



ANNUAL REPORT
Utah Department of Workforce Services

| Workforce Investment Act
Program Year 2013

<http://www.jobs.utah.gov>



WORKFORCE INVESTMENT ACT ANNUAL REPORT

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INTRODUCTION

Utah Governor Gary R. Herbert's vision is that "Utah will lead the nation as the best performing economy and be recognized as a premier global business destination" (Herbert, 2012). In order to move this vision into a reality, the Governor detailed four priorities. "Education, energy, jobs, and self-determination are at the heart of what has made America great. And they are the four cornerstones of Utah's strengths" (Herbert, 2012).

Education

For the Education component of his vision, the Governor's goal is that 66 percent of working-age Utahans will have a postsecondary degree or professional certification by the year 2020 (<http://www.utah.gov/governor/priorities/education.html>). Based on research conducted by the Georgetown University Center on Education and the Workforce (2009), two-thirds of all jobs by 2018 will require a post-secondary degree or certificate. As such, a number of initiatives were cultivated. The Utah Department of Workforce Services (DWS) supports the Education priority not only through Workforce Investment Act (WIA) programs, but through other initiatives which continue to be enhanced and expanded, including UtahFutures and the Utah Cluster Acceleration Partnership (UCAP).

Energy

Energy is a priority globally, and Utah plans to be a leader in energy production. The Governor set forth a call to action to, "ensure access to affordable, reliable, and sustainable energy by producing 25 percent more electrical energy than we consume by 2020" (Herbert, 2012). Given Utah's unique ability to produce energy from a multitude of sources, including wind, solar, oil, gas and coal, Utah has an opportunity to grow its energy-related workforce and business base.

Jobs

Governor Herbert has stated, "The role of government is to empower the private sector – to create a stable and predictable business environment, and to stay off your back and out of your wallet." Governor Herbert put out a call to action to accelerate private sector job creation of 100,000 jobs in 1,000 days. The Governor did not simply hope for a better economy, but rather set the goal and continued to work with the business community. While the Governor's Office of Economic Development was recruiting new businesses to create jobs, DWS was connecting job-seekers to those new opportunities. In August of this year, 2014, that goal was not only met but exceeded when 112,200 jobs were created by the 1,000th day.

In 2012 the Governor, through the Governor's Office of Economic Development, laid out four objectives to achieve this goal as detailed in Utah's Economic Development Plan. Although the goal of reaching 100,000 jobs in 1,000 days has been met, these objectives continue to be a part of the Governor's priority for jobs.

- Objective 1: Strengthen and grow existing Utah businesses, both rural and urban.
- Objective 2: Increase innovation, entrepreneurship, and investment.

- Objective 3: Increase national and international business.
- Objective 4: Prioritize education to develop the workforce of the future (Herbert, 2012).

DWS supports these objectives in numerous ways, including the administration of Job Growth Funds, coordination and collaboration of premier youth programs, and job-focused veterans’ initiatives. These initiatives are discussed in more detail in this report.

Self-Determination

The Governor’s final priority is that of self-determination. A healthy and sustainable workforce is key to economic success. Under this heading, the Governor detailed objectives in cultivating solutions for health care reform, public lands, and immigration. The broad scope of programs administered by DWS includes Medicaid eligibility, which supports the health care reform focus of this priority.

Overarching Goals for the State’s Workforce System

As noted, Governor Herbert has created specific, attainable goals that are relevant to the economy of today and tomorrow. In doing so, he created objectives and action items to guide and challenge his cabinet. The DWS Executive Director and the State Workforce Investment Board (SWIB) are taking leading roles in this call to action. Collaboration and partnership are keys to achieving these goals. DWS executives, agency staff, and SWIB members serve on various boards, committees, and workgroups that target the Governor’s goals. DWS also partners and contributes in the Utah Economic Summit, Rural Economic Summit, and quarterly economic meetings. Beyond high-level coordination, the efforts of DWS employment counselors and workforce development specialists in meeting the needs of employers and job seekers also helps create a growing, vibrant economy.

A. PROGRAM YEAR 2013 HIGHLIGHTS

DWS is recognized nationally and internationally for its use of Operational Excellence in refining business practices and streamlining government. DWS continues to use the Theory of Constraints (TOC) model to identify success as well as potential constraints within the process in order to refine and improve services. DWS has achieved great success using the TOC model to increase throughput, reduce costs, and improve quality.

Jon Pierpont, DWS Executive Director, has outlined four cornerstones to ensure that, “DWS will be the best-managed state agency in Utah.” The four cornerstones are:

- *Operational Excellence:* We will deliver the highest quality services, with innovative methods, at the most efficient cost.
- *Exceptional Customer Service:* We will meet the needs of our customers with responsive, respectful and accurate service.
- *Employee Success:* We will provide an environment that fosters professional growth and personal fulfillment.
- *Community Connection:* We will actively participate with and engage our community partners to strengthen the quality of life for Utahans.

