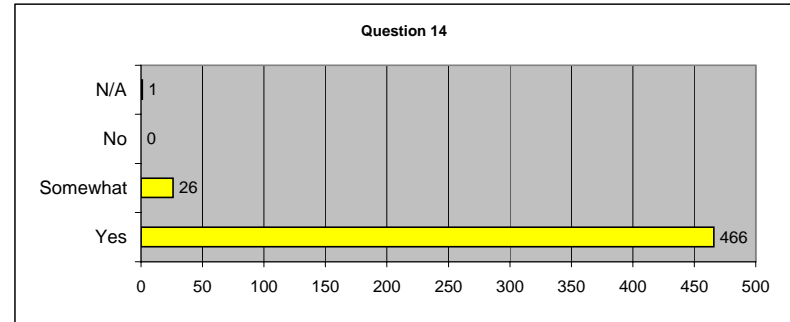
13. How much time remained between you signing the contract & the beginning of training?

> 15 days	10 - 15 days	9 - 5 days	< 15 days	N/A	Total
350	72	21	17	14	474



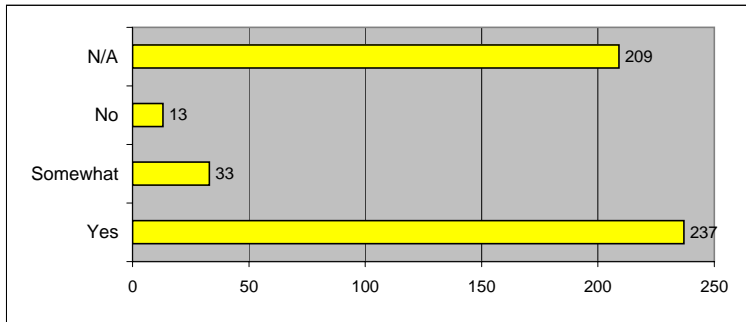
14. Were you able to understand your responsibilities under the terms of the contract?

Yes	Somewhat	No	N/A	Total
466	26	0	1	493



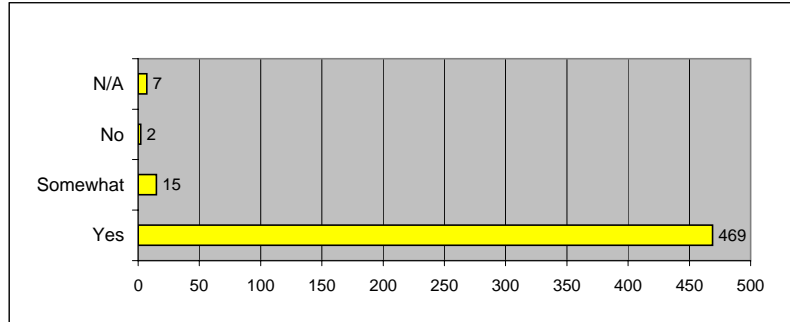
15. If changes had to be made to training dates or trainee substitutions, were the procedures clear?

Yes	Somewhat	No	N/A	Total
237	33	13	209	492



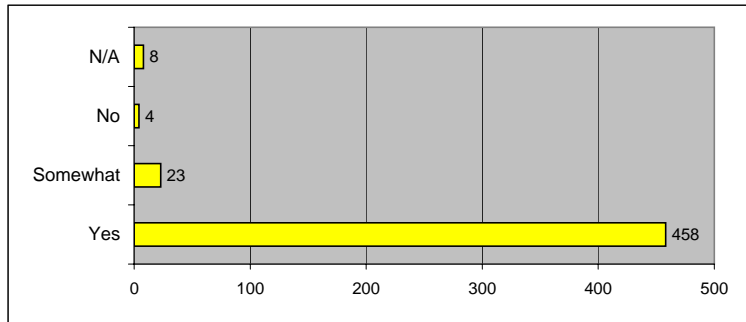
16. Were you satisfied with the training your employees received?

