ANNUAL REPORT
Utah Department of Workforce Services

Workforce Investment Act
Program Year 2015

http://www.jobs.utah.gov

WORKFORCE INVESTMENT ACT ANNUAL REPORT
Utah Department of Workforce Services

Program Year 2015

TABLE OF CONTENTS

INTRODUCTION

Utah Governor Gary R. Herbert's focus on the economy has continued to support Utah's recovery from the Great Recession, while attracting businesses and investment to the state as well as helping homegrown businesses flourish. The Governor continues to focus on four priorities; education, energy, jobs, and self-determination.

Education

Education is a top priority for the Governor. The Governor continues to support the goal that 66 percent of working-age Utahans will have a postsecondary degree or professional certification by the year 2020. 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. In addition, the Governor is concerned about the number of Utah students entering post-secondary education with a need for remediation, especially in the area of math. As such, a number of initiatives have 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) and STEM initiatives which are discussed in more detail throughout this report.

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". 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 2014, that goal was not only met but exceeded when 112,200 jobs were created by the 1,000[th] 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.

Additionally, one of the action items Governor Herbert has laid out is to, "Align public sector job training and placement efforts with private sector demands and workforce needs." The State Workforce Development Board (SWDB) continues to focus on this area, considering labor market demand trends and issues, shaping the jobs of today and influencing the opportunities for tomorrow in the development of Utah's Unified Workforce Innovation and Opportunity Plan.

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

Governor Herbert has created specific, attainable goals that are relevant to Utah's economy today and in the future. He has identified objectives and action items to guide and challenge his cabinet. The DWS Executive Director and the SWDB are taking leading roles in this call to action. Collaboration and partnership are keys to achieving these goals. DWS executives, agency staff, and SWDB 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 2015 HIGHLIGHTS

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 Development Board Activities

Utah began the process of creating a Workforce Innovations and Opportunity Act (WIOA) driven State Workforce Development Board (SWDB) during July 2015. Staff to the SWDB met with the chair of the SWDB to inform him of the vision and goals of WIOA and to talk about the opportunities the new law presented for Utah. The discussion also included changes that must be made. For example, changes were made to the Utah State Code regarding the make-up of the SWDB. These changes were made during the 2016 Utah State Legislative Session and implemented in July 2016. The chair and core partner staff presented the goals and vision of WIOA at the September 2015 SWDB meeting. All the members of the SWDB and key support staff joined committees to begin the process of discussing the content of Utah's Unified plan. Utah's plan was developed through the work of the committees from September 2015 through January 2016. The SWDB actively participated in the development, approval, and public comment process of the plan.

WIOA

Utah's State Workforce Development Board (SWDB) led the development of Utah's Unified Plan. The SWDB created workgroups assigned to craft required sections of Utah's plan and to work together to ensure the vision and goals established by the Governance Committee provided the base for the strategies, activities and services outlined in the plan. Input was solicited from government agencies, nonprofit organizations, local government, employers and elected officials. Utah's plan was presented at six town hall meetings throughout the state, and available online for public comment.

Utah's Unified Plan Vision: A strong economy depends on a world-class workforce. Utah will continue to enhance and expand collaborative efforts with employers, educational institutions and government agencies through business development and partnership in key sectors and occupations to make this happen. The Utah approach is regionally oriented and requires a two-way path in communication between all partners. Through implementation of WIOA, Utah will increase access to and opportunities for the employment, education, training and support services that individuals — particularly those with barriers to employment — need to succeed in the workforce.

Utah's Unified Plan identified five high level goals to focus on:

- All Encompassing Partnerships
- Employers
- Education and Training
- Workforce
- Populations with Barriers to Employment

Utah's SWDB has five committees that meet monthly to address the vision and goals outlined in its Unified Plan:

- Career Pathway Committee
- Operations Committee
- Youth Committee
- The Services to Individuals with Disabilities Committee
- Apprenticeships Committee

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 executive and program-level positions, 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 at the county level including local economic development leaders, education partners such as the Applied Technical Colleges and local businesses. Since starting this initiative, Utah provided over 12,000 tests and 3,660 National Career Readiness Certificates to customers. Currently, 34 Utah employers are utilizing WorkKeys as part of their hiring and promotional process and 23 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 Expense Account. JGF helps to fund training, education and job creation programs. Projects using JGF are discussed throughout this report.

