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Workforce Investment Act

Title I-B Report

Program Year 2000



CONTINUED IMPLEMENTATION OF WIA

Workforce Investment Act in Utah

This report will focus on PY2000, July 1, 2000 through June 30, 2001, the second year of implementing the Workforce Investment Act (WIA) in the State Of Utah, Department of Workforce Services (DWS).

As one of the early WIA implementing states, Utah is fortunate to have state legislation (House Bill 375) that supports the structure of one stops and consolidation of employment related functions into a comprehensive service delivery system. The function and support at the federal level through the Workforce Investment System further enhances the possibilities for Utah to fully implement its goal to be a leader in the future of quality workforce development.

Utah has faced several challenges as it moved into its second year of WIA implementation. July 1, 2000, DWS brought about many changes as it further designed and encouraged coordination, integration, and streamline of services.

- The first phase of the one stop electronic database, UWORKS, was implemented consolidating case management functions into one system.
- Employee development evolved and DWS employees developed enhanced core skills. This impacted Service Providers ability to deliver more comprehensive and effective services to universal, intensive, and training, customers across multiple federal programs and funding streams.
- Training services to “universal customers” rather than only income eligible participants.
- Transition from “Employment Center Design” to “Service Delivery Design.”
- Centralized Rapid Response Unit advanced their partnerships with regional and local staff.
- Improved Job Connection Areas providing various ways for job seekers and employers to connect with services.
- Greater access to electronic Labor Market Information.
- Improved functioning of Regional Councils.
- Increased referrals to partnering agencies through social capital legislation.
- Transition from JTPA Youth Services into WIA Youth Services.
- Youth partnerships developed in local and regional areas.

Allocation of Resource and Costs in Relation to Performance

Utah served 137,300 customers in core services during program year 2000. All 4954 WIA customers received at least one core service.

To appreciate the cost of workforce investment activities in relation to the effect of these activities on performance, please refer to the table below. The table reflects the number of WIA customers served by funding stream. The list includes what Utah refers to as "Achievement Objectives." Each "Achievement Objective" includes a variety of services. For example, the possible services in the "Achievement Objective" titled Assessment are Initial Assessment, Comprehensive Assessment or Problem Solving Assessment.

PY00 Achievement Objectives and Service Counts for WIA Participants

Achievement Objective	TOTALS		WIA - Adult		WIA - Dislocated		WIA - Youth	
	Seekers	Services	Seekers	Services	Seekers	Services	Seekers	Services
Assessment	889	956	362	405	277	282	250	269
Basic Education	251	258	79	79	17	19	151	160
Employment Related Education	1261	1424	671	761	482	529	108	134
Intensive Employment Services	10	10	9	9	1	1		
Job Search Assistance	507	528	243	260	174	174	87	94
Life Skills	107	107	68	69	10	10	28	28
Rapid Response	5	5	1	1	4	4		
Supportive Services	896	1023	340	398	155	155	387	470
Treatment	106	121	83	96	9	9	14	16
Work Site Learning	215	251	36	36	8	8	169	207
Younger Youth Basic Skills Goal	167						167	
Younger Youth Occupational Skills Goal	139						139	
Younger Youth Work Readiness Skills Goal	222						222	
Youth Summer Employment Opportunity	209						209	

Cost of Program Activities

<u>Program Activity</u>	<u>Total Federal Spending</u>	<u>Average Cost/Participant</u>
Adults	\$3,079,859	\$1355
Dislocated Workers	\$3,243,372	\$2110
Youth	\$2,210,089	\$1916
Rapid Response	\$ 818,731	
Statewide Required Activities	\$1,444,839	
Miscellaneous	\$ 178,576	
Total of All Federal Spending Listed Above	\$10,985,740	

Utah's Workforce System - UWORKS

After approximately two years of designing, planning, and programming, the case management component of UWORKS was released statewide on July 5, 2000. UWORKS includes:

- A case management tracking system, with detailed assessment and employment planning capabilities.
- An interface with the state's public assistance eligibility system.
- An e-mail based appointment and task scheduler.
- A financial obligation tracking system that lets users authorize payments to training vendors, supportive service vendors and customers and allows the state's finance department to monitor these transactions.

UWORKS has improved the quality of case management processes by tracking and monitoring the progress of customers in *intensive* and *training services* through its centralized database. The goal is to maintain consistency thereby increasing accuracy and productivity. DWS has faced numerous challenges with the implementation of UWORKS that impacts both accuracy and performance outcomes.

- Conversion of records from four databases into UWORKS occurred. This required intense attention to detail to ensure data was accurate. As Management Information Systems (MIA) began preparing the quarterly reports it became apparent that some of the customer records were inaccurate due to conversion or interpretation by the Employment Counselor. Counselors struggled with what and how to record outcomes in UWORKS as required for many different programs.
- The learning curve for Employment Counselors was very complex. Not only were employees learning a new system but were looking at conversion issues and while rendering services to new customers.
- Some edits were not programmed into UWORKS causing MIS problems with translation of data.
- Staff have multiple federal funding and eligibility requirements to understand, a new obligation method, and integrated outcomes to master.
- Inadequacies in some of the programming were discovered after implementation because of the complexity of policy, multiple requirements, and integration.

Even with the challenges DWS and staff have faced this year in implementing UWORKS, the agency is satisfied with the accomplishments and progress made so far.

The Future of UWORKS...

In December 2000, work started on the employment exchange component, along with several other enhancements to the case management piece, of UWORKS. New additions include:

- A job order tracking system. Job orders will be created by an employer or DWS employment counselor; matched to customers in a database; and tracked in the UWORKS system.
- The system will allow DWS employment counselors to enter and view customer test scores. These scores will be used to help match job seekers with employers and for skill and ability assessment.
- An enhanced correspondence system that allows users to create, edit and send correspondence from the system. The UWORKS system will be able to generate and send e-mails directly to job seekers and employers.
- An improved scheduling system that will track significant employment plan dates and provide alerts/notifications indicating a need for action.
- A resume builder that automatically creates a customized resume based on information provided in the customer screens.
- An Internet based self-service component that will allow customers to register, update their information, and refer themselves to jobs posted in the system. Employers will also be able to register, post and modify job openings, and view customer resumes so they can fill their current openings.

