



**Utah**



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Department of  
Workforce Services

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# Workforce Investment Act

## Title I-B Report

### Program Year 2001



## Mission

The mission of the Utah Department of Workforce Services is to provide quality, accessible, and comprehensive employment-related and supportive services responsive to the needs of employers, job seekers and the community.

## Vision

We will set the national standard of a high-quality workforce by being the employment connecting point for employers, job seekers and the community.



## Director and Chair Message

2001-2002 was an historical year. We welcomed the world to Utah. For one brief moment, millions of members of the world community otherwise unable to make their own pioneer trek to the Beehive state, captured glimpses of a place unlike any other. Surely some of those images conveyed the message that we are an industrious, thoughtful, and forward-looking citizenry, eager to greet the future while honoring our past.

Many of us watched on that crisp, winter morning in February, when the Olympic Torch made its entry into Utah and marked the beginning of a march toward 1000 days of progress, the rapid cadence of which is otherwise unknown in Utah history. That future that we will build together will be marked by our investment in people, quality job creation, and building of livable communities.

Thanks to the Governor, the Legislature, our Councils on Workforce Services, our agency and community partners, and especially all of our hard-working people, the Department remains a national leader dedicated to the unemployed, underemployed, and working citizens of Utah, as well as the employers that conduct business here. The economic weakness felt all over the nation is first witnessed on the frontlines of the public employment services. We are responding and our employees are performing heroic deeds each day.

In this report, you will read about many of the accomplishments this year in workforce development, complimented by data that paint a picture of Utah's workforce, economy, and outlook for the future. Yet, a few especially significant events necessitate mention here:

- Utah's workforce development system is an effective network of services, programs, and investments with shared goals around the skills of the state's workforce, productivity, employment, earnings, and customer satisfaction. The Governor and Legislature's vision for integrated workforce services in a system of one-stop Employment Centers has become a reality. We continued this year, as we will the next, to refine and improve the system after which many states are modeling theirs.
- In April, the Governor consulted with his State Council on Workforce Services. He directed us to develop a workforce development plan that prepares, markets, and connects Utah's workforce with the jobs of the future in order to feed job growth, grow earnings, and benefit all Utah citizens. We responded and drafted a system plan that binds all the partners and resources relevant to developing Utah's workforce. The heads of public, applied technology, and higher education as well as community and economic development, and many others have all weighed in and support the plan. Many momentous milestones have been accomplished and more are soon to be realized.
- In July, we received a \$3.8 million bonus from the US Department of Health and Human Services for our successful efforts in welfare reform through the Temporary Assistance to Needy Families (TANF) program. Specifically, the bonus recognized our achievements in helping public assistance recipient customers move into work and sustain their success in the workforce.
- We continue to move closer to the Governor's ideal of an e-government organization, making significant progress in the delivery of services to Utah citizens via telephone and the Internet. In November, we successfully launched [jobs.utah.gov](http://jobs.utah.gov), perhaps the most sophisticated public, employment matching system on the World Wide Web. Via [jobs.utah.gov](http://jobs.utah.gov), employers can find qualified Utah job seekers to hire and Utah job seekers can find good jobs to support their families, all online.

We continue to do our part to lead economic recovery and respectfully submit the following annual report. We look forward to a new year with great optimism.

Raylene G. Ireland, Executive Director  
Department of Workforce Service

Randy C. Emery  
State Council on Workforce Services

# Title I-B 2001 Report Contents

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Utah's Job Connection	5
Integrated Customer Policy	5
Allocation of Resource and Costs in Relation to Performance	6
Utah's Workforce System – UWORKS	7
Workforce Investment Councils	8
WIA Waivers	11
Core, Intensive, and Training Services	12
Job Seeker Services	13
Business Services	13
Rapid Response Services	14
Workshop Services	14
Skills Testing Services	14
Career Counseling Services	14
Labor Market Information (LMI)	14
Unemployment Insurance	15
Family Employment Program	15
Information, Outreach, & Access to Food Stamps	16
Veteran Services	16
Assessment Services	16
Intensive and Training Services	17
Youth Services	18
Disability Issues and Employment	19
Success Stories	19
DWS Quality Evaluations	20

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# CONTINUED IMPLEMENTATION OF A COMPREHENSIVE SERVICE DELIVERY SYSTEM

## Utah's Job Connection

This report will focus on PY2001, July 1, 2001 through June 30, 2002, the third year of implementing the Workforce Investment Act (WIA) in the State Of Utah, Department of Workforce Services (DWS).

