

## State of Utah

### PY 2012 Workforce Information Core Products and Services

#### Annual Performance Report

This report is a description of the activities conducted by Utah's Workforce Research and Analysis Division (WRA) during PY2012 for each of ETA's core products. The goal of these activities was not only to meet the requirements of the PY2012 TEGL 4-11, but to also deliver quality customer service through the production and dissemination of labor market information. As demonstrated in this report and in previous year's reports, WRA strives to set a high standard in this endeavor. The activities performed and described below were not able to be performed with Workforce Information Grant Funds only. Additional state funding was necessary to complete the described PY2012 activities.

#### *Core Product A: Populate the Workforce Information Database (WID) with State and Local Data*

##### *PY2012 Expenditures: \$53,979*

WRA is currently operating WID\_2.5 Annotated edition of WIDb software, including all the core tables as prescribed by ETA. During PY2012, all of the core tables were populated with current data. The core tables were populated in accordance with guidelines issued by the Database Consortium. In addition, Utah also populated six non-standard WID tables—mostly geared toward O\*NET and occupational skills. Additionally, eight Utah-specific WID tables were populated and updated. WRA updated the content of the database in a timely manner. Utah maintained the occupational licensing data and updated all required files.

To exhibit data from within the WID as an Internet product on the Utah Department of Workforce Services (DWS) website, years ago Utah created its own presentation system called the Utah Economic Data Viewer (UEDV). This is a product within DWS that is exclusive to WRA and our task of making ALMIS data available to the public. WRA is responsible for the UEDV structure, maintenance, and enhancements. The WRA unit is supported by an IT programmer in this process.

The UEDV consists of nine separate modules that present statewide and local level labor-related data. The nine modules are:

- Occupational Explorer—This module focuses upon occupational information, including occupational projections, wages, skill and education requirements, and training programs, and presents statewide information along with regional information (Utah planning districts). Its focus is to thoroughly examine a profile of a single occupation.

- Wages and Occupational Openings Data (WOOD)—Occupations can be compared against each other, compared in regional environments, grouped together by educational needs or through Holland Codes. This is a tool custom built in response to Utah user feedback.
- County and Statewide Information—Economic and demographic profiles and publications for Utah counties including employment information, population, sales tax, and construction information.
- Labor Force Data Viewer—Utah employment and unemployment data by county and statewide from 1990 to current.
- Industry Employment and Wages—Industry employment and wage data is collected through the Quarterly Census of Employment and Wages (QCEW) program.
- Population Data Viewer—Utah population data is obtained from the Utah Population Estimates Committee. The Utah Population Estimates Committee prepares the official state and county population estimates for the State of Utah.
- FirmFind—This module provides names, addresses, phone numbers, industry, and employment size of virtually all firms in Utah. Information is available for specific county, groups of counties, or for the entire State. It draws its information from QCEW data.
- Local Employment Dynamics—This module incorporates the Census Bureau’s LED data into Utah’s ALMIS presentation. LED provides a wealth of information down to the county level, being a strong source of providing local-level economic information.
- Info Group Employer Database—Utah employer information provided by Infogroup. ®

In the prior PY, Utah began the process of building and implementing its WOOD tool. This tool was developed in response to customer feedback to present occupational data in a more comparative way. Whereas the Occupational Explorer is a thorough look at individual occupations one at a time (with a strong use of O\*NET), the WOOD tool is more of a “lite” look at occupations and allows for showing occupational information for multiple occupations on one screen. The tool was designed with user interaction and feedback via a focus group that included WRA and key users of occupational wage data (such as employment counselors and the education community). The WOOD tool was successfully completed and brought online in PY2012. Debugging and tool maintenance was performed throughout the year in response to focus group and user feedback.

A significant amount of time was required to re-write the mechanics of maintaining the WIDb database and its Internet presentation (UEDV) in Utah. Our parent agency the Utah Department of Workforce Services (DWS) created a new web page environment this past year. This required the WIDb to conform to the standards and the server language of this new web structure. One outstanding feature of this new web page and interface was the addition of access by mobile devices and tablets. The WIDb had to be made compatible with these additional technologies and interfaces. A substantial amount of time was required of the WIDb programmer to make this transition smooth and

successful. It also required time on the part of the economic staff to evaluate the data integrity and functionality of the WIDb in the new web environment.