With the advent of the self-service piece of UWORKS, DWS will have gone beyond minimum WIA mandates for "one-stop" services. The "virtual one-stop" will allow customers to access the services they need when they need them. Case management - employment exchange - one-stop satisfaction.

The goal is to have a system that is the best of its kind when it is implemented. With the completion of the UWORKS project, DWS believes it will have just that.

State and Regional Workforce Investment Councils

The State Council in conjunction with the Regional Councils set priorities for the upcoming two years. The list includes:

- 1) Business and employer services
- 2) Quality and accessible childcare
- 3) Customer Training services
- 4) Services marketing and out-reach
- 5) Employment supportive services

The council drafted the strategic direction and goals for a workforce services operational business plan. Key performance measures were adopted to ensure the council, along with DWS, met the goals set forth.

Many of the goals were focused on the second year of implementation of the Workforce Investment Act (WIA), which mandates changes in the philosophy and service delivery system of employment and training programs. Since Utah was one of the early implementers of WIA, DWS and the council had already exceeded WIA mandate, by integrating programs into a customer-responsive system of one-stop employment centers.

Customers receiving employment supportive services are particularly important to the council. The council monitored caseloads for the state's time-limited, cash-assistance Family Employment Program (FEP) funded by Temporary Assistance to Needy Families (TANF). The council digested research on the subject, including the University of Utah's Social Research Institute's second long term welfare recipient study, in an effort to understand the barriers to success customers face.

When Utah was awarded \$2.6 million by the federal government as a bonus for moving customers from "welfare to work," the state and regional councils hosted public meetings in many communities to gather recommendations on the best way to utilize the bonus.

Recognizing that the surplus accruing in the TANF federal block grant may not all be needed as a "rainy day" fund, the state and regional councils submitted priorities to the Governor for uses of this money to further ensure the success of the families eligible for public assistance and employment supportive services.

In partnership with economic development, public education, higher education, and vocational rehabilitation, the council developed a workforce improvement plan to guarantee the development of a workforce that meets the needs of employers in the new millennium. The network of Utah colleges, universities, and the new Utah College of Applied Technology provides much of the training.

Council members will undoubtedly look to the successes of the past year as they continue to build a strong framework that will provide the best workforce development system ever.

MIX OF SERVICES

DWS offers work related services to customers depending on assessed needs and customer choice. Four primary levels of service are available through DWS that connect customers with a variety of federal and state funded programs. These levels of services are eligibility services, core services, intensive services and training services.

Eligibility services assess customers for programs including Food Stamps, Financial Assistance, Childcare, Medicaid, and Employment and Training programs such as the Workforce Investment Act (WIA), Veteran's Employment and Training (VETS), Food Stamp Employment and Training, and others. Employment Counselors practice "work first" principles in determining eligibility for all DWS administered programs. Core, intensive and training services are discussed in greater detail in the following pages.

Core Services

The structure of the One-Stop system in Utah provides the opportunity for all interested customers to access Core Services. This occurs when an individual enters one of the 36 DWS Employment Centers located throughout the state.

Core Services are for all DWS customers: Adults, Dislocated Workers, Youth, Employers, and Universal Job Seekers. These services are continually enhanced as programs and economic needs change. Core Services are geared toward assisting both job seekers and employers with their employment needs. When job seekers or employers call or come into an Employment Center, their employment needs are assessed to determine which services will be most appropriate. Core Services are provided to assist job seekers who are job ready to find appropriate employment or will become job ready by receiving Core Services and, if applicable, supportive services. Providing appropriate Core Services to job seekers enables DWS to assist employers in finding qualified applicants for their job openings. During PY2000, 137,300 Job seekers received at least one Core Service.

Employers connect to service delivery just as job seekers are offered customer-driven Core, Intensive, and Training services. Employers also receive services based on individual needs. Feedback from employers helped DWS to identify the following key operational processes during PY2000.

- Ensure referrals of qualified job applicants only.
- Provide information about DWS' services, the economy, and other business resources.
- Give responsive and individualized services to employers – understand industry driven needs.

The following services are offered per employer customer needs (this is a non-inclusive listing of services):

- **Self-Directed Services:** Electronic employment exchange, labor market and wage information, information about DWS services, and links to other related resources.
- **Staff Assisted Recruitment Services:** Job matching and placement services, statewide and worldwide job posting via the Internet, assistance in writing job descriptions, use of DWS' facilities, open/mass recruitment (either at a DWS Employment Center or employer site), and Job Fairs.
- **Business Education Services:** Business seminars and workshops, labor market and wage information such as current wage data, cost of living index, demographic reports, and employment projections. Work/Life consultations, and business resource materials/literature such as New Hire Reporting, Employer Handbook, wage data surveys, labor law posters, and Unemployment Insurance information.
- **Technology Training:** Electronic employment exchange (UWORKS) and other self-directed resources.
- **Other Business Services:** Information on subsidized childcare, work site learning, job development, apprenticeships, lay-off intervention assistance, pre-layoff counseling and workshops, tax incentive programs, and business resource and referrals.

Dislocated Worker Unit Rapid Response

The State Dislocated Worker Rapid Response Unit (DWU) is responsible for pre layoff and closure activities carried out by DWS. The DWU as mandated by WIA is the single point of contact for layoff and closure notification information. The Worker Adjustment & Retraining Notification Act (WARN) requires a 60-day advance notice of layoff or closure for certain covered employers. Upon receipt of a WARN notice or any information about a pending substantial layoff or plant closure the DWU triggers a "Rapid Response Team", to quickly and efficiently gather appropriate State and local resources, ideally at the site of a dislocation event, to provide services to minimize the impact on dislocated workers, employers, and the community at large. Workers displaced by substantial layoffs and plant closures are eligible to access employment and training services under Title I of WIA.