The Department of Workforce Services is "Utah's Job Connection." DWS is the product of Utah's bold vision for the future of quality workforce development. It is a consolidation of all employment related functions into a comprehensive service delivery system. Now job seeker and employer customers can access the services they need without the confusion and burden of working with multiple agencies. States are experimenting with coordination or consolidation of workforce development services on different levels; but Utah has completely integrated its system. DWS is recognized as a national leader for this integration and innovation.

DWS is about customer choice, service, and performance. Utah was the first state to consolidate employment and welfare programs and to establish a statewide system of "one-stop" Employment Centers. Here, customers can easily access the services they need in an environment that is matched for look and feel from office to office. All Employment Centers offer the same array of services, which makes them the connecting point for employers and job seekers. And, these nearly 50 offices are strategically located throughout the state.

DWS has experienced several operational and program changes over the past 4 years and this year was no exception. We focused on improvements for customer choice, service and performance, increased employment, increased occupational skill attainment, and increased retention and earnings of our customers. We established outcomes for these goals, which resulted in many positive changes this past year.

## Integrated Customer Training Policy and Procedures

**Customer Training Policy** - DWS published an integrated Customer Training Manual for the service providers. It encompassed an amalgamation of the federal and state funding requirements of the Workforce Investment Act, Trade Adjustment Assistance and the North American Free Trade Act, the Temporary Assistance for Needy Families Act, and Utah Displaced Homemakers Act.

The purpose of the policy was to integrate services and funding streams so service providers could better serve our customer base. It was designed to assist Employment Counselors in providing training services in a timely and accurate manner, reducing the number of disallowed costs. The success of Customer Training Policy can be measured by attaining the negotiated WIA performance outcomes. It will also help to achieve a well-trained workforce to meet our local employment demands.

**Procedures (on-line)** - SDS (Service Delivery Support) was chartered by the Executive Director to simplify policies and create "how to do" tools for staff on an on-line system. The system was developed using policy and designed into easy to follow, step-by-step computer based instructions. The system is updated whenever changes occur to ensure that service providers have the most current policies available at their workstations. Staff training curriculum is developed from these processes and incorporated into our statewide core training services.

## Allocation of Resource and Costs in Relation to Performance

Utah served 261,819 customers in core services during program year 2001. All 5081 WIA customers received at least one core service.

To appreciate the cost of workforce investment activities (which Utah refers to as Objectives) in relation to the effect on performance, please refer to the table below. The table reflects the number of WIA customers served by funding stream. The Objectives outlined include a variety of services. For example, the objective titled Assessment would include services such as, Initial/Comprehensive Assessment, Formal Assessment, Problem Solving Assessment, Non-Participation Assessment, and DWS Social Worker Assessment.

### PY01 WIA Participant Counts by Objectives

Objective	Total Participants	WIA Adults	WIA Dislocated Workers	WIA Youth
Assessment	2080	817	1233	30
Basic Education	305	173	83	49
Employment-related Education	3296	1637	1648	11
Job Search Assistance	1083	598	463	22
Life Skills	299	190	32	77
Supportive Services	1178	755	384	39
Treatment	290	257	31	2
WIA Younger Youth Goals	703	12	1	690
Work Site Learning	189	118	61	10
Youth Services	1271	55	2	1214