**Core Product B: Produce and Disseminate Industry and Occupational Employment Projections**

**PY2012 Expenditures: \$126,851**

Beginning last year, WRA moved much of the projections activity to two research economists on staff. Time and resources were devoted then to improve the overall quality and accuracy of the projections. This same level of effort toward projections was maintained again this year by WRA.

The focus this year was on substate projections. In this round of long-term *industry* projections, the geography of evaluation was broadened. Previously, projections were estimated for approximately 100 industries in four substate areas. In the current round of projections, estimates were generated for over 100 industries in *eight* substate areas. Furthermore, the overall methodology was refined to take into account expanded economic information when generating estimates. Previous projections only applied population and personal income as independent variables in the time series models. In this round, 14 independent variables based on substate data were used, including population, real and nominal GDP, real and nominal personal income, real and nominal disposable income, and residential and non-residential construction data among others. To be used as independent variables in the modeling of industry employment, the 10-year forecasts had to be produced for each of these predictor variables and a variety of ARIMA and Holt-Winters models were estimated and considered to determine the best forecasts. The industry employment projections were generated within the PMP Projections Suite software (version 3.11). Additionally, the method for estimating self-employment and unpaid family workers was adjusted to more closely reflect the methodology employed by BLS. As a last step, these models were entered into the Projections Suite software and the best final models were determined.

Short-term industry projections were developed and posted on the WRA webpage for the 2012-2014 time frame.

Utah also developed and published substate long-term occupational projections for the 2012-2022 period. This data was submitted to the national projections group for review and public dissemination, and was posted on the WRA webpage. It will be incorporated into the WIDb database when WRA regional economists assign “Star Ratings” to selected occupations. This Star-Ratings concept is a customized Utah approach to present occupational projections in a more meaningful way for users. Ratings are applied to occupations based upon a combination of occupational openings and median wages in those occupations. High openings and high wages are assigned a five-star rating, down to low openings and low wages with a zero star rating. The Star Ratings are designed to give an occupation an enhanced evaluation through the combination of openings and

earnings. Star ratings are only applied to occupations that meet a minimum threshold of base-year employment. Utah has used the Star Ratings approach for several years, and is currently making some adjustments to the methodology in response to user feedback. When completed, the substate occupational projections will be incorporated into the WIDb database with assigned Star Ratings.

Both long and short-term *occupation* projections were presented to Utah's customers in on a full-listing spreadsheet on the state website, along with several articles in Utah's *Trendlines* magazine. Additionally, Utah's UWORKS system (our Employment Counselors' client career planning tool) links directly to the appropriate occupational information in the Workforce Information Database. This makes it easier for the department's employment counselors to use WRA projections to help their customers make informed career decisions. In addition, WRA is leading the department's internal training staff in developing a required Employment Counselor training module. WRA information is a key tool in Employment Counselor advice to job-seeking customers, so their familiarity and knowledge of occupational, wage, and job opening information is imperative. Therefore, the WRA information and staff are key components in the department building a comprehensive Employment Counselor training program.

WRA continued a process initiated in PY2011 of developing a methodology to produce county- and/or WIB-level short-term employment forecasts. The purpose is to enhance county-level economic information already produced by WRA in its county-level economic "snapshots" or *Local Insights* magazine with a service of looking to the immediate future and giving an analysis of projected local-level employment performance. Customer feedback stated that WRAs current standard profiling (summarizing latest available QCEW, housing activity, and tax collections, among others) at the county level was informative, but that an added enhancement would be taking the information one step further and producing an employment forecast of the next 12 months. With the acquisition of staff with post-secondary degrees in statistics, that knowledge and skill base was now utilized to fill this requested need from our industry partners. Forecasts were developed for each county along with selected important industries for each county, with the quantity and variety of forecasts based upon the size of the county and what industries are important in that county. The forecasting process and the forecasts were finalized in late PY2012, and will be utilized in the first available *Local Insights* (described in Core Product 5 below) issue published in early PY2013.