During the period July 1, 2000 through June 30, 2001, The State Rapid Response Team responded to 67 companies, impacting 6912 workers. Of the 67 companies impacted 21 were the result of plant or facility closures, and 46 were the result of layoffs. WARN notices were received on 25 of the 67 companies. Rapid Response assisted five companies with Trade Act petitions, four were covered under the North American Free Trade Agreement Transitional Adjustment Assistance Program (NAFTA-TAA), and one is pending approval/denial under the Trade Adjustment Assistance Program (TAA).

Below is a breakout of closures/layoffs by Region:

North Region	17 Companies	1806 impacted workers
Central Region	30 Companies	2863 impacted workers
Mountainland Region	11 Companies	1049 impacted workers
Western Region	4 Companies	447 impacted workers
Eastern Region	3 Companies	404 impacted workers
Multi-Region	2 Companies	343 impacted workers

Employment-Focused Services

Employment and self-reliance is Utah's ultimate goal of an employment-focused service approach. In keeping with the DWS vision and mission, this means that the first level of assessment asks where the job seeker is on a scale of employability. This can be accomplished through a skill review or initial assessment interview. The service provider then progresses down a path of services with the job seeker, which takes into account individual needs, abilities and goals. This approach can be used with the self-directed customer as well as staff assisted customer. For some customers, employment focus means working toward the approval of SSI benefits, for others it means a part time job. For most DWS customers the final result will be full time employment at a wage enabling them to provide for themselves and their families.

First Job, Better Job, Career

The document titled DWS Strategic Direction for Key Operational Processes to 2002, (April 2000, page 2) includes the following direction for service providers:

"Focus on the expansion of services to the job seeker (both universal and intensive service populations) to assist them in obtaining a 'better job'. This involves focusing on the high level of skills needed to compete in a global economy".

Service providers must recognize that an entry-level position for any customer is intended to be a steppingstone toward skill development and greater employment opportunities. Customers should ALWAYS be invited to return for future employment and/or training opportunities. Customers come to DWS at various stages in their career development. It is the service provider's responsibility to provide appropriate services at all stages along the career path.

The expectation of employment-focused services and assisting job seekers through the stages of career development begins with engaging the job seeker in Core Services.

Core Services for Job Seekers Include:

Registration and Skills Review

Registration for services includes the completion of form 61 or in UWORKS, the information collected under the Seeker Basic and Extended tabs. Customers also may complete registration from home or in the Job Connection Area by accessing UWORKS. An employment counselor who either functions as the Information Specialist or may be part of the back up team or Job Connection Team conducts the Skills Review. Using the information gathered from the registration, the employment counselor can begin to assess marketable skills and supportive service needs. The Skills Review is extremely valuable to begin assessing the customer's need and help determine the pathway a customer will follow or which will lead to the desired outcomes of the customer.

Employment Exchange Activities

Employment Exchange Activities offer and provide a variety of tools, instruments, information and employment-related services to employers and job seekers. The goal of employment exchange is to understand the needs of both the employer and job seeker in order to make an appropriate match. Employment Exchange activities (1) assists employers to hire the most qualified worker for

the job, (2) helps job seekers identify their skills and abilities to make the most appropriate job and career choices and (3) improves the economic condition in the community by getting individuals employed or re-employed. These activities serve to improve the marketability of workers toward the development of a higher quality workforce capable of competing in the labor force on a state and national level. It provides the opportunity for employers, through job match of highly skilled and qualified workers, to thrive in today's highly competitive market place.

Currently job seekers rely on staff to enter their information or registration for services in the computer and call them when they are matched with a job if nothing suitable was found on the job board. Likewise, employers rely on staff to take job orders, screen applicants, conduct job matching, and refer appropriate job seekers. As UWORKS is completely implemented, job seekers and employers will be able to use this tool and have the choice to conduct their own job search and gain access to the employer community or applicant pool. Employment exchange activities will evolve and allow service providers more time to work with job seekers and employers that do not have the capability to use UWORKS. DWS recognizes that not every employer or job seeker requires or desires the same type or level of service. Employment exchange activities should be flexible and meet the individual need of the customer. These activities will be focused on individual outcomes rather than program driven outcomes. The goals of this department are to increase job placements and job orders will be accomplished by providing quality services to customers.

Job Connection

The Job Connection area is an open area that is an extension of the entrance space where the Information Specialists work. It is large and open, with plenty of space, so if the area is full of job seekers conducting their Job Connection activities, the area will not feel crowded. Whether an existing room is used or an open area, the space portrays a welcoming center where all job seekers may begin their job search activities. An ideal Job Connection area is visible to the Information Specialist and the walk-in customer. Much of the job search activity will occur in the Job Connection area; however, customers will also be able to register for services off-site on UWORKS. This technology can occur anywhere there are Internet-connected computers.

The space has enough computer stations to accommodate the busiest days of the Employment Center. The staff in the Job Connection area observes all customers so they can determine if assistance is needed. The open space also allows a customer to see the staff at all times and engage a staff person when they have a question or problem.

The space has tables and chairs for those who need to write or compose something. The tables can also be used to look at or read pamphlet information, look through reference materials, or talk to an employment counselor staffing the area. There are telephones for customers to use to do some job search work on the phone.

This area may also have a terminal with earphones where a customer can access interactive slide shows. These slide shows can provide information on DWS services such as how to find quality childcare, financial assistance, how to use the Horizon card, and information on partners such as Education and Vocational Education.

Clear instructions on the use of the computers are posted to assist the customer. Wall space is used where pamphlets are displayed and workshop schedules posted so a customer can decide to attend a short workshop on a variety of job seeking or employee seeking topics. Labor Market Information and career information can be easily accessed.

Employment counselors in the Job Connection Area are expected to assess a customer's need for additional services and make that connection. Understanding the computer programs in the Job Connection areas such as the Electronic Job Boards, CHOICES, AJB, UWORKS, and WINWAY are all part of the Core Skills of an Employment Counselor. Counselors are expected to take their customers to the Job Connection area to introduce them to the Self-Directed Services and assist them as needed.