Yes	Somewhat	No	N/A	Total
469	15	2	7	493



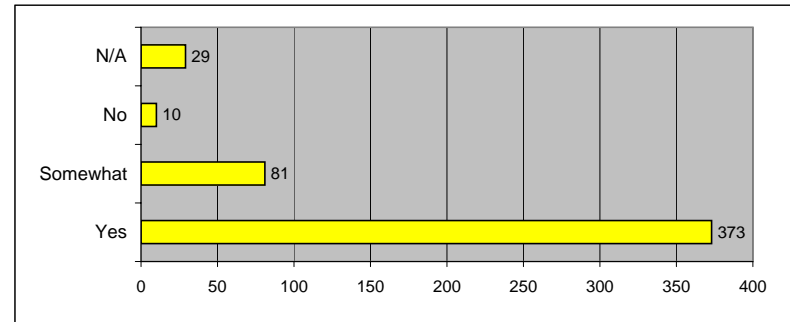
17. Did the training meet your expectations for employee skill upgrade or development?

Yes	Somewhat	No	N/A	Total
458	23	4	8	493



18. Did the training improve your business's overall standing?

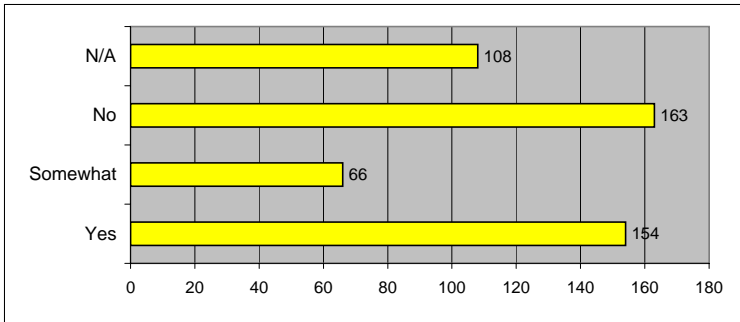
Yes	Somewhat	No	N/A	Total
373	81	10	29	493



Enclosure 2- Customer Satisfaction Survey Data (Employers)

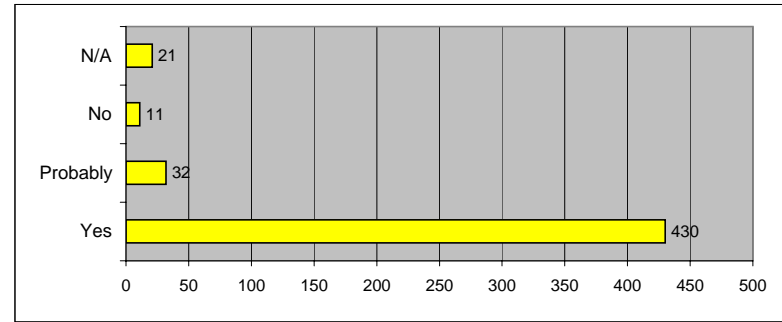
19. Did the training enable you to raise the trainee's wages?

Yes	Somewhat	No	N/A	Total
154	66	163	108	491



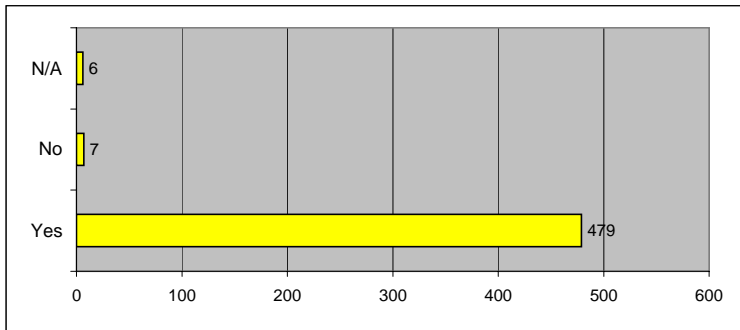
20. Would you use this trainer again or recommend it to another entrepreneur?