State Workforce Investment Board Activities

The SWIB continues to examine the potential of Work Ready Communities and WorkKeys to support job seeker and employer needs. The SWIB provided feedback and approval of the department's Workforce Development Division Economic Service Area Operational Plan, which supports the four cornerstones outlined above.

A sub-committee of the SWIB was formed to specifically address veterans' workforce needs. During the tenure of the veteran sub-committee the meetings focused on how to get more veterans hired and how to sell the qualities of veterans and their experience to employers. The committee discussed strategies for building relationships with partner agencies such as Utah Department of Veteran and Military Affairs, Utah National Guard and Reserve units, higher education, Veteran Administration and others to marshal resources and coordinate efforts to reach out and help more veterans. An additional sub-committee is being formed for PY14 to specifically address apprenticeships and how the SWIB can increase participation within the state.

The State Youth Council (SYC) continues to meet and collaborate on topics relevant to youth. One addition in PY13 is that during each quarterly meeting a youth is invited to come and talk about their experience with the WIA Youth program. Guests have included a refugee youth from Iraq, a youth who aged out of foster care, two youth from Job Corps and a youth engaged with the YouthBuild program. The personal stories and successes of these youth have been very insightful to the SYC and assisted them to collaborate with DWS on ways to improve the WIA Youth program.

B. STRATEGIES FOR BUSINESS ENGAGEMENT

Governor's Office of Economic Development Collaboration

DWS continues to enhance one of its most important partnerships, that of Governor's Office of Economic Development (GOED). Through an executive-level position, DWS works closely with GOED to assist in identifying skills gaps, business recruiting, and educating companies about the current skills available in Utah. Providing valuable data and collaborating closely with GOED, DWS hopes to serve as an integral team member in growing Utah's economy in both urban and rural areas.

WorkReady Communities

Utah is one of 20 states participating in the ACT Certified WorkReady Communities initiative. Building this infrastructure in our state is a strategic response to industries asking for a "soft skills" assessment tool and skill building curriculum. The three soft skills areas include applied mathematics, reading for information, and locating information. This infrastructure adds value on three fronts; individuals entering the workforce can earn National Career Readiness Certificates (NCRC) demonstrating their "soft skills", companies can reduce turnover and costs by "profiling" jobs to increase retention, and communities can be certified as "WorkReady" when the numbers of certified workers reaches a critical mass, which assists with local economic development and Site Selection. Additionally, DWS provides online remediation curricula to raise the soft skills level and increase the success of any individual, including those entering the workforce for the first time, career changers and incumbent employees. The infrastructure is currently

being deployed throughout the state through DWS, Governor's Office of Economic Development and Economic Development Corporation of Utah, with partnerships at the county level including local economic development leaders, education partners such as the Applied Technical Colleges and local businesses. During the fiscal year, DWS provided 1710 tests and 457 National Career Readiness Certificates to customers. Currently, 34 Utah employers are utilizing WorkKeys as part of their hiring and promotional process and 10 counties are working toward becoming WorkReady Communities.

Job Growth Fund

The Job Growth Fund (JGF) is a strategic revenue source that funds employer initiative programs. This revenue comes from the Unemployment Insurance Special Administration Fund. JGF helps to fund training, education and job creation programs. Projects using JGF are discussed throughout this report.

Small Business Bridge Grant Pilot Program

The Small Business Bridge Grant Pilot Program (Bridge Program) produced significant results during its first year and was extended into PY12 and PY13. The Bridge Program provides a limited reimbursement for small businesses that are willing to add new jobs to their workforce and, in so doing, bolster the economy. During the first year the Bridge Program approved applications from more than 200 small businesses, which are scheduled to create more than 900 new jobs. In PY13, the Bridge program helped over 90 businesses create more than 250 new jobs. This program has received accolades from around the state for helping small businesses.

Workforce Development Specialists

Each economic service area within the state has knowledgeable workforce development specialists who work directly with employers to provide industry specific labor market information and occupational wage information to employers. The workforce development specialists focus on building relationships with employers, education and training partners. Together they identify and resolve issues that impede the development of an adequate supply of qualified workers for identified industries and occupations. Strategies include increasing training opportunities, developing worksite learning opportunities such as OJT and youth internships, and promoting DWS employment exchange services based on the needs and demands of the employer.

The workforce development specialists share employer demand information with the service area director, employment counselors, job developers, and connection team staff. This sharing of information influences customer training, career counseling, job development, worksite learning, labor market information publications, and service area projects to enhance the economy and shape workforce development efforts. Each service area has an economist assigned to provide expert consultation for strategic planning, partnerships, and SWIB initiatives. One of the main focuses of service area initiatives is to provide the greatest opportunity for job seekers by targeting specific occupations and industries that are relevant to that service area's economic goals. Jobs are created by businesses, and the best way to support job seekers is by preparing them for and connecting them with the jobs that businesses demand.

One performance goal of the workforce development specialists is to increase job orders posted online at jobs.utah.gov. During PY13 92.4 percent of job orders posted through DWS were done online. Online job orders increased 6.1 percent from PY12 to PY13.