### Cost of Program Activities

<u>Program Activity</u>	<u>Total Federal Spending</u>	<u>Average Cost Per Activity (Objective)</u>
<b>Adults</b>	\$1,499,023	\$ 325
<b>Dislocated Workers</b>	\$2,237,262	\$ 568
<b>Youth</b>	\$2,583,920	\$1205
<b>Rapid Response</b>	\$ 605,898	
<b>Statewide Required Activities</b>	\$1,291,732	
<b>Miscellaneous</b>	\$ 159,652	
<b>Total of All Federal Spending Listed Above</b>	<b>\$8,377,487</b>	

## Utah's Workforce System - UWORKS

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

In 2002, the employment exchange component, along with several other enhancements to the case management piece, of UWORKS was implemented. New additions include:

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

DWS continues to enhance the vision of a “virtual one-stop” that will allow customers to access the services they need when they need them.

## Workforce Investment Councils

*Utah's 1000-Day Workforce Development Plan* - To support "Utah's 1000-Day Economic Plan" created by Governor Leavitt, the Department of Workforce Services in conjunction with its State and Regional Councils on Workforce Services created "Utah's 1000-Day Workforce Development Plan". The plan mirrors the Governor's vision for economic prosperity; that quality jobs are available statewide. By investing in people, developing Utah as a center for technology, and by enhancing life quality. DWS will ensure that job growth exceeds the growth of the workforce, that earnings outpace inflation, and that the benefits of economic prosperity are felt statewide.

### Regional Councils

***Bear River Regional Council*** - The Bear River North Regional Council has had a very productive year. In addition to distributing TANF funds to various community resources to help support some of our most needy citizens, task forces were organized to address key regional goals.

#### 2001 Milestones:

- Collaborated with the Bear River Association of Governments and the Bear River Youth Council to provide 30 at-risk youths with an opportunity to attend a diversity conference in both Box Elder And Cache counties.
- Participated in a local non-profit project to help low income families build their own homes.
- Provided TANF funding to local Boys and Girls Club who provided pregnancy prevention education to 156 youth.
- Established a TANF-funded 4-H after school program, in cooperation with Utah State University, that served 125 rural Box Elder County youth. The after school program focused on projects that help youth become productive adults.
- Created a turnover prevention pilot in cooperation with Pepperidge Farms in Richmond, Utah. The pilot resulted in Pepperidge Farms providing "bonus" incentives for employees that remained employed for the entire length of the six-month project.

***Central Regional Council*** - The Central Regional Council has witnessed a grand evolution in the delivery of workforce services. We've met our goal of providing services to customers in a true one-stop environment, while developing a strong foundation over the past five years.

Cooperative efforts between Salt Lake and Tooele counties' leading business people, public sector representatives, and DWS staff, led to many accomplishments this past year.

#### 2001 Milestones:

- The council endorsed the Midvale Employment Center's recent remodeling and technology upgrades to accommodate a growing customer base. An open house was held in August to celebrate the renovated facility. In addition, a new West Valley Employment Center was opened in December 2002. The West Valley location was chosen based on the growing customer base in that area.
- The Central Region Council continues to sponsor Supervising Today's Workforce (STW), a revenue generating enterprise that offers supervisory training courses to area employers. Over 170 employees from local businesses attended these classes and higher numbers are expected next year.

**Mountainland Regional Council** - This year has been an exciting one for our Council and the DWS staff who work with us. The year was filled with somberness as a result of the tragedies marking the end of 2001, but also with great hope and patriotism as the region helped host the world during the 2002 Olympic Winter Games.

After the Olympics, our focus turned to the economy and joined with the Governor to develop and execute his 1000-Day Plan. The downturn in the nation's economy has been mirrored locally, putting a strain on DWS and its ability to keep up with demand. We gratefully acknowledge the Governor's Office and Legislature's role in preserving DWS' capacity to serve in spite of budget cuts.

Under the leadership and structure provided by the 1000-Day Plan, Council Task Forces are increasing services to youth and helping DWS and other agencies strengthen our workforce by providing opportunities for greater education and improved work skills to find beneficial employment.

2001 Milestones:

- Efforts are being made to profile and market Utah's remarkable workforce to businesses everywhere. Businesses that provide great opportunities are being recognized by the Council for making good use of our state's greatest natural resources—our workforce.