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, training providers and community 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.

Labor Exchange for Employers

Employer focus groups and surveys asking about use, satisfaction, and needs of the labor exchange system have been gathered over the past two years. The information gathered has been used to make changes to the labor exchange system including:

- Mobile application for posting jobs.
- Ability for employers to upload applications and add pre-application questions to their job posting.
- Option for employers to schedule onsite recruitment visits in one of our local offices online.
- Request to host a worksite learning opportunity online.
- Instant feedback on job posting wages based on similar jobs in the same area.
- Improved job matching technology with star ratings on potential job candidates.

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 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

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 15 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.

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 October 2014, 1,170 employers had pledged membership in UPP. In the last Federal Fiscal Year (through October 2015), an additional 395 employers have signed up for the program for a total of 1,545 participating employers to date. More than 43 percent of all participants have posted a job in the last 6 months.

Five Hero 2 Hired Job Fairs were conducted this past year in collaboration with the Salt Lake Chamber of Commerce and the Utah Veteran and Military Employment Coalition. Over 300 employers participated in these events. Various Service Areas throughout the rural parts of the State hosted separate Veteran Job Fairs in conjunction with local chambers of commerce and institutions of higher education. This expanded the number of employers by an additional 80 employers.

An additional effort to create and enhance veteran employment launched a Veterans Business Partnership Committee coordinating efforts with the Governor's Office of Economic Development, the US Small

Business Administration, the Utah Department of Veteran and Military Affairs, the Utah State Office of Rehabilitation and community veteran groups. This committee works to help veterans start or expand their own business creating employment for themselves and others

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 Affair's 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

Education Strategies

DWS implemented the Accelerated Credentialing to Employment (ACE) Program in July 2012 to connect Veterans, members of the active components, currently serving members of the Utah National Guard and the Reserve as well as their respective spouses with licensing and credentialing entities or into employment.

DWS employs four full-time ACE specialists throughout the state. During PY15, a total of 386 individuals were placed in training and/or education programs resulting in 266 obtaining a license or credential and 255 were placed in employment through the work of the ACE specialists. The "Estimated Annualized Wages" of those placed in employment was $5,237,371.00. These outcomes demonstrate the ACE program's ability to provide outreach to targeted job seekers and as a result ACE is being funded for a fourth 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. In light of the success of last year's Veterans Education Summit, the working group again planned and delivered a summit in April of 2015. The summit is discussed further under the State Discretionary Fund Usage section below.

D. WORKFORCE INVESTMENT ACTIVITIES

Utah's PY15 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 2015 common measure performance standards with the exception of the Adult Entered Employment and the Youth Literacy & Numeracy measure, 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 2015 Common Measure Performance Outcomes				
Common Measure Element	**Goal**	**Actual**	**Percent of Goal Attained**	**Measure Results**
Adult Program				
Entered Employment	64.0%	71.0%	110.9%	Exceeded
Employment Retention	87.0%	86.6%	99.5%	Met
Six Month Average Earnings	$15,000	$15,325	102.1%	Exceeded
Dislocated Worker Program				
Entered Employment	81.0%	85.2%	105.1%	Exceeded
Employment Retention	90.0%	92.9%	103.2%	Exceeded
Six Month Average Earnings	$16,400	$20,622	125.7%	Exceeded
Youth Program				
Placement	61.0%	70.0%	114.8%	Exceeded
Degree Attainment	55.0%	62.0%	112.7%	Exceeded
Literacy & Numeracy	36.0%	30.5%	84.7%	Met

Participants Served and Exited by Program			
Program	**Participants Served**	**Participants Exited**	**Exited to Served**
Adult	201,097	165,107	82.1%
Dislocated Worker	1,439	726	50.5%
Youth	2,054	700	34.0%

WIA Youth Performance Outcomes			
Total Youth Participants		In-School Youth Participants	
Served	2,054	Served	1,130
Exited	700	Exited	349
		Out-of-School Youth Participants	
		Served	924
		Exited	351

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 below 15 percent, DWS was forced to shift certain costs to the operations, 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 Team costs were moved back to the state level. During the last quarter of PY14, the Performance Review Team costs were again shifted to operations. The reduced availability of funds and increased systems costs continue to impact our ability to use these funds extensively toward affecting performance beyond the required activities. During PY15, the costs associated with UWORKS were shifted back to operations.