C. VETERANS INITIATIVES

The programs, initiatives and services for serving veterans are all encompassed in DWS Veterans Employment Services. During PY12 the Veterans Employment Services was refocused and reorganized under the leadership of new Chief of Veterans Services.

The Chief identified four strategies that DWS is using to provide employment services to veterans: Employment, Employer, Outreach and Military Networks, and Education. These strategies are discussed below.

Additionally, the Executive Director of the Utah Department of Veterans and Military Affairs is now a member of the SWIB. DWS and the SWIB are actively connecting with veterans' organizations and veterans focused businesses to provide more employment opportunities for those who have served in the U.S. Military

Employment Strategies

The goal of this strategy is to increase employment for veterans. The key measurement is the number of veteran job placements per quarter with a target of 4,700 veteran job placements per quarter. For the first two quarter of calendar year 2014 a total of 7,496 veterans have been placed.

At the initial point of contact with all job seekers, veterans and their spouses are given the opportunity to identify themselves as a covered person who is eligible to receive priority of service. Staff and signage in the one-stops encourages military service members and spouses to self-identify.

Gold Card services are provided to any veteran job seekers presenting themselves as eligible for these services. Veterans' Representatives provide case management services including the 6-month follow up services, when needed.

DWS employs 17 Disabled Veteran Outreach Program (DVOP) specialists, or Veterans' Representatives, to provide intensive services to veteran populations with significant barriers to employment or who meet priority group definitions. The Veterans' Representatives are funded by the U.S. Department of Labor Veterans' Employment & Training Service (VETS) Jobs for Veterans State Grant (JVSG).

Veterans' Representatives are located in DWS employment centers throughout the state, and every employment center has an assigned Veterans' Representative to provide services.

In addition, the Utah Veteran's Employment Network, a LinkedIn site, was started by DWS to support efforts of Veterans and those that serve them in finding employment.

Employer Strategies

In 2010, Governor Herbert and DWS implemented the employer recognition program called the Utah Patriot Partnership (UPP). UPP allows employers to pledge that they will hire qualified veterans for their job openings. In return they receive a certificate signed by the Governor that can be posted in their place of business, and a star symbol is placed next to their job orders in the labor exchange system at jobs.utah.gov.

From May 2011 to June 2013, 371 employers had pledged membership in UPP. From June 2013 through October 2014 an additional 791 employers have signed up for the program for a total of 1,170 participating employers to date.

Five Hiring Our Heroes Job Fairs were conducted this past year in collaboration with the U. S. Chamber of Commerce and the Utah Veteran and Military Employment Coalition. Over 300 employers participated in these events.

Outreach and Military Networks Strategies

DWS continues efforts in developing relationships with key partners in providing services to veterans by meeting monthly with the Salt Lake Chamber of Commerce Military Advisory Committee, the Veterans Affairs' Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF) Committee, the Utah Veteran and Military Employment Coalition, the Utah Department of Veteran and Military Affairs, the Veteran Business Advisory Committee, and the Utah National Guard and Reserve units throughout the state.

During PY13 DWS signed an agreement with the Utah Department of Veteran and Military Affairs to share information about veterans living in Utah. This allows both agencies to provide more accurate outreach and promotional activities to the veterans and their families living in Utah.

Education Strategies

DWS implemented the Accelerated Credentialing to Employment (ACE) Program in July 2012 to connect veterans, military spouses, and currently serving Utah National Guard and Reserve members with credentialing entities or into employment.

DWS employs four ACE specialists throughout the state. During PY13, a total of 233 individuals were placed in training, 165 obtained a license or credential and 267 were placed in employment through the work of the ACE specialists. These outcomes demonstrate ACE's ability to provide outreach to targeted job seekers and supported ACE being funded for a third year with Job Growth Funds.

Additionally, DWS is a participant in a Veterans Education Working Group that addresses issues specific to Utah veteran students. The Veteran Education Working Group is comprised of representatives from the Utah System of Higher Education, the Utah College of Applied Technology, the Utah Department of Veteran and Military Affairs, and DWS. This working group planned and delivered a Veterans Education Summit in September of 2014. The summit is discussed further under the State Discretionary Fund Usage section below.

D. WORKFORCE INVESTMENT ACTIVITIES

Utah's PY13 Workforce Investment Act (WIA) Annual Report reflects the state's commitment to strengthen the state's workforce development system. The state met or exceeded all WIA Program Year 2013 common measure performance standards with the exception of the Dislocated Worker Entered Employment and Employment Retention measures, which were still well within 80 percent of the Department of Labor's negotiated level. All required elements are reported uniformly based on guidance from the Department of Labor so that a state-by-state comparison can be made.