**Core Product C: Conduct and Publish Relevant Economic Analyses, Special Workforce Information, and/or Economic Studies Determined to be of Benefit to the Governor and State and Local WIBs**

**PY2012 Expenditures: \$143,044**

WRA participates yearly in writing an annual employment, wage, labor force, industry, and county-level summary within Utah's Economic Report to the Governor (ERG). The ERG has been produced yearly for multiple decades and is directed by the Department of Economic Analysis (DEA) within the Governor's Office of Management and Budget (GOMB). DEA spearheads the solicitation and compilation of information and analysis

pertinent to Utah's annual economic profile. Agencies such as the Utah State Tax Commission, the Bureau of Business and Economic Research at the University of Utah, and the Office of Education, among others, are contributors. The WRA piece is of primary importance as WRA provides the data (graphs and tables), analysis, and written commentary on the state's employment performance, employment distribution, industry profiles, wage performance, unemployment statistics and labor force profile, a forecast of next year's anticipated employment performance, and analysis upon significant labor force issues pertinent to the times. As employment is most state's key variable in measuring the performance of the economy, the WRA piece is of high value and priority. In PY 2012, two ERG products were contributed to: the 2012 ERG and the 2013 Economic Outlook. Since annual data can take over six months to collect, the annual report (2012 ERG) is published roughly nine-months after the end of the year. To fill the time gap and provide economic data and forecasts in the interim, DEA worked with its ERG partners to publish an upcoming-year Economic Outlook in January 2013. WRA provided the employment and wage forecast.

WRA also provides written economic analysis for all eight of our state workforce agency's Economic Service Areas (ESA). The ESA directors used the labor market data and analysis to justify their decisions and strategic plans for the upcoming calendar year. Written analysis were provided at the county level for each area. In addition, regional economists followed up with each director to ensure they had the information they needed for their specific plan in their areas, assisted them in utilizing the data in the plan, and answered any questions. This information was compiled into a single report entitled "Counties in Review" for other users who may want to refer to this local analysis provided to the ESAs.

WRA continues to receive requests for economic analysis to support the Immigrant Investor Program (EB-5) led by the United States Citizenship and Immigration Services agency. A key criterion for foreign investment within a local area is the area's unemployment rate and its relation to the national unemployment rate. The program is supported by the Governor's office, and building off WRA's close relationship with the Bureau of Labor Statistics (BLS) LAUS program, WRA has been designated by the Governor's office to oversee the unemployment rate designations and to provide Labor Market Information (LMI) for Targeted Employment Area (TEA) proposals. Utah has chosen to evaluate these unemployment calculations down to the census tract level to help stimulate investment in high-unemployment areas and to foster the job creation required of these investments. Over the years, Utah has seen several projects take shape and create jobs with the help of this program. WRA management views supporting the EB-5 program as a worthwhile endeavor to devote staff time and resources (ex. GIS mapping). WRA maintains a link within the DWS website that informs economic developers and investors which areas within Utah have been given a TEA designation for the most recent year. The website is updated annually (or more often if needed) and includes contact information for those wanting to connect with WRA staff in developing their TEA proposals. WRA has also worked with educating legislators in the state who have shown interest in supporting the TEA program.

Feedback coming from a DWS strategic planning workgroup was for WRA to conduct another Job Vacancy Study (JVS). With increased demand on the LMI community to provide alternative ways to evaluate the state and local labor markets, it was clear to WRA that a JVS study would provide one means to do this. As such, the WRA economists teamed with state BLS program staff to conduct a second quarter 2012 JVS study, results of which were published in early PY2012. Additionally, DWS pushed for another JVS for the fourth quarter of 2012. This survey was undertaken, and results of this study will be published on line and released to the press in the Fall of 2013. The completion and release of this survey was delayed by participant staff leaving WRA for other jobs, and remaining economists had to learn and backfill the activity.

The Utah Department of Workforce Services (DWS) is a uniquely built agency in Utah in relation to how most other states departmentalize welfare and work activities. DWS was created 17 years ago as a response to the Clinton-era welfare-to-work initiative. Various state agencies were brought together under one roof, including Temporary Assistance for Needy Families (TANF), Food Stamps, Medicaid, Child Care, and the labor-exchange activities known in many states as “Job Service.” This one-stop combination offers Utah the unique opportunity to study the flow of customers through these disparate programs, such as the transition from the support programs like TANF and Food Stamps into the self-sustaining activities of job training, job search, employment, and even following post-TANF employment earnings over time to measure outcomes of success. What programs or program activities show results? Which ones show limited or no support? Does this provide the department information as to which programs we should emphasize and support and those we may deemphasize? These are the kind of questions that the unique structuring of DWS offers for evaluation. The data needed to answer these questions and to follow customers through time are stored in the agency’s data warehouse. It becomes a matter of identifying, organizing and pulling pertinent data, then analyzing the product to come to research-based conclusions. The goal is to improve the labor market integration mechanisms for people who may be displaced or challenged by the labor market. This was the DWS impetus in developing a research team two years ago that is housed and managed within the WRA unit. These researchers also work on traditional LMI-related research as well.