DWS was able to use a small portion of funds to collaborate on a Veterans Education Summit help at Dixie State University in St. George, Utah. 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 Dixie State University Veteran Services office. The summit was attended by almost 80 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. Additionally veteran student centers throughout the state were highlighted and best practices were shared. The summit was a result of a working group between the entities named above who have been meeting for over two years 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 Board of Education 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 anticipation of the implementation of WIOA on July 1st, 2015, DWS youth counselors have increased collaboration with Adult Education in order to determine whether youth attending Adult Ed. should be in-school or out of school based on the new WIOA definitions.

STEM

Utah's Legislature has invested $41.5 Million in STEM education over the last three years. A variety of State and private grants have added approximately $12 Million and approximately $4.5 Million has been received in private sector funding and in-kind donations. At the Closeit.org Summit held in October 2014 in Washington DC, Utah was given the Excellence in Innovation award and has been recognized as a leader in the nation for its collaboration and coordinated efforts surrounding STEM. It has been noted that Utah is one of the very few states that has included the public workforce system.

To enhance the partnership and synergize efforts in STEM activities DWS created a STEM Specialist position which is a shared liaison position with the STEM Action Center (AC) and is funded at 50% by each entity. This position is modeled after the successful implementation of a liaison between the STEM AC and the Utah State Board of Education (US BE) and aligns the workforce development efforts of both DWS and the STEM AC.

The STEM Specialist is charged with the mapping of Utah's existing STEM resources, gaps and successful models to replicate. A strategy and network of partnerships is continually evolving to connect our youth, underemployed adult learner and veteran customers to high wage, and high demand STEM-related jobs through clear and concise pathways with multiple entry and exit points. Through participation in key partnerships, the STEM Specialist has increased the awareness of STEM for DWS frontline workers, workforce development specialists, and program specialists, as well as the general public. This STEM workforce development strategy will continue to align with the mission, vision and goals of DWS, WIOA – Career Pathways and Sector Strategies, the State Workforce Development Board, the STEM Action Center Board, and other DWS and STEM AC initiatives.

DWS also continues to support the Utah's annual STEMFest event, which offers hands-on, interactive exhibits to junior high and high school students. This event is provided through industry, education, and government collaboration and exposes students to a wide variety of STEM training opportunities and careers.

Utah Cluster Acceleration Partnership

The Utah Cluster Acceleration Partnership (UCAP) is a collaborative partnership between Workforce Services, the Utah System of Higher Education (USHE) and the Governor's Office of Economic Development (GOED).The UCAP program is designed to strengthen collaboration between education, industry, and economic development in order to better respond to the needs of regional and statewide-designated clusters.

 The UCAP program provides funding to public post-secondary educational institutions to develop, implement, or enhance educational programs that are responsive to regional and statewide industry needs or industry trade associations located in Utah that serve a state designated industry cluster or regional economic need. UCAP also provides funding to public school districts, individual schools, or charter schools to develop, implement or enhance career pathway programs and connecting them to post-secondary institutions.

The program is intended to increase the number of individuals who earn industry-recognized credentials, develop career pathways with multiple entry and exit points for students along the post-secondary education continuum and create systemic change by establishing processes and programs that better connect employers, education and the workforce. Applicants are strongly applicants to form a consortium of two or more eligible applicants working together to develop programs that will impact individuals across a region; the state; industry sector or cluster of related industries; and leverage their collective experience to expand and improve their ability to deliver education and career training programs. UCAP is particularly interested in consortium applications that include at least two eligible educational institutions working with multiple employers within a cluster.

The primary outcome measurement for UCAP is 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 Utah's Strategic Industry Clusters (http://business.utah.gov/industries/).

The link between employers and education 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.

In total, 20 projects were funded resulting in 72 new programs developed or expanded creating capacity for an additional 3,444 individuals the ability to receive a certificate or degree.