It is important that Employment Counselors understand Core Services and take pride in the Job Connection area where they can demonstrate the competence to interact with all types of job seekers and employers. The purpose is to assist the customer to access the job search tools so a quality job connection can be made in as fast a time as possible. The point of having the area is to provide a professional atmosphere focused on connecting job seekers and employers. The customers often gain excitement from employment counselors and other job seekers in the area. The area can allow job seekers to take control of their own job search with little or no assistance.

Workshops

DWS provides employment workshops for customers. Delivery methods include classroom or group training, computer-based training, videos, Internet/Intranet broadcasts, and individual sessions. Customer needs and access drives the content, time frames, and delivery method. DWS also partners with community-based organizations to provide workshop training and resources.

The DWS statewide Workshop Curriculum includes the following:

- Pre-Employment Skills
- Career Exploration and Planning
- Effective Job Search Techniques
- Using Technology and Labor Market Information in the Job Search
- Completing Job Applications, Resumes and Resource Center Overview
- Interviewing, Self-Marketing and First Impressions
- Planning and Organizing your Job Search
- Life Management Skills
- Self-Exploration and Discovery
- Exploring Values, Attitude and Motivation
- Handling Change and the Change Process
- Diversity Awareness
- Gender Awareness
- Stress Management
- Balancing Work and Home Responsibilities
- Personal Finance and Budgeting
- Goal Setting and Time Management
- Assertive Communication Skills
- Job Retention Skills
- Understanding and Strengthening Employment Relationships
- Team Work, Cooperation, and Workplace Communication
- Customer Service
- Meeting With and Marketing Yourself to Local Employers
- Career Development, Mobility, and Enhancement
- Employment Law in the Workplace
- Expanding Your Vision: Community Resources and Advocacy

Skills Testing

Skills Testing is available to all customers. These tests measure the ability to perform in many areas including:

- Typing speed (wpm)
- Ten-Key
- Spelling
- Reading, vocabulary, and math levels
- Word processing and basic software skills

These tests are provided in all of the Employment Centers.

Career Counseling - Interest Inventories/Achievement & Ability Tests

Career counseling provided in Core Services uses a light touch approach and is based on individual customer needs. A light touch approach is appropriate for customers who have work experience but need some assistance in clarifying goals, accessing resources, or understanding basic occupational information. It is important to remember that customers coming into an Employment Center may receive "Career Counseling" regardless of any connection to a support or eligibility service. Interest Inventories/Achievement & Ability tests can be used to assist the customer in making career choices.

Labor Market Information (LMI)

LMI provides valuable information for job seekers and employers. LMI is generated by local and national economic data, labor market trends, wage and earning data, occupational projections, staffing patterns, and career planning information. Employment counselors can use LMI with both employers and job seekers by applying labor market information in employment related activities. The following Workforce Information is available on the Department's Web site at <http://www.dws.state.us> :

- Most recent Economic Events
- Publications on Utah's economy
- U.S. Consumer Price Index
- Informational Graphs
- Occupational Wages
- Key Labor Market Information, wages, new hires, establishments, and industries
- Firm Find
- Analysis of Utah's economy by Chief Economist
- Cost of Living
- Utah Equal Employment Opportunity Statistics

Unemployment Insurance

Utah continues to set the national standard for delivery of unemployment insurance (UI) services to employers and claimants. The passage of House Bill 345 was among the most significant events for UI in 2000. The legislation reduced state unemployment tax rates for most employers and results in \$20 million in savings for employers this year. About 73 percent of Utah's experience-related employers now receive a minimum tax rate of 0.1 percent. The law increases maximum weekly benefits payable from 60 to 65 percent of the average insured weekly wage. In PY2000, 81,940 individual filed UI claims. PY2000 begins the third year of centralized benefit operations and establishment of the Unemployment Insurance Claim Center. Customer overall satisfaction with the call in center is remarkable. In October 2000, customers were offered direct deposit of UI benefits to their personal checking accounts.

Access to Food Stamps

The pathway for a customer requesting assistance with Food Stamps may be different than the pathway for other core supportive services. A customer's access to Food Stamp benefits are addressed at the initial contact with a DWS service provider. Customers expressing an interest in receiving Food Stamps are encouraged to apply for Food Stamps during business hours on that day. The need for expedited Food Stamp services is identified immediately. Expedited service is a procedure where households are eligible for Food Stamps if they meet certain criteria. They are given special processing standards to assure they will receive food stamp benefits within seven calendar days from the date of their application. The application process is carefully documented to assure compliance with Food Stamp policy. Printed posters, flyers and brochures are available in the Employment Centers.

Employment Supported Child Care

The purpose of Child Care Services is to support employment. The pathway for a customer who is only requesting Child Care Services to support their employment is different than the pathway for a customer who is participating in employment plan activities and receiving other Core Services. Parents that are not participating in the Family Employment Program and are not receiving financial assistance, may be eligible for Employment Support Child Care if they are employed and receiving at least minimum wage. Generally, an Employment Counselor assesses the need for Childcare services during the initial contact in an Employment Center.

Intensive and Training Services

Initial and Comprehensive Assessments

Initial Assessment is a process used to gather pertinent customer information to determine which, if any, additional services may be appropriate for the customer. There are many customers who only access some combination of Self-Directed or Core Services. Some customers may also choose to access additional supportive services, such as Food Stamp or Medical Assistance. There are also many customers for whom Intensive and/or Training Services are appropriate. The initial assessment is an information-gathering tool, where, depending on the needs of the customer, the Employment Counselor and customer can make decisions about which services are most needed.

The initial assessment includes an evaluation of the customer's employment goals/desires, work history, financial needs and family situation. The Employment Counselor that gathers the initial assessment information and determines that a customer may best be served through additional Intensive Services keeps that customer and begins the employment planning process. This eliminates a handoff. Employment Center managers design their customer pathway keeping in mind the elimination of hand-offs are for the convenience of the customer not for the convenience of staff.

Many customers are not job ready and/or face multiple barriers to employment. These customers are assessed for intensive and training services through a comprehensive assessment. The comprehensive assessment includes all information gathered in the initial assessment plus the employment counselor reviews housing needs, availability of transportation, medical concerns, legal issues that may prevent employment, educational interests and vocational skills.