Yes	Probably	No	N/A	Total
430	32	11	21	494



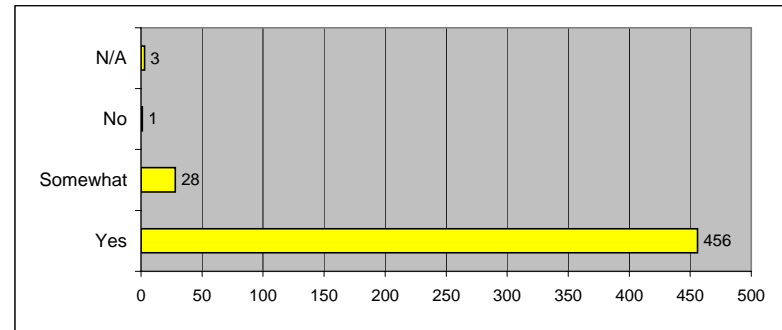
21. Did the letter from DWS requesting the final report info arrive within 100 days after completion of the training?

Yes	No	N/A	Total
479	7	6	492



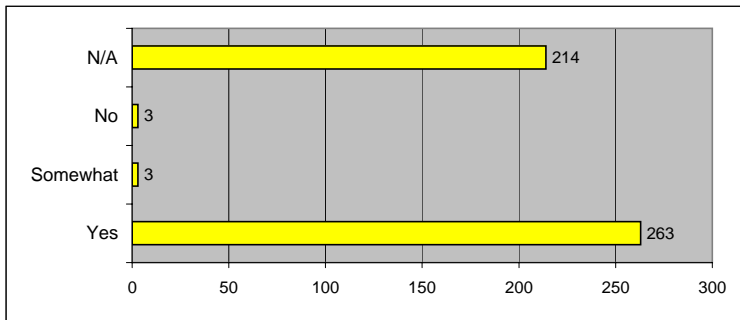
22. Were the requirements for the final report easy to understand?

Yes	Somewhat	No	N/A	Total
456	28	1	3	488



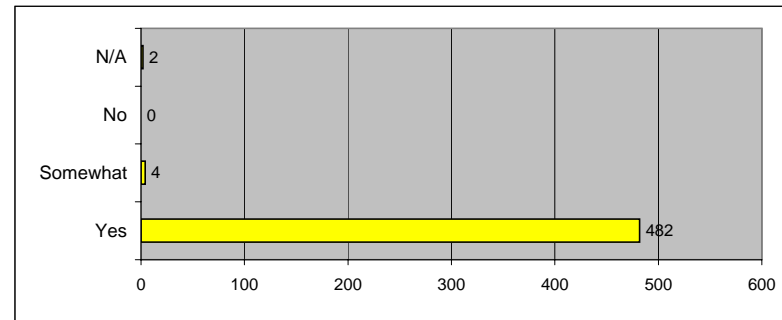
23. If questions arose on the final report requirements, was DWS staff able to answer your questions effectively?