One of the largest tasks undertaken by WRA’s research economists in PY2012 was to address the question of waivers and participation in the TANF program. Driven by a request from one of Utah’s U.S. Senators, researchers in WRA were tasked to address the national question of why state TANF participants are not meeting the federal-mandated 50-percent participation rate within FEP work-search activities. Addressing this required examining historic demographic, economic, and programmatic data from past Utah recipients of TANF funds. The research was begun in PY2011 and the research work extended into PY2012, with results finalized and published in PY2012. The project got its genesis by addressing the lack of 50-percent participation question, but was broadened by DWS’ Director to follow post-TANF employment earnings over time by those who participated in various TANF work activities. Was there any noticeable difference in future earnings streams to TANF participants coming out of the various work-related activities? This would help to identify those activities to potentially emphasize or

deemphasize. This part of the project was evaluated and finalized in PY2012, with conclusions and potential policy decisions related to the department's executive directors. Analysis and conclusion was also produced in regards to the 50-percent participation issue. Potential problem areas and program-structural deficiencies were identified and the results presented to interested parties. As this was a national issue, the research results have gathered momentum and been presented at several national conferences whose constituents have interest in the national TANF program. The researcher in charge of this portion has been presenting, with more on the horizon. The conferences have been valuable in giving peer feedback on the study structure and methodology, prompting additional analysis to strengthen the research.

Another research project undertaken in PY2012 relates to the issue of skills gap—a topic that also garners national attention. In this instance, the department was working in conjunction with the education community and the state's economic development department to evaluate quantifiable skill gaps in selected occupations that the private sector had brought to the state's attention. This work actually began in PY2011 with an evaluation of registered nurses. The satisfaction of that research prompted expansion into assessments of computer programmers, software engineers (both applications and systems analysts), CNC programmers, and welders. This research centered upon evaluating the volume of job orders in the department's job openings system (which also scrapes from several other job posting boards) and the volume of job seekers in the department's system who would match the SOC code requested within the job order. This was also augmented by evaluating the number of people who have applied for licensing within applicable occupations. This is an attempt to quantify the supply component, which is the hardest part of the demand-and-supply proportionality needed to characterize a skills gap. The desired result was to provide the department with information related to funneling limited training dollars toward appropriate occupations. This research was of note that it became one of the presentation features at the 2013 C2ER Annual Forum.

Another research project undertaken in PY2012 relates to refugees and their support programs in Utah. Because the TANF study was able to isolate and evaluate the economic enhancement to a targeted group—recipients of DWS TANF work-related activities—this transitioned to a desire to isolate and evaluate another target group utilizing DWS services—the refugee community. Again, the goal is to evaluate the economic impact of the DWS services upon the refugee community's economic improvement and transition to work. Are there areas of noticeable benefit to individuals, or areas of limited results? The data source was not all internal DWS data as it was available with the TANF research. DWS needs to identify within its customer base who are refugees, so an identification matching system needs to be developed in partnership with the New Refugee Center, an organization focused upon identifying and helping the refugee community. The initial moves within this project began in PY2012, in terms of developing the infrastructure and the means to gather data on the refugee community. The actual accumulation of analysis upon this data and its conclusions are looked for in PY2013.

At DWS, our work and outreach within the state is separated into regions. Local Workforce Development Specialists are the main DWS representatives to work with the employer community for local services and information. In response to one Workforce Development Specialist's request for customized industry information for that Specialist's local region, WRA responded to and expanded that request by developing Industry Briefs for all of the state's local regions. The industries chosen and presented for each region were industries that carry the most importance in those regions, as determined by each region's WRA economist. DWS management supported these briefs and WRA worked closely with the department's graphics design and communications unit to design and develop these briefs. As mentioned, the briefs focus upon an important industrial sector for that region (most regions have multiple industries presented) and describe employment and wage details for that local industry along with a history, a list of largest employers in that industry, and a profile of occupations that are prevalent in those industries including number of employees and hourly wage information.

WRA produced two special labor force profiles targeting older workers and veterans. These were brief, bullet point style profiles of these labor cohorts focusing upon their population profile and national comparisons, demographic characteristics, income and poverty, and employment. The data presented was largely ACS data.