Adults and Dislocated Workers

Intensive and Training Services are processes, which lead to or support employment. These services assist job seeker customers to identify and overcome barriers to employment. Intensive and Training Services are offered to those individuals for whom a job referral is not a sufficient service.

The initial interpretation of the WIA structure was that Intensive and Training Services are separate pieces of the WIA framework. However, it is important to recognize that Intensive and Training Services work hand-in-hand. All "Training Services" customers are also Intensive Service customers - complete with assessments, employment plans, and follow-up services. All "Intensive Services" customers are potential recipients of some type of training service - whether it be some type of work site learning opportunity or a classroom training experience. In addition, every Intensive and Training Services customer must be directed to or assisted with all appropriate Self-Directed and Core Services.

In the DWS Service Delivery System, Intensive Services encompass the comprehensive and formal assessment processes and the employment planning process. When a customer is determined appropriate for Intensive Services, the Employment Counselor provides the full array of DWS services, according to the needs of the customer. These services, along with other community resources, will assist the customer in moving beyond current barriers to the realization of their employment goals. TANF, General Assistance, Food Stamp Employment and Training, Refugee Assistance, Displaced Homemaker, NAFTA/TAA and WIA are programs and funding streams available for the Counselor to use in Intensive and Training Services. More than 27,750 customers received Intensive Services and 12,928 received Training Services from the combined programs and funding streams

Training Services include both Classroom Training and Worksite Learning opportunities (OJT). Training is not intended to discount the strong employment focus of DWS, but rather to complement the employment focus. Training is in many instances a starting point for skill attainment for entry-level positions. It is also often a critical factor in assisting a customer to move out of poverty and onto a career path.

Intensive and Training Services occur after eligibility is determined. It is driven by a mutually agreed upon employment plan. The frequency and intensity of interaction with the customer is based on individual needs. A multi-functional team of employment experts delivers services, with one member designated as the Employment Counselor for each individual.

Employment Counselors are expected to look beyond program limitations and explore all possible Intensive and/or Training service options, in order to meet the needs of a job seeker customer. Since DWS has multiple programs and funding streams, failure to qualify for one program or service does not mean that the customer cannot be served at all. Employment Counseling is a valuable service to customers, whether or not supportive service funds or training dollars are available. The processes of evaluation through assessment activities, goal setting, and career planning are crucial to all customers who seek more than a haphazard approach to employment. Employment Counselors use their knowledge and skills to guide customers through the maze of employment options.

Training vendors are recommended by local Regional Workforce Investment Councils then approved by the State Workforce Investment Council and are located on both the Internet and Intranet websites. Only approved vendors can provide training to customers.

Documentation and performance outcomes are input directly by the Employment Counselor into the electronic UWORKS System for all programs. All programs use one assessment tool and employment plan. Only approved Training Vendors are in the system.

Work versus Training

Employment and training go hand-in-hand. For some customers, training is needed prior to employment. However, in many instances, customers are involved in some type of training while they are employed (full or part-time). Employment Counselors explore all options for skill development and enhanced employability with customers. DWS may or may not be able to provide funding for training services. However, customer need is the primary issue, not funding or lack of funding.

Disability Issues and Employment

For some customers, employment focus means working toward the approval of SSI benefits. There are instances where, due to a disability, employment is not appropriate for a particular customer. Employment Counselors are expected to encourage and assist the customer in obtaining those benefits, which brings them greater self-reliance.

For customers who are receiving Intensive Services, a temporary incapacity is merely a short-term barrier. Employment planning still occurs, based on the needs and situation of the customer. The key is to look at both the immediate needs and the longer-term circumstances of the customer. Career counseling, Job Connection Area resources, short-term training, or a host of other employment-related services can be offered and appropriate for the customer.

It is also important to recognize that a customer's disability may not be a life-long situation, or, it may be a permanent situation where employment, training or re-training would assure a greater degree of independence. Employment Counselors use their best judgment in discussing various options for employment and/or training for customers with disabilities. Making a referral to partners such as Vocational Rehabilitation is also encouraged.

Youth Services

Comprehensive WIA Youth services are available throughout the State. Each of the five DWS regions has a structure in place for delivering youth services. These structures are based on the needs of the youth in various communities within the regions, and designed locally by Regional Councils, Regional Youth Councils, and DWS service delivery professionals.

- **Framework services** - These functions consist of intake, assessment, and employment planning. Eligibility for services is determined at intake. Referral to other community youth services may occur at any point during participation.
- **Direct services** - The ten required service elements are available statewide. After a youth is selected to participate, an assessment of academic and occupational skills is conducted along with an assessment of career interest and abilities. A service strategy is developed which clearly reflects the appropriate service elements and achievement goals for the participant. The plan must provide a reflection of how WIA services will assist a youth with preparation for post-high school educational opportunities. Methods for linking academic and occupational learning, preparation for employment, and how to make appropriate connections with the job market and employers also addressed.

- **Recognition of outstanding achievement** - During a State Council meeting, four youth were recognized for outstanding performance as WIA participants. The following statements provide a summary about two of these young people:
 - ◆ Sixteen-year-old Armando, was served by the DWS North Region Council. He was recognized as an outstanding WIA youth for the follow reasons:
 - Outstanding discharge of responsibilities in work experience activities.
 - Superior attendance.
 - Excellent interpersonal skills.
 - Consistent observance of program rules.
 - Consistently presents appropriate appearance.
 - Consistently demonstrates positive attitudes and behaviors.
 - ◆ Calie Mae recognized by the Western Region Youth Council. She has severe dyslexia and could barely read when she began participation. Her career goal is to become a medical doctor. She was enrolled in a local program to improve her reading skills, and has made phenomenal progress so far. In one year, her grade equivalency has increased three grade levels.

- **Selecting youth service providers by competitive bid** - The State Council on Workforce Services has delegated responsibility for WIA youth program planning and oversight to the State Youth Council. The State Youth Council provides policy guidance and oversight for WIA youth programs through the Regional Council and Regional Youth Council structure. WIA requires that youth service providers be selected by competitive bid. This process began during PY2000. Framework services and direct services are being delivered throughout the state in a variety of ways. Specific delivery methods in Utah communities were designed to meet the needs of the local youth, and to compliment services already available.