Utah Department of Workforce Services Program Year 2013 Common Measure Performance Outcomes				
Common Measure Element	Goal	Actual	Percent of Goal Attained	Measure Results
Adult Program				
Entered Employment	62.0%	65.3%	105.3%	Exceeded
Employment Retention	84.0%	86.7%	103.2%	Exceeded
Six Month Average Earnings	\$14,365	\$16,674	116.1%	Exceeded
Dislocated Worker Program				
Entered Employment	81.0%	79.1%	97.7%	Met
Employment Retention	91.0%	88.5%	97.2%	Met
Six Month Average Earnings	\$16,000	\$17,419	108.8%	Exceeded
Youth Program				
Placement	59.0%	64.7%	109.6%	Exceeded
Degree Attainment	51.0%	58.3%	114.3%	Exceeded
Literacy & Numeracy	31.0%	35.8%	115.4%	Exceeded

Participants Served and Exited by Program			
Program	Participants Served	Participants Exited	Exited to Served
Adult	298,687	228,176	76.4%
Dislocated Worker	2,971	1,761	59.3%
Youth	2,625	1,173	44.7%

WIA Youth Performance Outcomes			
Total Youth Participants		In-School Youth Participants	
Served	2,625	Served	1,424
Exited	1,173	Exited	429
		Out-of-School Youth Participants	
		Served	1,201
		Exited	730

E. STATE DISCRETIONARY FUND USAGE

In the past, Utah has used one-third of the previous 15 percent set-aside for administrative costs such as case edits/monitoring, finance, audit, human resources, communications, executive management, and legal costs. The remaining two-thirds were used to pay for program costs, such as state program staff, DWS’ case management system (UWORKS), Workforce Information staff, Worker’s Compensation, and statewide activities. By centralizing these functions DWS reduced overhead costs, allowing more funds to be spent on training for customers.

With set-aside funding being maintained at five percent, DWS was forced to shift certain costs to the service areas, namely the costs associated with UWORKS and the Performance Review Team (case edits/monitoring), which are two of the higher cost items. When set-aside was restored to 8.75 percent for PY13, the UWORKS and Performance Review Teams costs were moved back to the state level. The reduced availability of funds continues to impact our ability to use these funds extensively toward affecting performance.

DWS was able to use a small portion of funds to collaborate on a Veterans Education Summit. The summit was jointly planned by DWS, the Utah Department of Veterans & Military Affairs, the Utah System of Higher Education, the Utah College of Applied Technology and the University of Utah Veteran Services office. The summit was attended by almost 100 faculty, department chairs, deans, administrators, student services staff, veteran coordinators, academic counselors and advisors. DWS staff presented on the WIA programs as well as the ACE program. Other topics included helping veterans transition from combat to the classroom, a student and faculty panel on student success, PTSD and services available to veterans. The summit was a result of a working group between the entities named above who have been meeting for over a year to discuss and collaborate on how to increase the success of veterans in education.

F. INITIATIVES AND ACTIVITIES TO IMPROVE PERFORMANCE

GED Attainment

DWS continues to work with multiple school districts, educational providers, and the Utah State Office of Education Adult Education Program to develop strategies to assist individuals in obtaining their high school diplomas or GEDs and slow the drop-out rate of current students. Adult Education has provided

access to their system (UTopia) for DWS to obtain information on common customers. Having access to the system has made monitoring for these customers more efficient and meaningful. In light of the passage of WIOA DWS is looking for more opportunities for coordination with Adult Education.

Utah Cluster Acceleration Partnership

The Utah Cluster Acceleration Partnership (UCAP) is a collaborative partnership among DWS, the Utah System of Higher Education (USHE) and the Governor's Office of Economic Development (GOED).

The UCAP program provides funding to public educational institutions to develop, expand, implement or enhance educational programs that are responsive to regional and statewide industry needs. The primary function of UCAP is to accelerate industry clusters in Utah by strengthening the alignment between industry and education. UCAP has been a successful model for collaboration in cluster industries and has demonstrated success in developing new educational programs that support industry growth.

In July of 2013 the UCAP program was redesigned to provide grants to public educational institutions that need financial assistance to develop, implement or enhance educational programs that meet industry needs. UCAP also provides assistance for cluster industry initiatives.

The primary outcome measurement for UCAP moving forward will be the annual amount of new capacity created to award certificates and degrees that meet the Governor's 66 percent by 2020 initiative, with specific relevance towards educational programs that serve cluster industries in the State (<http://www.business.utah.gov/targeted-industries/economic-clusters/>).

The link between education and employers is crucial for developing a qualified workforce and so the UCAP metrics reflect business engagement activities. UCAP applicants are required to engage local industry to gain support for their projects as well as local DWS representatives to promote collaborative workforce development efforts.