#### **Core Product D: Post Products, Information, and Reports on the Internet**

##### **PY2012 Expenditures: \$80,969**

In PY2012, WRA posted numerous workforce information tools on the Internet through several different modes, including publications in downloadable formats, data and statistics in the Utah Economic Data Viewer with downloadable formats, press releases of the latest labor market information, and economic news directly within the web pages themselves. Users are alerted to the postings when they sign-up for our e-mail subscription service.

*Trendlines*, a quarterly publication devoted to current topics important to the Utah economy, was published four times during PY 2012 and made available to our customers on the web. The nine versions of our local area quarterly publication, *Local Insights* (described in Core Product E below), were also posted to the web for WRA's LMI customers.

WRA also made available on its web site all reports, special studies, and associated publications as described in the other Core Products. This includes the Economic Report to the Governor (discussed in Core Product C above), the Counties in Review (discussed in Core Product C above), the occupational projections (discussed in Core Product B above), and the monthly employment report (discussed in Core Product E below). WRA continues to devote resources toward making text versions of as many publications as possible, so as to accommodate readers of all unique abilities.

County-level data was also produced and made available on the web. These data were delivered in a few different formats, including county fact sheets, county economic and

demographic profiles, and county largest employers lists (all of which are discussed in Core Product E below).

All web products are placed on the web within days of their production, and for some hard-copy publications, even before the publications are printed. WRA continually encourages our customers to go to the web to access our products and the latest labor market information. In our publications we often promote our web links, either in relation to an article or as a stand-alone advertisement. Web statistics show that WRA received more than 50,000 hits in PY2012 for the web products listed above. Web hits are up substantially this year as compared to last, and WRA believes that the department's new web page with its accommodation of access through mobile devices and smartphones plays a key role in this enhanced exposure.

WRA continues to expand its LMI web presence through the division's blog, which focuses on local economic events, economic and demographic data release announcements, marketing of our publications and web tools, and other information affecting the Utah economy. In PY2012, the blog experienced over 65,000 visits.

In PY2011, WRA incorporated the data visualization product Tableau into some web tools. This was continued and expanded in PY2012. Tableau allows users the flexibility to customize their view of LMI data through filtering, timeline adjustments, and criteria adjustments. WRA has found this tool to be immensely helpful in the quest to meet all customers' needs in that the tool is dynamic in nature and allows the customer to make choices as to what is presented in the graphs. Additional benefits are derived from the ability to quickly update visualization by simply adding new data to the core table.

**Core Product E: Partner and Consult on a Continuing Basis with Workforce Investment Boards and Other Key Workforce and Economic Development Partners and Stakeholders**

**PY2012 Expenditures: \$134,948**

WRA partnered with the State Workforce Investment Board (SWIB) and the other workforce councils representing regions and industries across the state in PY2012. The current state workforce agency structure has led WRA to partner with local economic development groups and key workforce stakeholders through our relationship with the Economic Service Area (ESA) directors. Our regional economists continue to support activities of ongoing regional councils and to be assessable economic resources to the local WIBs and the business community they aspire to enhance.

WRA continues to use the concept of the LMI Analyst to coordinate the work of the economists with the needs of the ESAs in their workforce development endeavors. This work varies widely from one region to another, including data requests, participation in workgroups, providing analysis for economic development site selection projects, presentations of local economic information to various audiences, and local training.

WRA successfully published the *Trendlines* magazine and posted local news and economic information to the blog in order to convey information to customers at the state and local levels. WRA's web products such as the county fact sheets, county job growth tables by industry, major employers list, county economic and demographic profiles, and industry briefs are all used extensively by Utah's WIBs for decision making and strategic planning. WIBs each had access to a Regional Economist assigned to their area that developed and produced information responsive to the needs of the particular region. The Regional Economists and the LMI Analyst work closely with regional councils, employment centers, schools, and a wide variety of other local stakeholders and customers to develop and continually improve products and services. To partner and serve the needs of the councils, our Regional Economists and LMI Analyst provide a range of services from data requests to economic reports to informational presentations. In PY2012, WRA staff gave a total of 47 presentations with a total audience of over 2,200 to state and local audiences on topics ranging from accessing LMI on the web to understanding the Utah economy and its nuances.

The monthly Utah employment report is a key feature in presenting Utah's current economic performance. Employment is generally the key variable in measuring a state's economic growth, and this report is where it is delivered. It summarizes the BLS CES estimates in conjunction with the BLS unemployment estimation. It is prepared and presented by the department's Chief Economist, who also presented the data via a verbal podcast.