- **Older Youth** - 163 Older Youth were served and 82 exited from WIA services. Marketing services to this group of customers is difficult. They were hard to find, and hard to get interested in participating. Once involved; however, they were successful in getting and keeping employment. Their post-program earnings were not as high as was projected. The statistical results suggest that they were not successful in attaining credentials. The cause for this may be systemic as staff were still leaning the new UWORKS case management system.

- **Younger Youth** - 993 Younger Youth were served and 520 exited from WIA services. Staff concentrated on assessing the needs of this population, negotiating realistic employment plans and assisting these young people with setting and achieving academic and career oriented goals. Outcome statistics confirm this level of attention. Generally, younger youth *exited* program services without getting a high school diploma or its equivalent. Strategies, which may improve the high school diploma/GED outcome, will be implemented with this population:
 - The importance of graduating from high school or achieving a high school equivalency degree will be emphasized during *all* interactions.
 - Realistic and specific graduation intentions will be included in employment plans.
 - Training will be provided to staff to reinforce the WIA philosophy for youth services and long-term intervention.
 - An improved electronic case management system, UWORKS, will contain “help text” for the purpose of coaching staff to ask the right questions during assessment, and will prompt staff to include statements about a younger youth’s intention regarding high school completion.

All of the youth who left the program after getting a job or entering post-secondary education, advanced training, military service or an apprenticeship program, were still involved in the activity six months later.

- **Strategic Planning Grant** - DWS was successful in applying for a DOL Planning Grant. A variety of activities have been conducted with the grant; other activities are planned. Part of the intent is to assist Youth Council members with achieving a better understanding of the role of youth councils. State and Regional Youth Council members need to become a team of caring adults whose primary focus is on helping communities meet the needs of vulnerable youth.
 - Conduct a State Youth Council strategic planning session.
 - Continue supporting the activities of regional youth councils.
 - Encourage youth councils to include local media representation.
 - Develop local pathways for getting youth to the right-stop=
 - Develop a plan to provide information about youth services to the public through the Internet via DWS and partner web sites.
 - Design more youth-friendly web pages for the DWS web site.
 - Marketing One-Stop services to youth through television, radio and print.

State Evaluations of WIA Activities

DWS implemented a comprehensive process for evaluation of workforce investment activities. The process included; Target reviews based on Service Delivery Structure, Employment Services, (Core, Intensive and Training), Eligibility Services, and Self-Directed & Business Services.

There are 5 regions and 36 offices in the state to evaluate. Five offices statewide were visited. The review teams evaluated program compliance, key measure outcomes, and process of pathway implementation for specific service delivery area such as employment services. Each center selected in the state was evaluated for the same specific services for the purpose of consistency and the establishment of a statewide action plan as appropriate.

In addition to this formal process, the Employment Center supervisors conduct “supervisory edits” on all funding stream programs. Workgroups were formed including, front line workers, to revise the edit tools assuring that core, intensive and training services are properly delivered in the centers. This process has increased the accuracy rates of programs, stabilized workload, and has identified training issues for staff. The evaluation process is critical to continuous improvement in workforce development.

Section 3

Utah's WIA Performance Indicators

Program Accountability

WIA requires that 17 performance measures be applied to the adult, dislocated worker and youth programs. For twelve of these measures, WIA requires the use of Unemployment Insurance (UI) wage record data to determine employment and earnings outcomes after exit. These measures are applied to customers who received services (other than self-service and informational activities) and exited WIA from October 1, 1999 through September 30, 2000.

Workforce Investment Act Customer Satisfaction Results

7-1-00 to 6-30-01

	Negotiated Performance Level	Actual Performance Level (ACSI)	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Program Participants	72.0	76.5	450	2293	2293	19.6 %
Employers	68.0	78.1	492	965	965	46.6 %

Adult Program Results At-A-Glance

10-1-99 to 9-30-00

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65.0 %	68.1 %	numerator 109 denominator 160
Employment Retention Rate	78.0 %	81.6 %	numerator 177 denominator 217
Earnings Change in Six Months	\$4,140	\$3,508	numerator \$726,213 denominator 207
Employment And Credential Rate	53.0 %	57.9 %	numerator 139 denominator 240

Dislocated Worker Program Results At-A-Glance

10-1-99 to 9-30-00

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	75.0 %	75.6 %	numerator 217 denominator 287
Employment Retention Rate	85.0 %	90.8 %	numerator 197 denominator 217
Earnings Replacement Rate	92.0 %	91.8 %	numerator \$2,482,241 denominator \$2,704,981
Employment And Credential Rate	60.0 %	62.7 %	numerator 138 denominator 220

Older Youth Results At-A-Glance

10-1-99 to 9-30-00

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63.0%	71.1%	numerator 32 denominator 45
Employment Retention Rate	77.0%	87.5%	numerator 42 denominator 48
Earnings Change in Six Months	\$3,640	\$3,041	numerator \$142,940 denominator 47
Credential Rate	50.0%	55.0%	numerator 33 denominator 60

Younger Youth Results At-A-Glance

7-1-00 to 6-30-01

10-1-99 to 9-30-00 (Retention Rate)

	Negotiated Performance Level	Actual Performance Level	
Sill Attainment Rate	72.0%	84.9%	numerator 625 denominator 736
Diploma Attainment Rate	43.0%	22.8%	numerator 29 denominator 127
Retention Rate	50.0%	47.9%	numerator 58 denominator 121

Outcomes for Adult Special Populations

10-1-99 to 9-30-00

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	68.8%	n 44 d 64		n d	45.5%	n 5 d 11	80.0%	n 4 d 5
Employment Retention Rate	80.6%	n 79 d 98		n d	90.0%	n 9 d 10	60.0%	n 3 d 5
Earnings Change in Six Months	\$3,594	n \$341,437 d 95		n d	\$2,735	n \$27,351 d 10	\$2,664	n \$13,321 d 5
Employment And Credential Rate	54.5%	n 60 d 110		n d	54.5%	n 6 d 11	40.0%	n 2 d 5