Yes	Somewhat	No	N/A	Total
263	3	3	214	483

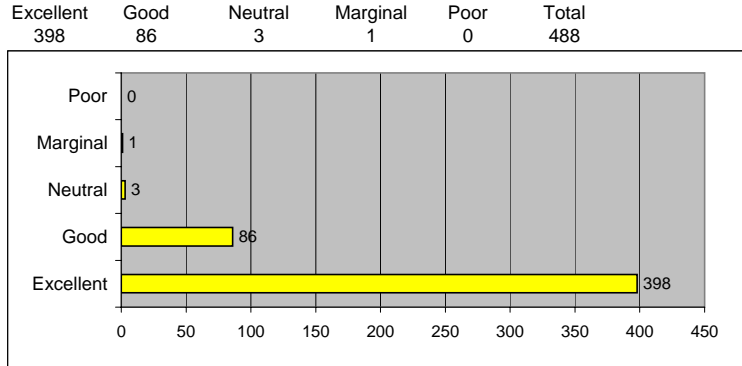


24. Are you satisfied that the grant monies were used appropriately and fairly?

Yes	Somewhat	No	N/A	Total
482	4	0	2	488



25. Rate your overall experience with the Business Training Grant you received?

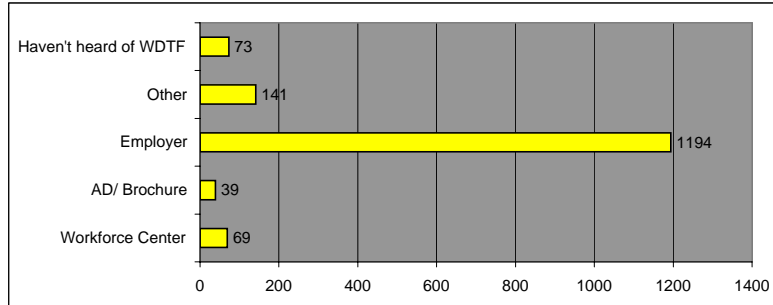




Enclosure 3- Customer Satisfaction Survey Data (Employees)

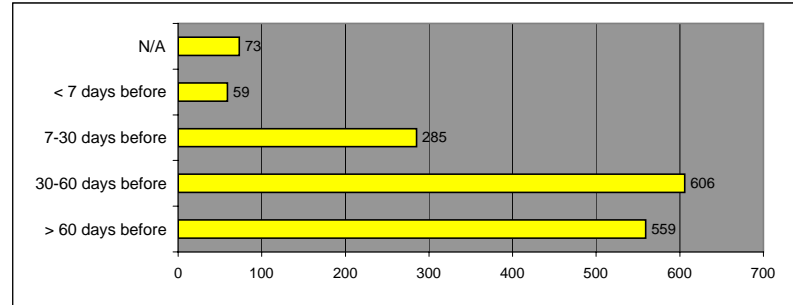
1. How did you hear about the Workforce Development Training Fund (WDTF)?

Workforce Center	AD/ Brochure	Employer	Other	Haven't heard of WDTF	Total
69	39	1194	141	73	1516



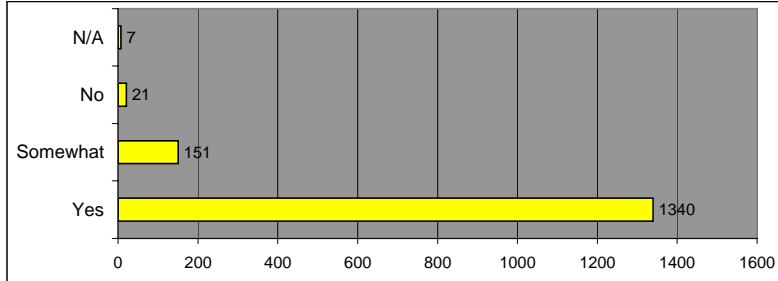
2. When did you learn you would be attending the training?

> 60 days before	30-60 days before	7-30 days before	< 7 days before	N/A	Total
559	606	285	59	73	1582



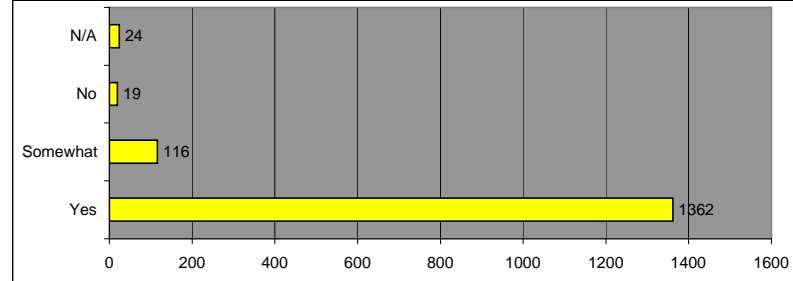
3. Was the training related to your job with the business?