Utah Cluster Acceleration Partnership				
Institution/Organization:	Certificate/Degree or Other Outcome:	New Annual Capacity*:	Funding Awarded:	Industry Supporting:
Davis ATC	Injection Molding	35	\$250,000	Manufacturing
Ogden Weber ATC	Non-Destructive Inspection	35	\$200,000	Aerospace
Bridgerland ATC	Automated Manufacturing	24	\$174,560	Manufacturing
USU - Blanding	Heavy Equipment Operator	12	\$89,960	Manufacturing
Weber State University	Energy Training		\$18,000	Energy
Utah Manufacturer's Assoc.	New Jobs Created		\$102,500	Manufacturing
Impact Hub	New Businesses Created		\$150,000	Multiple
Utah Valley University	Various IT Certificates	100	\$157,000	IT
Uintah Basin ATC	LPN, MA, CNA, etc	9	\$100,000	Healthcare
Dixie State University	IT Degree Programs	24	\$188,400	IT
Mountainland ATC	Advanced Manufacturing	30	\$200,000	Manufacturing
USU - Eastern	Welding	15	\$55,000	Manufacturing
USU - Eastern	Medical Assistant	20	\$86,850	Manufacturing
Dixie ATC	Information Technology	30	\$45,000	IT
Energy Research Triangle (BYU, U of U, USU)	Outcome: New Energy Research Grants Given		\$200,000	Energy
	Totals:	228	\$2,017,270	
*These numbers are estimated by the respective institutions				

Senior Community Service Employment Program (SCSEP)

DWS continues to coordinate with the State's Senior Community Service Employment Program and incorporated their State Plan within DWS' Five-Year WIA and Wagner-Peyser State Plan for PY12. The WIA Adult and Dislocated Worker program specialist attends a quarterly coordination with the SCSEP director and his team. This collaboration has resulted in better practices for sharing information and coordinating services for common customers.

National Emergency Grant

DWS was the recipient of a National Emergency Grant (NEG). These funds provided training, re-employment services, and support services to customers dislocated from Alliant Techsystems (ATK) from April 2009 through March 2012. ATK laid-off approximately 2,700 employees within that timeframe. The grant was modified in PY12 to include additional layoff groups and was extended through March 31, 2014.

As of March 31, 2014 a total of 316 participants who were laid off from ATK were served with NEG funds. Of those, 194 received a training service. As of March 31, 2014, 128 individuals obtained employment at exit.

JumpStart

In collaboration with Granite School District (in Salt Lake County) DWS identified a need for refugee youth to further develop their English skills as well as earn credits toward their High School Diploma. Through the WIA youth program, refugee youth are able to participate in the JumpStart program during the summer where they continue to learn English, earn high school credits and stay on track to graduate from high school. The program has received a lot of positive response from the school district and the youth who participate.

The program is offered during the summer and therefore lapses program years. The first summer it was offered was 2013 and there were 53 participants who completed the program. The program continued for the summer of 2014 with 43 completing.

Labor Exchange System

DWS collaborated with the Montana Department of Labor and Industry to submit a grant application, proposing the Workforce Innovation Fund (WIF) be used to re-write their states' labor exchange systems, incorporating innovative technology to improve outcomes for job seekers and employers. The proposal, known as the Next Generation Labor Exchange, was approved and awarded at \$4,637,238 and is well underway in both Utah and Montana.

The Next Generation Labor Exchange project will occur over the course of three years, with the project now in its second year. A contractor has been secured to evaluate the status and outcomes of the grant. Baseline data was collected on Utah's current labor exchange system prior to the Year One grant changes being implemented in November 2013; additional data was collected from November 2013 through September 2014 regarding the changes made. The Year Two grant changes were then made in October 2014 and incorporated the feedback collected during the previous year. Data will continue to be collected over the course of the next year before any additional changes are made for Year Three, which will occur in October 2015.

Utah Futures

UtahFutures is Utah's premier career information system for students, job seekers, employment service providers, educational institutions, and more. It is provided free of charge to all Utah residents and features cutting-edge career planning tools, leading labor market information, job search success skills, education and training options, and direct links to Utah employment opportunities. One exciting component of the system is that it is available anytime, anywhere with applications available for iPhone, iPad, and Android.

The new UtahFutures.org was deployed August 15, 2014 as a “pilot” website. During the months of September and October, Utah Department of Workforce Services and K-12 counselors received training for the new website. The deployment of the official UtahFutures system is slated for August 2015.

UtahFutures is currently utilized in most Utah public and charter schools and is offered to private schools. Profiles within the system are available to students as they transition to post-secondary education or the workforce. DWS, Adult Education, Higher Education and Vocational Rehabilitation utilize UtahFutures as an employment counseling tool. The new system has direct connections to Utah’s job exchange system. Also, a new component allows community partners (e.g. businesses, colleges, training providers, non-profit organizations, and other groups) to create profiles and connect with students and job seekers to share information about jobs, programs, and to post scholarships.

An Executive Steering Committee, appointed by the Governor, oversees the system. Members of this committee include: DWS, Utah Higher Education Assistance Authority, Utah State Office of Rehabilitation, Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP), and Utah State Office of Education.

Since the release of the UtahFutures pilot (August 15 – October 31, 2014) there are:

- 18,186 Student Users
- 2,553 Adult Users
- 436 School Counselors
- 10 Community Partners

These numbers will continue to grow as more students, job seekers, counselors, and community partners create accounts and use the system.