Outcomes for Dislocated Worker Special Populations

10-1-99 to 9-30-00

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	77.8%	n 36 d 46	73.9%	n 17 d 23	70.6%	n 12 d 17	80.0%	n 4 d 5
Employment Retention Rate	90.9%	n 33 d 36	94.1%	n 16 d 17	91.7%	n 11 d 12	75.0%	n 3 d 4
Earnings Replacement Rate	81.3%	n \$346,553 d \$426,121	96.9%	n \$210,664 d \$217,332	74.6%	n \$120,749 d \$161,928	2562%	n \$21,319 d \$832
Employment And Credential Rate	67.6%	n 23 d 34	62.5%	n 12 d 19	58.3%	n 7 d 12	66.7%	n 2 d 3

Outcomes for Older Youth Special Populations

10-1-99 to 9-30-00

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	66.7 %	n _____ 12 d _____ 18		n _____ d _____	62.5 %	n _____ 5 d _____ 8	71.1 %	n _____ 32 d _____ 45
Employment Retention Rate	87.5 %	n _____ 14 d _____ 16		n _____ d _____	88.9 %	n _____ 8 d _____ 9	84.6 %	n _____ 33 d _____ 39
Earnings Change in Six Months	\$3,396	n _____ \$54,329 d _____ 16		n _____ d _____	\$2,784	n _____ \$25,057 d _____ 9	\$2,985	n _____ \$113,446 d _____ 38
Credential Rate	43.5 %	n _____ 10 d _____ 23		n _____ d _____	50.0 %	n _____ 6 d _____ 12	56.0 %	n _____ 28 d _____ 50

Outcomes for Younger Youth Special Populations

7-1-00 to 6-30-01

10-1-99 to 9-30-00 (Retention Rate)

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	85.8 %	n _____ 163 d _____ 190	85.3 %	n _____ 64 d _____ 75	84.4 %	n _____ 596 d _____ 706
Diploma Attainment Rate	18.2 %	n _____ 4 d _____ 22	18.5 %	n _____ 5 d _____ 27	20.5 %	n _____ 24 d _____ 117
Retention Rate	40.7 %	n _____ 11 d _____ 27	28.6 %	n _____ 6 d _____ 21	45.5 %	n _____ 51 d _____ 112

Other Outcome Information for the Adult Program

10-1-99 to 9-30-00

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	68.0 %	numerator _____ 85 denominator _____ 125	68.6 %	numerator _____ 24 denominator _____ 35
Employment Retention Rate	81.7 %	numerator _____ 143 denominator _____ 175	81.0 %	numerator _____ 34 denominator _____ 42
Earnings Change in Six Months	\$3,771	numerator _____ \$622,173 denominator _____ 165	\$2,477	numerator _____ \$104,040 denominator _____ 42
Employment And Credential Rate	57.9 %	numerator _____ 139 denominator _____ 240		

Other Outcome Information for the Dislocated Worker Program

10-1-99 to 9-30-00

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	75.5 %	numerator _____ 166 denominator _____ 220	73.3 %	numerator _____ 51 denominator _____ 67
Employment Retention Rate	90.4 %	numerator _____ 150 denominator _____ 166	93.2 %	numerator _____ 47 denominator _____ 51
Earnings Replacement Rate	89.8 %	numerator _____ \$1,857,212 denominator _____ \$2,067,807	98.1 %	numerator _____ \$625,029 denominator _____ \$637,174
Employment And Credential Rate	62.7 %	numerator _____ 138 denominator _____ 220		

Other Reported Information

10-1-99 to 9-30-00

	Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	.8 %	numerator <u>6</u> denominator 796	\$3,667	numerator \$2,339,688 denominator 638	19.0 %	numerator <u>151</u> denominator 796
Dislocated Workers	.3 %	numerator <u>2</u> denominator 658	\$6,278	numerator \$3,358,979 denominator 535	27.1 %	numerator <u>178</u> denominator 658
Older Youth	1.9 %	numerator <u>1</u> denominator 54	\$2,372	numerator \$116,216 denominator 49	16.7 %	numerator <u>9</u> denominator 54

Participation Levels

7-1-00 to 6-30-01

	Total Participants Served	Total Exiters
Adults	2065	1041
Dislocated Workers	1693	734
Older Youth	172	81
Younger Youth	1017	475

Cost of Program Activities

7-1-00 to 6-30-01

Program Activity	Total Federal Spending
Local Adults	\$3,079,859
Local Dislocated Workers	\$3,243,372
Local Youth	\$2,210,089
Rapid Response (up to 25%) §134 (a) (2) (A)	\$818,731
Statewide Required Activities (up to 15%) §134 (a) (2) (B)	\$1,444,839
Statewide Allowable Activities §134 (a) (3)	\$178,576
Program Activity Description: Miscellaneous	
Local Administration	\$10,274
Total of All Federal Spending Listed Above	\$ 10,985,740

Local Performance (Table "O")

As Utah is a single-area state, Table O is not applicable.

Glossary

WIA Performance Measures

Adult Entered Employment Rate -

Of those not employed at registration: Number of adults who entered employment by the end of the 1st Q after exit divided by the number of adult exiters during the quarter.

Adult Employment Retention Rate at Six Months -

Of those employed in the 1st Q after exit: Number of adults employed in the 3rd Q after exit divided by the number of adult exiters during the quarter.

Adult Average Earnings Change in Six Months -

Of those employed in the 1st Q after exit: Total post-program earnings (earnings in quarter 2 + quarter 3 after exit) minus preprogram earnings (earnings in quarter 2 + quarter 3 prior to registration) divided by the number of adult exiters during the quarter.

Adult Employment and Credential Rate -

Of adults who received training services: Number of adults employed in the 1st Q after exit and received a credential by the end of the 3rd Q after exit divided by the number of adult exiters during the quarter.

Dislocated Worker Entered Employment Rate -

Number of dislocated workers who entered employment by the end of the 1st Q after exit divided by the number of dislocated worker exiters during the quarter.