Yes	Somewhat	No	N/A	Total
1340	151	21	7	1519



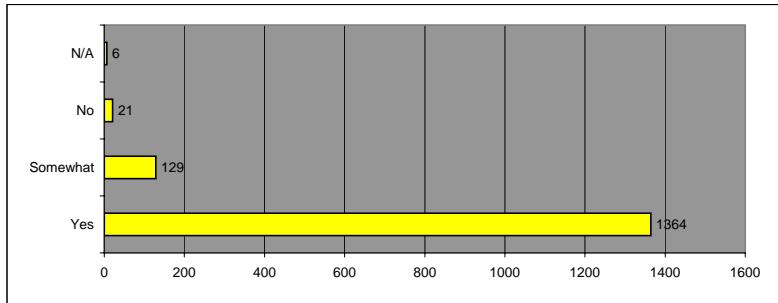
4. Were the training facilities a good environment to learn in?

Yes	Somewhat	No	N/A	Total
1362	116	19	24	1521



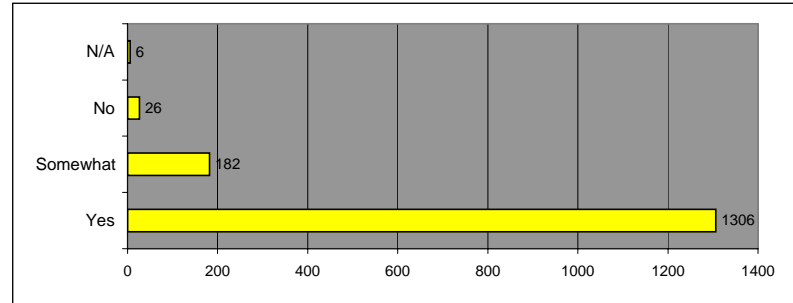
5. Were the objectives or end result of this training clear?

Yes	Somewhat	No	N/A	Total
1364	129	21	6	1520



6. Was the subject or material covered during training useful to you?

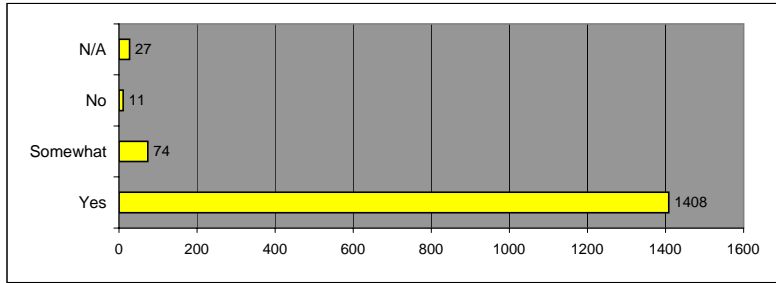
Yes	Somewhat	No	N/A	Total
1306	182	26	6	1520



Enclosure 3- Customer Satisfaction Survey Data (Employees)

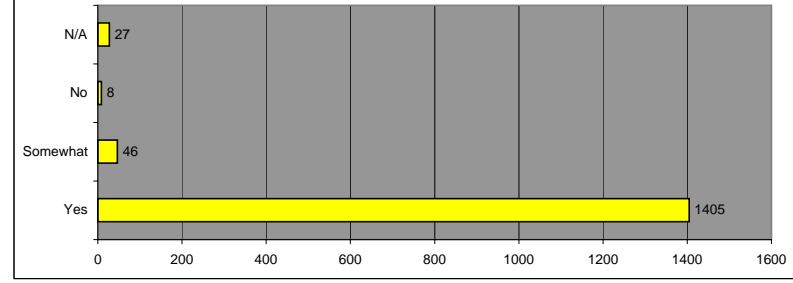
7. Was the trainer adequately prepared for the training?