Cluster	Project Sponsor	Project Title	Approved Funding
Manufacturing	Bridgerland ATC	Automated Mfg, Electronic Controls & Robotics STEM Academy	$300,000
STEM	Davis School District	Northern Utah STEM Consortium (NUSTEM)	$324,248
IT	Mountainland ATC	Web Development Program Partnership	$200,000
Manufacturing	Northern Utah Chapter - National Tooling & Machining Association	NUNTMA's CNC Apprenticeship Program	$150,000
STEM/ Biotech	Northridge High School	STEP Ahead - Phase 2	64,886.00
Energy	Office of Energy Development	The Utah Energy Education Project	$200,000
STEM	Ogden School District	Students in Ogden Achieving Readiness into STEM (SOAR into STEM)	$125,000
Aerospace & Defense/ Manufacturing	Salt Lake Community College	Aerospace Manufacturing Initiative	$403,089

IT	Sevier School District	Startup costs for IT program at the Sevier CTE Center & TSA Organization	$50,011
STEM	Southern Utah University	STEM Career Paths to Success	$153,040
IT	Southwest Educational Development Center	CyberCorps - Students Providing Technology Support for their Teachers	137,800
CDL/ Heavy Duty Diesel Mechanics	Tooele ATC	TACT Transportation Industry Expansion	$100,000
Energy	Uintah Basin ATC	Pipe Welding Training Certification	$93,907
Health Sciences	University of Utah	Care Management	$182,721
Multiple	University of Utah	Research Quests - Leveraging Authentic Research & 3D Technologies to Advance Critical Thinking	$127,325
Engineering/ Health Sciences/ Construction	Utah State University - Moab	Career & Technical Training and Education Programs	$149,018
IT	Utah Technology Council	Utah Tech Talent	$280,100
Manufacturing	Utah Valley University	Advanced Manufacturing Initiative & Partnerships w/Industry	$147,280
Engineering/ IT	Wasatch School District	Wasatch Center for Advance Professional Studies (Wasatch CAPS)	$200,000
Engineering/ STEM	Washington County School District	Natural Curiosity: Building Students' Understanding of the Word	$116,925
			3,505,350

Senior Community Service Employment Program (SCSEP)

DWS continues to coordinate with the State's Senior Community Service Employment Program and incorporated SCSEP within the Utah WIOA Four-Year Unified State. The WIOA 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. Also, DWS participates in the Utah Commission on Aging to provide workforce development and other public assistance support to the increasing aging population in Utah.

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.

This was the third year DWS has been in partnership with offering the Jump Start program to WIOA youth participants through Cottonwood High School. 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. This year, 62 WIOA youth customers participated in the program, each earning at least .5 of a credit or more, and 4 of them completes the credits the needed to obtain a high school diploma.

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 going into its final year 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 third 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 and the data used to implement changes October 2014. The Year Three grant changes were then made in October 2015 and incorporated the feedback collected during the previous year. Data will continue to be collected over the course of the next year to determine if any additional changes are needed.

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.

UtahFutures.org has continued to receive key enhancements during the past year. A full-time trainer has supported statewide training activities.

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, the community partners component allows 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 Education and Telehealth Network, Utah Higher Education Assistance Authority, Utah System of Higher Education, Utah State Office of Rehabilitation, Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP), the Governor's Office, the Governor's Office of Economic Development, Utah Colleges of Applied Technology, and Utah State Office of Education.

UtahFutures has approximately (September 2016):
- 80,000 Users
- 142,455 page views

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, and interviewing skills. 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 both mediated and online self-services.

During PY15 16,415 individual Work Readiness Evaluations were conducted for job seekers. The Work Readiness Evaluation has proven to be an effective tool in helping customers 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, 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.

Products and Activities

Regional Economists and an LMI Analyst provide a range of services from data requests to economic reports to informational presentations. DWS considers immediate access to an economist by the public a key part of the economist's job. Ad hoc requests are a major part of the work activity. On a monthly basis, all economic staff are required to log their work activities, data requests, presentations, and such activities. This is done not only for ETA summary statistics, but also DWS upper management reviews monthly summaries of all DWS activities. In PY2015, WRA staff addressed 700 data requests and gave a total of 16 presentations with a total audience of 350 to national, state and local audiences on multiple economic topics.