Dislocated Worker Employment Retention Rate at Six Months -

Of those employed in the 1st Q after exit: Number of dislocated workers employed in the 3rd Q after exit divided by the number of dislocated worker exiters during the quarter.

Dislocated Worker Earnings Replacement Rate in Six Months -

Of those employed in the 1st Q after exit: Total post-program earnings (earnings in quarter 2 + quarter 3 after exit) divided by the pre-dislocation earnings (earnings in quarters 2 + quarter 3 prior to dislocation).

Dislocated Worker Employment and Credential Rate -

Of dislocated workers who received training services: Number of dislocated workers employed in the 1st Q after exit and received a credential by the end of the 3rd Q after exit divided by the number of dislocated worker exiters during the quarter.

Older Youth (Age 19-21) Entered Employment Rate -

Of those not employed at registration and not enrolled in post-secondary education or advanced training in the 1st Q after exit: Number of older youth who entered employment by the end of the 1st Q after exit divided by the number of older youth exiters during the quarter.

Older Youth Employment Retention Rate at Six Months -

Of those employed in the 1st Q after exit and not enrolled in post-secondary education or advanced training in the 3rd Q after exit: Number of older youth employed in 3rd Q after exit divided by the number of older youth exiters during the quarter.

Older Youth Average Earnings Change in Six Months -

Of those employed in the 1st Q after exit and not enrolled in post-secondary education or advanced training in the 3rd Q after exit: Total post-program earnings (earnings in quarter 2 + quarter 3 after exit) minus preprogram earnings (earnings in quarter 2 + quarter 3 prior to registration) divided by the number of older youth exiters during the quarter.

Older Youth Credential Rate -

Number of older youth in employment, post-secondary education, or advanced training in the 1st Q after exit and received a credential by the end of the 3rd Q after exit divided by the number of older youth exiters during the quarter.

Younger Youth Diploma or Equivalent Attainment -

Of those who register without a diploma or equivalent: Number of younger youth who attained secondary school diploma or equivalent by the end of the 1st Q after exit divided by the number of younger youth exiters during the quarter (except those still in secondary school at exit).

Participant Satisfaction -

The weighted average of participant ratings on each of the three questions regarding overall satisfaction are reported on a 0-100 point scale. The score is a weighted average, not a percentage.

Employer Satisfaction -

The weighted average of employer ratings on each of the three questions regarding overall satisfaction, reported on a 0-100 point scale. The score is a weighted average, not a percentage.

Other Annual Report Elements

Negotiated Performance Level-

The level of performance negotiated between the State and DOL.

Actual Performance Level-

The actual performance levels on the American Customer Satisfaction Index.

Number of Customers Surveyed-

The number of surveys with answers to each of three questions required by DOL.

Number Eligible for the Customer Satisfaction Survey-

The number of participants/employers in the group (sample frame) from which the customer sample was drawn.

Adults-

Individuals who received services (other than self-service and informational activities) funded with adult program funds.

Dislocated Workers-

Individuals who meet the definition of a dislocated worker in WIA section 101(9) who received services (other than self-service and informational activities) funded with dislocated worker program funds.

Displaced Homemaker-

An individual who has been providing unpaid services to family members in the home and

- has been dependent on the income of another family member but is no longer supported by that income; and
- is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment

Individuals Who Received Training Services-

Individuals who received services for adults and dislocated workers described in WIA section 134(d)(4)(D).

Individuals With Disabilities-

Individuals with any disability as defined in section 3 of the Americans with Disabilities Act of 1990.

Older Individuals-

Individuals aged 55 years or older at the time of registration.

Older Youth (19-21)-

Individuals age 19 to 21 at registration who received youth activities funded by youth program funds.

Out-of-School-Youth-

Youth. An eligible youth, at the time of registration, who is a school dropout or who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed.

Public Assistance Recipients-

Individuals who receive Federal, State, or local government cash payments for which eligibility is determined by a needs or income test.

Veterans-

Individuals who served in the active U.S. military, naval, or air service and who were discharged or released from such service under conditions other than dishonorable.

Younger Youth (14-18)-

Individuals under age 19 at registration who received youth activities funded by youth program funds.

Placements of Participants in Nontraditional Employment-

Nontraditional employment is employment in an occupation or field of work for which individuals of the participant's gender comprise less than 25% of the individuals employed in such occupation or field of work, within Utah. Both males and females can be in nontraditional employment. This information can be based on any job held after exit and only applies to adults, dislocated workers and older youth who entered employment in the quarter after exit.

Training-Related Employment-

Training-related employment is employment in which the individual uses a substantial portion of the skills taught in the training received by the individual. This information is about individuals who exited during the first quarter of the program year and the last three quarters of the previous program year. This information can be based on any job held after exit and only applies to adults, dislocated workers and older youth who entered employment in the quarter after exit.

Wages at Entry Into Employment-

For adults, older youth or dislocated workers who are employed in the first quarter after exit: Total earnings in the first quarter after exit divided by the number of exiters.

This information is reported for individuals who exited in the first quarter of the program year and the last three quarters of the previous program year.

Individuals excluded from this measure:

- Individuals not found to be employed in the first quarter after exit
- Adults and older youth who are employed at registration
- Older Youth who are not employed, but who are in post-secondary education or advanced training in the first quarter after exit are excluded from this measure.

Older Youth in both employment and post-secondary education or advanced training in the first quarter after exit are included in the denominator.

Total Participants-

The total number of individuals served by WIA Title I-B funds during the program year, excluding those who only participated in self-service or informational activities. (WIA Registrants)

Total Exiters-

The total number of WIA registrants who exited WIA in the program year.

Total Federal Spending for Local Adult, Local Dislocated Worker, and Local Youth Funding Stream Activities-

The total accrued expenditures which are the sum of actual cash disbursements for direct charges for goods and services, plus: net increase or decrease in amounts owed by the recipient for goods and other property received; for services performed by employees, contractors, subgrantees, and other payees and other amounts becoming owed for which no current services or performance is required.

Total Federal Spending for Statewide Required Activities-

The sum of total federal outlays used for statewide-required activities. This also includes all federal costs (program and administrative) used for operating the fiscal and management accountability system.