Work Readiness Evaluation

For even the most skilled individual, getting a job is an overwhelming prospect. To assist job seekers at any level, the Work Readiness Evaluation process was developed to help both job seekers and staff members have a focused approach for job preparation activities.

The process consists of evaluating a job seeker in specific areas: job search techniques, résumé/master application, interviewing skills, and professional image. Based on this evaluation, staff members can educate and provide resources to assist the job seeker to become well versed in job search best practices in each of those areas. Ensuring quality and consistency is an important factor, so validation criteria in each area were established to provide the seeker as well as staff member specific goals to work toward.

The information DWS provides to job seekers and all of the quality components of the Work Readiness Evaluation are continually being reviewed with employers. This ensures DWS is effectively preparing job seekers to meet employer needs. Since beginning the Work Readiness Evaluation process, employers have responded positively and noted that applicants who have been assisted through this process are better prepared for interviews with a higher quality resume and professionalism than other candidates who have not utilized this process. The Work Readiness Evaluation is provided through mediated services or online.

During PY13 28,283 total elements (job searching techniques, resume writing, interviewing skills, or a combination of these elements) were addressed with job seekers. The Work Readiness Evaluation has proven to be an effective tool in helping customers to obtain employment more effectively.

Labor Market Information

The DWS Workforce Research & Analysis Division (WRA) gathers economic and labor market information. The mission of WRA is to, “generate accurate, timely, and understandable data and analyses to provide knowledge of ever-changing workforce environments that inform sound planning and decision-making.” WRA collects information describing the Utah labor market including wages, employment projections by industry, occupation and area, cost of living, employment and unemployment, labor force characteristics, career trends and industry trends.

DWS, the SWIB, and outside entities utilize the workforce information collected in planning and decision-making to determine job growth areas, skills gap, income and wage data, migration, demographics, cost of living, and career exploration opportunities. This information is critical in determining what industries and occupations to target while working with partners in business and education to ensure skills training availability. Additionally, information collected is also used to assist customers while providing core, intensive, and training services, allowing the customer to make informed career choices.

DWS also delivers this high-quality employment statistical information to customers through the labor market information page located on the [DWS website](#). Analysis of data collected and published for the Bureau of Labor Statistics state and federal cooperative statistical program is in demand-driven formats. DWS works closely with customers, employers, and partners to make the information meaningful and practical for end-users. DWS publishes a [directory](#) describing the various workforce information products available.

WOOD Tool

Labor Market Information (LMI) can be daunting to job seekers, but it is one of the most essential tools to a successful job search and career planning. In an effort to make LMI more accessible and understandable to job seekers, DWS created the Wages and Occupational Openings Data (WOOD) tool. The WOOD tool was launched in PY12 and continues to be utilized by DWS staff and job seekers. In PY13 DWS created a web-based training for staff on how to use the WOOD tool to assist with career counseling.

The WOOD tool allows job seekers to search for LMI in multiple ways. A basic search allows for keyword, occupational title, or occupational group searches. Another search method allows job seekers to explore occupations based on criteria most important to them, including wage range, education level, geographic location, and interests based on Holland code categories. Any combination of these criterions can be used to help job seekers identify occupations to meet their needs.

The results of the search are displayed in an easy to understand table with comparisons of transferable jobs, hourly or annual wages, annual openings, employment projections, education level, licensure requirements, current job orders in the labor exchange system, and employers/industries who hire for that

position. Using the WOOD tool, job seekers can also view additional information such as skills needed and education providers and can apply for open jobs with just a few clicks.

During PY13 approximately 10,000 customers accessed the WOOD tool to obtain self-service LMI information.

G. UTAH USAGE OF WORKFORCE INVESTMENT ACT WAIVERS

DWS recognizes the importance and flexibility waivers afford the workforce development system. The following waivers are in operation:

- Individual Training Accounts for WIA Eligible Youth

DWS is currently operating under an approved waiver to the exclusion and prohibition of using Individual Training Accounts for youth. The benefit of this waiver is flexibility in youth program delivery. Youth learn responsibility by making informed decisions, and the waiver allows participants to choose their post-secondary education provider.

- Youth Procurement

WIA law and regulations allow the WIA grant recipient to deliver the “framework” of WIA Youth services (outreach, intake, assessment, and creating individual service strategies) and Summer Youth Employment Opportunities. In addition to the elements allowed by law and regulation, DWS is currently operating under an approved waiver allowing the state to deliver supportive services, work experience, and follow-up. DWS selects the providers of other WIA Youth services by competitive bids based on fee-for-service contracts. This model results in increased efficiency as shown in the ability to serve 33 percent more youth than in prior years.

- Subsequent Eligibility Determination of Training Providers

DWS operates under an approved waiver to postpone the implementation of the subsequent eligibility process for eligible training providers. The benefit of this waiver is to allow Utah a larger pool of training providers for customer choice that will foster increased customer engagement. The result is more skilled customers entering the labor market with increased earnings and retention.