Yes	Somewhat	No	N/A	Total
1408	74	11	27	1520



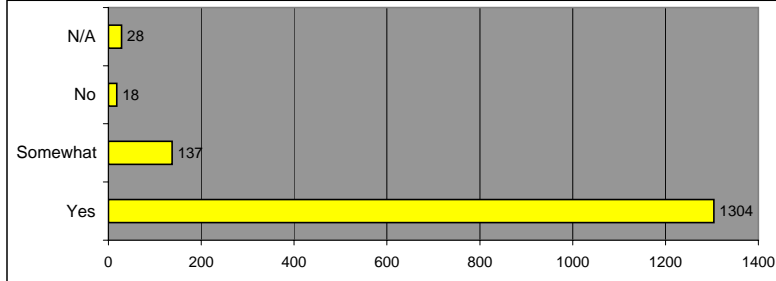
8. Was the trainer knowledgeable about the subject?

Yes	Somewhat	No	N/A	Total
1405	46	8	27	1486



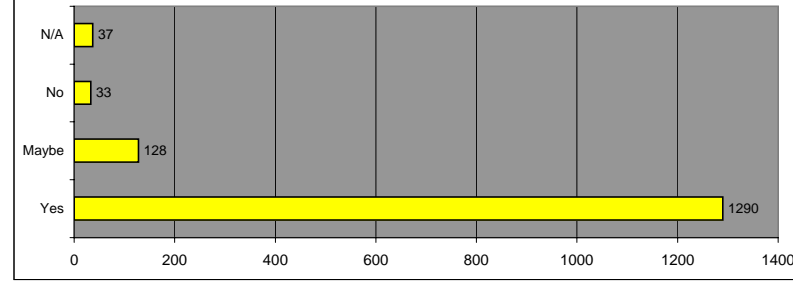
9. Did the trainer effectively teach you the subject?

Yes	Somewhat	No	N/A	Total
1304	137	18	28	1487



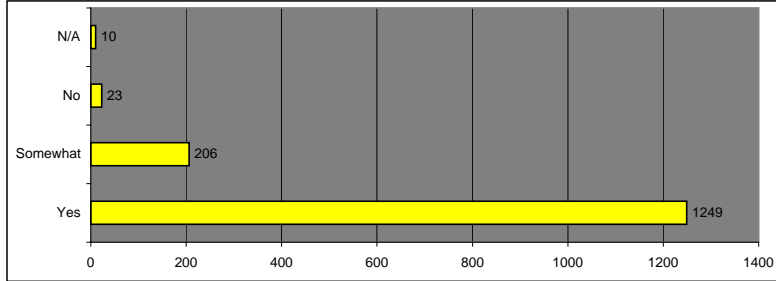
10. Would you recommend this trainer to a friend or co-worker?

Yes	Maybe	No	N/A	Total
1290	128	33	37	1488



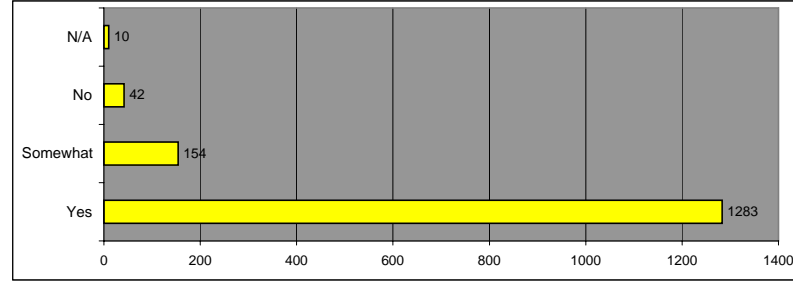
11. Can you apply what you learned from this training to your job?

Yes	Somewhat	No	N/A	Total
1249	206	23	10	1488



12. Did you consider this training worth your time?

Yes	Somewhat	No	N/A	Total
1283	154	42	10	1489



13. Did the training result in a pay raise?

Yes	No	N/A	Total
382	949	148	1479