County-level data is produced and made available on the web. Each county has its own web page. It is visualized through the Tableau software with the most current set of economic variables. The most recent available data is presented in a format we call "Snapshots." These are updated every month when new unemployment rate data is released, and four times a year the Snapshots get major revisions; always when new QCEW data becomes available. These Snapshots include current county-level employment, unemployment, initial unemployment claims, new construction permitting and gross taxable sales. These various categories are represented in their own tabs. The Snapshots are spearheaded by the Tableau visualizations of charts and graphs, but there is also a short narrative attached to each page that gives an economist's summary of what is seen. http://jobs.utah.gov/wi/regions/county/index.html

County annual profiles are also made available in the Tableau format. Some economic variables that are descriptors of a county's economy are not updated as often as are the data within the Snapshots, such as population figures or major employers, so a calendar-year summary of each county is made available with more economic variables covered than those appearing in the Snapshots. The annual profiles take on much the same look as the Snapshots, but include more economic variable tabs than the Snapshots.

Additions include major employers, population, demographics and income. Upon clicking on a data chart, the data can be downloaded to a text file that can be imported into Excel or other program. http://jobs.utah.gov/wi/pubs/eprofile/index.html

WRA continues to expand its LMI web presence through the division's blog, which focuses on statewide and local economic events, economic and demographic data release announcements, marketing of our publications and web tools, and other information surrounding and affecting the Utah economy. WRA is using the blog as a primary forum to analyze and write about pertinent, current, or time-sensitive economic issues. Each Regional Economist is assigned to contribute. Blog posts are produced with statewide economic subjects and posted as a statewide summary, but blog posts are also generated and posted for local, regional subjects and interests as well. http://economyutah.blogspot.com/

G. UTAH USAGE OF WORKFORCE INVESTMENT ACT WAIVERS

DWS recognizes the importance and flexibility waivers afford the workforce development system. The following waivers were in operation through PY15:

- Individual Training Accounts for WIA Eligible Youth

  DWS was operating under an approved waiver for the exclusion and prohibition of using Individual Training Accounts for youth. The benefit of this waiver was flexibility in youth program delivery. Youth learn responsibility by making informed decisions, and the waiver allowed participants to choose their post-secondary education provider, which supports the ability of the state to meet performance outcomes. Under WIOA, DWS has requested continued use of this waiver in order to continue providing ITAs for In School youth under the finalized WIOA law.

- Youth Procurement

  Updates to WIOA Final Regulation has allowed states the option to decide whether or not they want to provide all 14 WIOA Youth service elements in-house or procure with outside providers to offer youth services to WIOA enrolled customers. This can be done by completing a Request for Proposal process or by getting direct approval from the State Board to secure providers through sole source awards or contacts. DWS chose to secure approval with the Utah State Workforce Development Board in order to work individually with providers of youth services through sole source contracts. This allows DWS to work directly with individual providers who can provide one or more of the 14 service elements, where deemed appropriate, on an individual service basis.

H. STATUS OF STATE EVALUATION ACTIVITIES

Labor Exchange & Workforce Evaluation

In June 2012 the Utah Department of Workforce Services (DWS), in partnership with Montana's Department of Labor were awarded a Workforce Innovation Fund grant from the U.S. Department of Labor to carry out the "Next Generation Labor Exchange (Gen LEX) initiative from June 2012 through

January 2017. https://innovation.workforcegps.org/resources/2015/07/23/15/21/harnessing-the-power-of-data-driven-innovations-a-case-study

The Gen LEX project was designed to 1) mitigate mediated (staff-assisted) services use and make self-service LEX more successful; 2) Provide labor exchange services at a lower cost per participant 3) Address the strain on and access issues with physical One-Stop centers; and 4) Provide innovate technology solutions to better serve job seekers and employers.

The Gen LEX project was evaluated by the University of Utah's Social Research Institute (SRI). The evaluation revolves around a randomized controlled trial of job seekers using the online labor exchange system comparing the new system to the old system. Job seekers also receive surveys to help assess qualitative data on usage and satisfaction for job seekers. A quasi-experimental only design for employers examines changes in usage and satisfaction for employers.