- Fifty Percent Transferability of WIA Adult and WIA Dislocated Worker Funds

DWS operates under an approved waiver to grant the SWIB the ability to transfer up to 50 percent of each program year’s allocation between the WIA Adult and Dislocated Worker funding streams. This additional transfer allowance is beneficial in local planning and in meeting service needs of the community. It also enhances Utah’s ability to address workforce needs. The waiver allows the state to increase the number of dislocated workers supported by WIA when current funding levels are unable to support the increase in demand.

- Requirement for Reporting Performance Outcome Measures

DWS operates under an approved waiver to enable Utah’s workforce development partners to implement the six common performance measures (three adult and three youth) and waive the requirement to report on the 17 (15 core and two customer satisfaction) indicators of performance for employment and training activities. The waiver allows the state to simplify and streamline the performance accountability system as it stretches across multiple programs and funding streams. By allowing this waiver, the case managers can directly focus on the common measures versus the additional 17 performance measures. The ability to focus only on the common measures ensures a greater probability of success.

DWS anticipates the performance outcome levels will continue to remain steady under the fee-for-service contracting model and that each of these waivers enhances the Department’s ability to meet negotiated performance outcomes.

H. STATUS OF STATE EVALUATION ACTIVITIES

Performance Accountability

DWS formed a statewide team responsible for editing case files and monitoring programs in PY09. The Performance Review Team (PRT) provides rapid feedback to employment counselors, prevents errors and disallowed costs, and aligns with federal program audit requirements for monitoring and case management reviews. The PRT developed Compliance Review Tools that are program specific to adult and youth customers. The tools are refined to address various programs and services, including requirements for WIA Adult, WIA Dislocated Worker, WIA Youth, TANF, Trade Act, etc. The PRT works in conjunction with the annual Single State Audit in an effort to ensure consistency in compliance review.

DWS utilizes PRT to ensure that cases remain in compliance with department policy and procedure. At minimum each employment counselor has ten percent of his or her cases reviewed by PRT each month. All aspects of eligibility and case management are reviewed to ensure policy is followed. When a case review is completed by the PRT, the results are forwarded to the employment counselor and their supervisor with the expectation that issues will be corrected and appropriate action taken. Individual PRT results are used to identify training needs on an individual basis. PRT reviews are done within the UWORKS system. Results from an individual level to a statewide level are available real-time through DWS’ dashboard reporting system eReports.

During PY13 DWS automated the “Second Set of Eyes” process, which ensures eligibility for all WIA cases has been correctly determined before funds are expended.

The Utah State Auditor performs annual reviews of all DWS programs, including WIA. After performing a review of a select number of cases statewide, the State Auditor meets with state level program staff and a PRT representative to review the audit results. Process, pathway, and policy modifications are discussed as well as potential system enhancements to avoid similar errors in the future. The State Auditor works with the DWS Division of Internal Audit to prepare the final report to the appropriate federal agencies.

The Division of Internal Audit’s contract monitoring team assists DWS in fulfilling its responsibilities as a pass-through entity of federal awards and to provide feedback to various contract management teams based on the contractors’ fiscal and programmatic contract requirements.

eReports

DWS utilizes a high-level dashboard reporting system known as eReports for the real-time review of performance outcomes for customers and employment counselors. These comprehensive reports allow management to identify strengths and weaknesses, discuss best practices, and create strategic plans as well as consistent statewide deliverables for all program types. This assists DWS in meeting the negotiated performance outcomes for common measures.

WIA Internal Improvement

During PY12 the state program team along with a representative from PRT completed an internal improvement project and as a result revised and simplified all training policy including WIA, TANF and Trade. Decisions were based on Single State Audit findings as well as PRT edit results. The data was used to identify error-prone areas and to ensure case accuracy for current cases.

The policy and system enhancements were effective October 7, 2013. The changes were trained to all employment counselors the first week of October 2013. Follow-up training was provided during June 2014. DWS anticipates these changes will continue to improve quality and accuracy of case management as well as provide better service and outcomes for WIA recipients.

I. COSTS OF WORKFORCE INVESTMENT ACTIVITIES

Cost of Program Activities PY 2013 / FFY 2014 <i>As of 06/30/14</i>		
Program Activity		WIA Federal Spending
Local Adults*		\$3,658,214
Local Dislocated Workers*		\$3,069,244
Local Youth*		\$4,704,892
Rapid Response (up to 25%) Sect. 134(a)(2)(A)		\$141,347
Statewide Required Activities (up to 15%) Sect. 134(a)(2)(B)		\$196,039
Statewide Allowable Activities	Program Activity Description	
Sect. 134(a)(3)	Miscellaneous Allowable Activities (Including Technical Assistance)	\$457,424
Total of All Federal Spending Listed Above		\$12,227,160

*WIA Federal Spending includes Local Administration expenses.