**Northern Regional Council** – Since its inception in 1997, the Wasatch North Regional Council has been very active in pursuing programs that will benefit the community it serves. We are concerned with what we can do as a community to impact the local economy and support the employers in their quest to find the best employees. We are also concerned with ensuring that we are meeting federal mandates and guidelines, while keeping the well being of each individual in mind, as we deliver the services we are charged with providing.

Our Council has embraced the challenge of our 1,000-Day Workforce Development Plan to “Help people become job ready and employed,” “Build partnerships with employers,” to “Increase the use of DWS by employers and job seekers” and to “E ducate employers on the value of ethnic minority workers.” We have responded by setting goals that are attainable within that time frame.

2001 Milestones:

- The Wasatch North Regional Council established the Inventory Partnerships Task Force to identify existing and potential community partnerships for the purpose of collaboration and the establishment of goals and a work plan.
- The Roy City Boys and Girls Club, located in the “enterprise zone” of Ogden City, received additional TANF funds to provide “Smart Girls and Wise Guys” education to over 300 youth.
- The Wasatch Youth Council approved the use of TANF funds to provide after school services to over 300 “at risk” youth at Ogden City schools. The after school programs provided a safe and challenging environment where students received help with their homework, participated in academic, art/cultural, recreational and technology clubs.

**Southeastern Regional Council** - has experienced phenomenal progress this past year providing service to our customers and modifying the physical locations where our customers are served. Although employee and customer satisfaction surveys indicate an overall satisfaction with progress being made in the region the council is always looking for opportunities to improve.

2001 Milestones:

- The Southeastern Utah Association of Local Governments. Small Business Investment Fund provided grants to needy families and Family Employment Program customers to start-up new small businesses. Over the past year, 122 new jobs were created in Carbon, Emery, Grand and San Juan counties.

- The region's first "Employment Center Design" building was opened in Moab this year. The design of this new office provides improved access to our job seeking and supportive service customers. In addition, an older facility was replaced by a new building in Castle Dale and the Price Employment Center was remodeled.

**Uintah Basin Regional Council** - has now completed its 5th year of operation. The Council and its subcommittees continued to provide strong coordination and leadership in Council responsibilities.

The Regional Council Employer Committees sponsored several excellent seminars for employers during the year on the following topics: Complying with OSHA Laws, How to Market Your Business More Effectively, State Employment Laws, Drugs in the Workplace, Unemployment Compensation, and Federal Employment Law.

The Uintah Basin Youth Council has been very active in coordinating services and recognizing successful youth in the area. Representatives from Youth Corrections, 8th District Court, the Division of Child and Family Services, the Uintah and Duchesne school districts, and the Department of Workforce Services serve on the Council and are all involved in working as a team to positively impact troubled youth.

The Regional Council and its Operations and Performance Subcommittee have been very engaged in reviewing and providing oversight to the TANF-funded projects that have been approved and distributed. Many of the projects in the Basin have focused on transportation needs. Because of significant transportation barriers in this region, some of these funds were used to purchase large vans and small busses to help customer's access training and employment. These are now running regular routes and schedules in the three counties.

**Western** - From its onset, the Western Region Council has embraced the Governor's 1000-Day Workforce Development Plan and has established goals in support of that plan. The goals were established to continue to improve the level of service available throughout our region to employer and job seeker customers. The Council believes these goals will develop opportunities to move the State of Utah forward as a leader in economic development.

2001 Milestones:

- New employment centers in St. George and Nephi were opened in 2001. These new centers were designed to provide services to our customers more efficiently. Additionally, the Cedar City employment center was remodeled. An additional 7,000 square feet provided larger job connection rooms with increased computer access for our customers.

- Smart Sites have been a key element of the region's 1,000-day economic plan. Kanab and Cedar City were some of the first areas to establish these high Tech sites and they are very successful. Some sites in our region are already looking to expand their operations and create additional partners.