Low-Income Users

An important consideration in making changes to the LEX was the impact on low-income users. In order to evaluate for disproportionate effects, it was necessary to identify those determined to be "low-income" (defined as having received a service or benefit associated with a cash assistance program or SNAP [Supplemental Nutrition Assistance Program, formally food stamps] at any time in the three years prior to the target date of interest) and compare this group to "other-income" users. On average, 8.1% of the users on jobs.utah.gov are low-income. This rate dropped to a low of 5% in May 2009, and reached a high of 14% in August 2013. When referencing "low-income" users it is important to remember that DWS case-managed customers were not included in the randomization due to case management intervention that other job seekers did not have, thus references to low-income users do not include this group.

Percentage of Job Seekers Acquiring New Employment: A binary logistic regression was used to examine whether there were differences between treatment groups on subsequent new employment.[1] Overall 44% of job seekers had a new employer in the quarter they were seeking work or the subsequent quarter. No significant differences were observed in new employment between the test and current system. (OR=1.016, *p*>.05). A second logistic regression was run to examine whether there was a treatment by low-income interaction predicting new employment. The interaction between treatment and low-income was significant (OR=1.10, *p*<.05). There was no difference between the test and current system in the other-income case (OR=1.008, *p*>.05). Low-income participants were less likely to find new employment in the current system (OR=.889, *p*<.05). The interaction effect was driven by an increase in new employment for low-income participants in the test condition. In addition, 43.8% of low-income participants found new employment in the test condition compared to 41.3% of low-income participants in the current system.

It should be noted that randomization was not stratified by low-income; as a result the low-income by treatment

Figure 1: New Employment by Group and Income
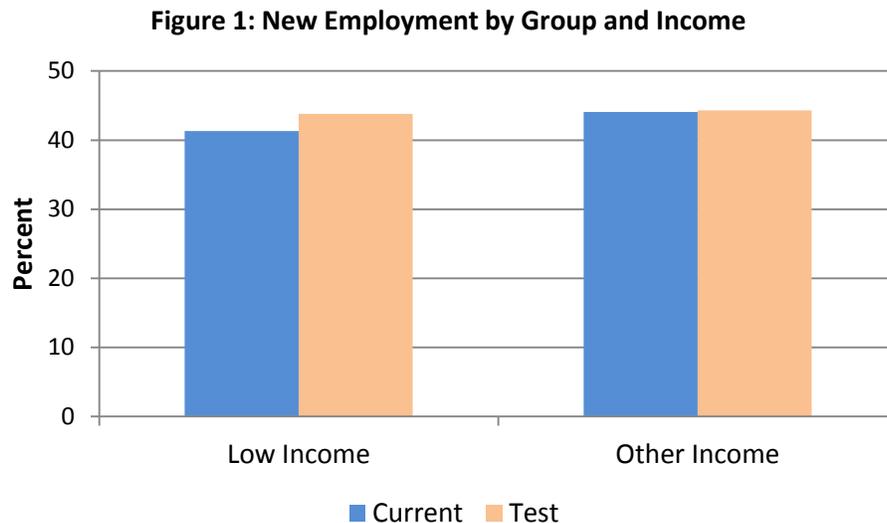
interaction should be viewed with some skepticism. This result could change after more data is available for the TC–1 period. It should also be noted that the effect was relatively modest in magnitude. (See Figure 1)

---

[1] This analysis could have been done using a chi-squared test of independence. Binary logistic regression was used for continuity with later years when it will be necessary within the HLM framework and for simplicity when comparing the treatment by low-income interaction.

Satisfaction surveys for job seekers and employers consisted of questions designed in partnership by the 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. Satisfaction survey data for employers and job seekers follows in the customer satisfaction section of this annual report.

I. COSTS OF WORKFORCE INVESTMENT ACTIVITIES

Cost of Program Activities PY 2015 / FFY 2016 *As of 06/30/16*		
Program Activity		**WIA Federal Spending**
Local Adults*		$3,633,161
Local Dislocated Workers*		$2,840,593
Local Youth*		$4,081,638
Rapid Response (up to 25%)		$141,431
Statewide Required Activities (up to 15%)		$337,579
Statewide Allowable Activities	**Program Activity Description**	
(Same as Required Activities)	Miscellaneous Allowable Activities (Including Technical Assistance)	$506,369
Total of All Federal Spending Listed Above		**$11,540,770**

*WIA Federal Spending includes Local Administration expenses.