WRA's newest publication, *Local Insights*, was brought to fruition in PY2011 to further enhance partnerships with the WIBs and other customers throughout the state involved in economic and workforce development. The success of this publication ensured its continued use in PY2012. Its strength is in delivering local labor market information tailored to the user who possesses some familiarity with economic data but desires economic analysis and information that will more directly inform decision making. It was designed to be more thorough in its economic evaluation. Two major articles are presented in each issue, one dealing with a current profile of the local economies, and also highlighting a pertinent "economic issue," such as exploring key industries, or understanding trends in the local labor force. Nine versions of the publication are published quarterly, one for each region and one statewide. This publication was favorably received by the Governor with its inception in 2011, and continues to be a valuable source to update the Governor on economic issues in the regions as he visits constituents throughout Utah.

WRA continued partnering with The Governor's Office of Economic Development (GOED) in updating custom LMI for that agency's favored economic clusters. These include custom-defined industry sectors such as Information Technology, Life Sciences, Advanced Composites, and Digital Media, among others. WRA provided profiles of establishments, employment, and wages for these non-traditional sectors based upon a custom assembling of NAICS codes. WRA also provided GOED county-level average wage data for verification of companies meeting GOED-approved tax incentives.

Companies are required to produce jobs meeting or exceeding 120 percent of the location county's average monthly wage to receive the tax incentives.

WRA established a partnership in PY2012 with the Utah Governor's Office of Energy Development (OED) to provide that agency with custom LMI related to employment and wages within the energy industry. As stated in OED's request to WRA for our involvement, their desire for use of LMI was "to fulfill the mission of OED in promoting energy-related economic development in the State of Utah. OED must be able to evaluate employment and other economic implications of energy policy. OED needs information from DWS to identify Utah businesses by industry, size and capability to be able to promote these businesses' products and services, to evaluate Utah's competitiveness in the energy market, and to evaluate the implication of Utah policies for the energy industry."

### **Feedback**

WRA is keenly aware of the value that can be gleaned through effective feedback. Some of our most successful enhancements have been motivated through ongoing local input, collected both formally and informally. WRA has learned the value of partnering and has found that the strength of a partnership will bring about honest commentary on the performance and helpfulness of LMI, and unstructured feedback collection can create the best ideas for data dissemination enhancements.

In conjunction with the Workforce Information Council (WIC), Utah participated in a web survey pop up page test designed to evaluate customer use of state LMI products and web delivery. WIC's goal was to evaluate the possibility of a national online Labor Market Information study seeking to give voice to LMI customers, and more specifically to identify their needs, with specific focus on state websites delivering labor market information. The survey was active in Utah for two months, which was probably less than most other test states as Utah created an entirely new department-wide web page in PY2012 and this survey instrument was not carried over and supported in the new web environment. Over 1,000 responses did come through the WIC survey. Utah's web page scored a 66 from these responses; signifying two-thirds of users were satisfied with the Utah LMI web page.

But that was before the department implemented a complete redesign of the entire DWS website, which included a redesign of the WRA pages. The department did extensive focus group and customer feedback initiatives across the entire DWS spectrum to gather input and suggestions for web page improvement. With that the WRA pages were also evaluated and given a facelift. One of the WRA weak points that surfaced in the WIC survey was the navigation component. One of the major focuses upon the department wide web page redesign was to improve navigation. Thus WRA was fortunate in that a survey focused exclusively on the WRA pages suggested navigation improvements right at the time when the department redesigned its web page with improved navigation as a

goal. Web-hit statistics show a significant increase in monthly visits to various WRA modules after the movement to the new department web format.

### **Items of Note for PY2012**

There were significant changes in the structure of the LMI division in Utah towards the end of PY2012. LMI Director Rick Little left for a position in the Governor's office. His replacement is Carrie Mayne, who was promoted from the supervisory position of the WRA unit. The WRA supervisor position stood vacant for a while due to vacations and administrative snags, but was filled at the beginning of PY2013 by Mark Knold, the department's recent Chief Economist. During PY2012, the Chief Economist position was shifted to Carrie Mayne, and she carried that title with her in her move to the LMI directorship. Additionally, the supervisor of the LMI shop's BLS team also left and took a position within the Governor's office. That supervisory position has stood vacant for several months in search of the desirable candidate, but a candidate has been selected and is scheduled to start in early October 2013. In the interim, Carrie Mayne, through her position as the LMI Director, has been covering the supervisory duties of the BLS team.