J. CUSTOMER SATISFACTION MEASURES

Satisfaction surveys are a method of collecting information regarding perceptions of the current labor exchange system and services offered by DWS. The satisfaction surveys for job seekers and employers consisted of questions designed in partnership by the University of Utah's Social Research Institute (SRI) and DWS. The quantitative and open-ended questions were analyzed to uncover overall satisfaction with the labor exchange, satisfaction with specific labor exchange components, and identify suggestions for change.

After feedback from the seeker and employer satisfaction surveys is provided, it is compiled and analyzed by the Social Research Institute, with their analysis and subsequent recommendations being provided to DWS. DWS then evaluates the data, as well as SRI's analysis and recommendations, and the feedback is incorporated into future system changes and enhancements.

Both the job seeker and employer satisfaction surveys are self-reported and voluntary. Therefore, there are some limitations to the survey data as it is unknown how the responses of those who completed versus those that did not complete the surveys might differ in terms of satisfaction. The results of this analysis were used to describe the dominant views of job seekers and employers who agreed to share their views via the satisfaction surveys.

Job Seeker Satisfaction

Job seeker satisfaction was measured using a simple online survey presented as job seekers access the system.

Sampling: The survey uses the following sampling procedure:

1. Job seekers are only eligible to take the survey if they have not taken a survey in the last 3 months.
2. Online sessions are sampled randomly (with probability initially set at 30%).
3. If the current session is sampled, the user is invited to participate at a random time during the session using the pop-up window.

Data Collection: The online surveys were (and continue to be) made available to potential participants through a pop-up invitation to participate. An individual chooses to participate in the study by clicking on the "START SURVEY" button. This link redirects the job seeker to a secure site hosted by SRI. The participant is first asked to review the informed consent document. If the person clicks NEXT, they enter the survey.

The scale for the satisfaction survey is embedded in the online survey. Participants are asked to rate their level of agreement with or rating of each for the following questions:

- It is hard to find what I need on jobs.utah.gov
- Overall, jobs.utah.gov is easy to use

- Creating my job search account on jobs.utah.gov was easy
- Searching for jobs on jobs.utah.gov is hard
- I often have trouble “signing-in” to job search
- I can’t find jobs that match my skills and abilities on jobs.utah.gov
- Jobs.utah.gov provides job matches that meet my search criteria
- Applying for jobs is easy using jobs.utah.gov
- I would recommend jobs.utah.gov to other job seekers
- I would return to jobs.utah.gov in the future to job search
- Overall, I am satisfied with my job search on jobs.utah.gov
- Quality of the information
- Overall appearance
- How well the site is organized

Each item was scored from -2 to +2, with higher scores indicating more satisfaction and lower scores less. (Items that were reversed scored reflected this convention.) The scores were averaged for each scale. The result of the satisfaction scale score indicates the level of seeker satisfaction.

Job Seeker Satisfaction Results: There were a total of 12578 surveys started by job seekers during the period of July 1, 2013 – June 30, 2014. Of this group, 9980 completed at least 70% of the questions on the satisfaction scale and thus were included in the analysis of the satisfaction scale scores. Utah job seekers averaged a satisfaction score that would correspond to just below “Agree” on average. Their score averaged .88 with a standard deviation of .62.

Employer Satisfaction Measures

The method of data collection regarding employer satisfaction was the same as implemented with job seekers. Employers who access the state labor exchange system were asked to participate in a satisfaction survey. Not all employers access the system directly. In Utah in 2012, approximately 28% of employers had their job orders electronically uploaded to the labor exchange and another 28% received DWS staff-assisted services, indicating the job orders were entered by DWS workers. The remaining 44% of employers accessed the labor exchange directly, and these self-service employers were the focus of the online survey.

Starting in July 2013, a random sample of employers were invited to participate in the online satisfaction survey. Similar to the job seekers, employers were asked to participate at a random time during their session. The invitation to participate was followed by an IRB approved informed consent document. Data collection proceeded in the same manor it was with job seekers.

The satisfaction scale statements evaluated by employers included:

- I am comfortable using the internet to complete tasks on jobs.utah.gov
- It is difficult to navigate jobs.utah.gov
- I can do everything I want to do on jobs.utah.gov
- I would recommend jobs.utah.gov to other employers

- I often have trouble “signing-in” to post a job
- Posting a job is easy on jobs.utah.gov
- Jobs.utah.gov provides us with enough job applicants from our job postings
- When posting jobs on jobs.utah.gov I have the flexibility to use my own screening criteria to find applicants
- Jobs.utah.gov provides us with qualified applicants who have the skills we are seeking
- I would recommend jobs.utah.gov to other employers for posting jobs
- Overall, I am satisfied with the ease of posting jobs on jobs.utah.gov

Item scoring within the scale and overall satisfaction score calculation was completed in the same way as it was for job seekers.

Employer Satisfaction Results: In the 465 employer surveys that were started, 371 users completed at least 70% of the questions on the satisfaction scale. The mean score for the satisfaction score was .65, indicating a moderate level of satisfaction with the system. The standard deviation for the sample was .65.