Cost Effectiveness of WIA Services

During 2015 a total of 205,411 WIA and Wagner Peyser participants were served in the State of Utah. See figure 2.

Fiscal Year 2015		
Total Costs	**Total Participants**	**Cost / Participant**
$11,540,770.00	205,411	$56.18

Figure 2.

WIA and Wagner Peyser participants obtaining employment between July1, 2015 and June 30, 2016 contributed significantly to local communities throughout the State of Utah as displayed in figure 3.

Annualized Income Contributed to the Community from July 2015 to June 2016 (All Participants)

YRQTR	WAGES
20153	$920,124,287.00
20154	$951,119,467.00
20161	$816,301,024.00
20162	$847,900,028.00
TOTAL	**$3,535,444,806.00**

Figure 3.

J. <u>CUSTOMER SATISFACTION MEASURES</u>

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.

Due to the Workforce Innovation Fund grant we are randomizing job seekers into one of two different labor exchange systems. The customer service satisfaction results show the differences between the two systems. It was expected that customer satisfaction would decline slightly in the test system for these results as the first set of data is compared with a test system where only back end changes were made.

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: During the TC-1 period, which started on November 12, 2013 and ended on September 30, 2014, there were 2,205 valid scores in the current system condition and 2,536 in the test condition. There was a statistical difference between the test and current system ($t(4654)=3.28$, $p<.05$). The test condition had a lower overall satisfaction than the current system, but this effect was small relative to the overall variation in satisfaction (Cohen's d=.07). The users in the test condition had an average satisfaction score of .83. The current system users had an average satisfaction score of .89. Both scores represent generally moderate satisfaction with the online system.

During the TC-2 period, which started on October 1, 2014 and ended on September 30, 2015, there were 1594 valid scores in the current system condition and 1981 in the test condition. Figure 6 reflects levels of satisfaction of Utah job seekers after controlling for person level variation. Individuals may have taken the survey more than once over the course of the study, and these people may vary greatly from individuals who only took the survey once. The estimated satisfaction after weighting for response bias was similar to the previous results. For the TC-2 period, the estimated mean satisfaction for the current system was .86 and .67 for the test group.

Figure 6: Utah Job Seeker Satisfaction: Baseline through TC2 with Standard Error
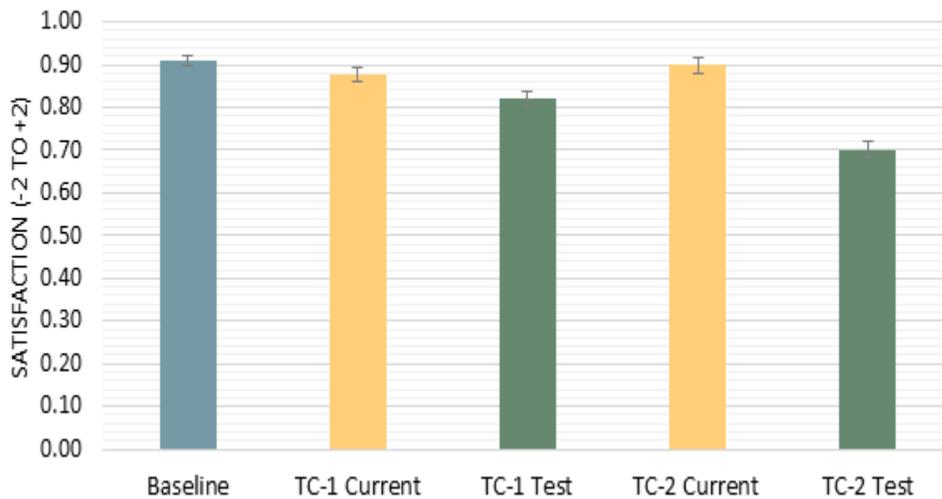
Employer Satisfaction Measures

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 2015, approximately 17% of employers had their job orders electronically uploaded to the labor exchange and another 32% received DWS staff-assisted services, indicting the job orders were entered by DWS workers. The remaining 64% 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: As with job seekers, response rates for employers were calculated from January 1, 2014, until September 30, 2014, the end of the TC-1 period. There were 3,986 Utah employers asked to take a satisfaction survey during the TC-1 period and 517 said yes at least once. The TC-2 period started October 1, 2014 and ended on September 30, 2015. There were 6,581 employers asked to take a satisfaction survey during the TC-2 period and 1065 said yes at least once.