## WIA Waivers

Utah applied for and was granted a waiver this year to waive the statutory and regulatory requirements associated with the annual time limits for subsequent Eligibility Determination of Training Providers. The waiver will give Utah the opportunity to complete the design and implementation of an online database reporting system for training provider customers. Customers will have access to training information, eligibility status, on-line provider applications, and current performance reports required for subsequent eligibility. Utah's goals to be achieved by this waiver are:

- Develop and implement an efficient and cost effective training provider performance data method that reasonably considers exiting substantially similar performance data items that may be substituted for required current data items.
- Continue to increase the number of Eligible Training Providers (ETP) and retain those already approved, thereby ensuring maximum customer choice.
- Maintain the highest level of provider accountability and satisfaction in an error-minimum information system by developing and implementing a customer user-friendly system. Satisfaction level and error rate monitoring can be measurable outcomes.
- Continue to develop and implement an online initial eligibility application process that will incorporate stakeholder approval. Include the application process as an enhancement to the ETP Web Site, with the objective of creating a "one-stop" ETP site. Quantity of site enhancements can be monitored to provide measurable outcomes.

The state of Utah was granted this waiver of the time limit on the period of initial eligibility of training providers through June 30, 2003.

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# Utah's One Stop

## Core, Intensive, and Training Services

Utah's Department of Workforce Services offer a wide variety of services to citizens of Utah depending on their specific needs. These services and programs include but are not limited to:

- Job Seeker Services
- Business Services
- Rapid Response
- Workshops
- Skills Testing
- Career Counseling Services
- Labor Market Information
- Unemployment Insurance Services
- Family Employment Program
- Food Stamp Assistance and Information
- Veterans Services
- Assessment Services
- Training Services
- Youth Services
- Services to Assist the Disabled

Employment Counselors practice "work first" principles when determining what services will benefit the customer most. The "work first" principles is also used when determining eligibility for DWS administered programs. These services are discussed in greater detail in the following pages.

**Access to Core Services** - The structure of Utah's One-Stop system provides the opportunity for all interested customers to access Core Services either at one of the DWS Employment Center located throughout the state, or online.

Utah's cutting-edge, online, and self-directed job matching system, was unveiled. Jobs.utah.gov, perhaps the most sophisticated, public system of its kind on the World Wide Web, allows job seekers and employers to instantly find each other. Job seekers have the ability to create a personalized electronic resume that can be searched by employers. Employers can enter their own job listing and search for qualified applicants. Jobs.utah.gov is the platform for bringing together qualified job seekers and hiring employers for their mutual benefit and economic prosperity of the state.

**Job Seeker Services** - Using the information gathered from the customer, the Employment Counselor can begin to assess marketable skills and supportive service needs. The Skills Review is extremely valuable to begin assessing the customer's need and help determine the pathway a customer will follow or which will lead to the desired outcomes of the customer. Job seeker customers are the other side of the employment exchange equation. Services DWS offers them include:

- Computer access to: Utah's Job Bank, America's Job Bank, Career Exploration Guide, and Resume preparation tools
- Job referrals and job search assistance
- Veterans' services
- Job skills workshops
- Skills testing
- Career counseling
- Connection to educational opportunities
- Vocational assessment
- Job training opportunities

**Business Services** - Employers are critical to the success of DWS. Businesses, large and small, are integral DWS customers and are key members of the State Council, Regional Councils and employer committees. Business representatives regularly consult DWS on marketing, day-to-day operations, and the quality of services DWS provides. They help DWS understand the labor market, offer suggestions for improvement, and often provide important resources that are otherwise unavailable. Other unique business services include:

- Partnerships with economic development agencies to assist new and expanding businesses
- Business consultants who provide individualized service to employers
- Outreach and education on work/life issues
- Training services including basic skills, re-training, and skills upgrading
- Welfare-to-Work and Work Opportunity Tax Credits
- Rapid response and pre-layoff intervention services
- Clerical skills testing
- Free access to Employment Centers to recruit, interview and screen applicants
- