

Contents

Acknowledgments	ix
1 Introduction and Previous Research	1
The Need for Workplace Education	2
Lower-wage Workers	3
Employers of Lower-wage Workers	4
Previous Research	5
2 Methods	9
The Three Phases of the Research	9
Definition of Workers at Risk	10
Quantitative Data: The ASTD Database	11
Qualitative Data	12
Some Caveats	17
Notes	17
3 Phase 1: Analysis of ASTD Data	19
Lower-Wage Training Intensive (LWTI) Firms	20
Patterns in Key Training Measures	21
The Impact of Employer-Provided Training	25
Summary of Findings	28
Notes	29
4 Phase 2: Results of the Telephone Surveys	31
Classifications Based on Training Motivation	31
General Findings	38
Conclusions and Discussion	49
Note	51
5 Boeing Employees' Credit Union	55
The Workforce	56
Education and Training Initiatives	57
Lessons Learned	62
Notes	64
6 CVS Corporation	65
CVS Government Programs Department	66
The Workforce	67

Education and Training Initiatives	69
lessons learned	73
Notes	74
7 Lacks Enterprises, Inc.	77
The Workforce	77
Education and Training Initiatives	79
Lessons Learned	82
Notes	84
8 LYNX—The Central Florida Regional Transportation Authority	85
The Workforce	86
Education and Training Initiatives	87
Lessons Learned	90
9 Two Medical Centers	93
Mary Greeley Medical Center and UPMC-Passavant	93
The Workforces	96
Education and Training Initiatives	97
Lessons Learned	106
Notes	108
10 Wyoming Student Loan Corporation	109
The Workforce	110
Education and Training Initiatives	112
Lessons Learned	118
Note	120
11 Case Studies	121
Lessons Learned	121
Why Provide Training to Lower-Wage Workers?	121
What Are the Barriers to Providing Training to Lower-Wage Workers?	125
What Strategies and Activities Are Most Effective in Overcoming These Barriers?	128
What About Employee Demand?	131
Conclusions	132
Note	133

12 Summary and Policy Implications	135
Findings	136
Implications for Employers	140
Implications for Employees	142
Implications for Public Policy	142
The Need for Additional Research	145
Notes	146
Appendix A	147
Appendix B	153
References	159
The Authors	161
Index	163

Tables

2.1 Organizations Included in Case-Study Site Visits	15
3.1 Characteristics of LWTI Organizations Compared with Overall Sample, Percent Composition	22
3.2 Comparison of Mean Values of Key Training Ratios for LWTI and Other Organizations	23
3.3 Comparison of Mean Values of Organization and Training Measures for LWTI and Other Organizations	24
3.4 Comparison of Participants' Initial and Follow-Up Evaluations of Lower-Wage-Oriented Courses and Other Courses	27
3.5 Comparison of Supervisors' Follow-Up Evaluations of Employees' Performance after Receipt of Training	27
4.1 Distribution of Organizations by Motivation Group	33
4.2 Ten Key Training Themes Identified in the Telephone Survey	34
4.3 Typical Perspectives on 10 Key Themes for Lower-Wage Worker Training	35