The overall response rate for Utah employers in TC-2 was thus 16%. Again, these rates represent users who at least said that they would take a survey, but not all users started or completed the survey after agreeing to take it.

At level two, the employer level mean is modeled by fixed effects by each year. It should be noted that this analysis is quasi-experimental data. Changes in employer satisfaction could have been the result of other systematic changes that happened over the course of the study period. After controlling for employer level variation, the Utah employer satisfaction decreased from baseling to TC-1, and from baseline to TC-2, but was not statistically different from TC-1 to TC-2.

Figure 27: Utah Employer Satisfaction: Baseline through TC2 with Standard Error
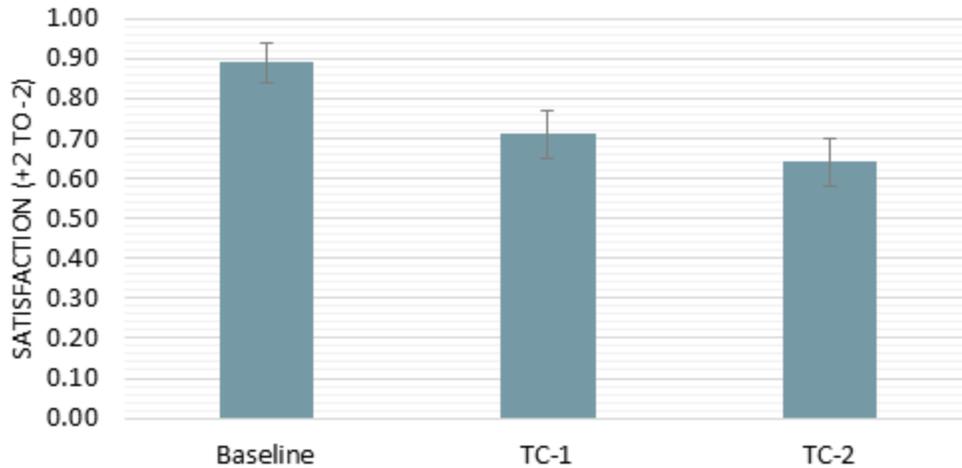
Estimated Employer Mean Satisfaction: Components 1 and 2*

	Baseline	TC-1	TC-2
Mean	0.89	0.71	0.64
SE	0.05	0.06	0.06

* After controlling for employer level variation

Discussion

Rules regarding receipt of unemployment benefits and sometimes cash assistance often require individuals to seek employment by regularly applying for work. Often these individuals use the state LEX to find employers with whom they can apply. Application is required even when there are not enough employers in an area, jobs with the right hours, or jobs appropriate for the seeker's skill set. These policy requirements become frustrations for employers when individuals apply for work with no intention (or capability) of taking the job. Linking job applications to benefit receipt has created an unintended consequence which has jaded many employers' views of the states' LEXs. Employers would be more likely to trust referrals from the LEX if benefit receipt and job applications could be decoupled.

Negative perceptions about both job seekers registered and the types of jobs available on the LEX are likely built, in part, on the aforementioned issue, but the issue is much larger. Whereas LinkedIn is perceived to be a place where one seeks professional employment, the state LEX is the place to find low-wage work or post jobs for entry level, low-wage jobs. Some aspects of the GenLEX initiative are

addressing this issue. For example, the types of resumes employers have been able to view, the limitations on employer posting options, etc. The issue however, is much larger and the perception so engrained that internal changes to the LEX are not likely to produce changes in thinking.

Both job seekers and employers have suggested expanding efforts to educate everyone about the states' LEXs and all that is available in terms of resources and agency supports. While competing with for-profit entities is not allowed, DWS could certainly educate citizens about all that is available through this publicly funded resource. The past experience of some users has caused the public perception to cycle downward. It is the belief of many users that it will require an active, concerted effort on the part of the agencies to rebuild the image and increase satisfaction as well as usage in the future.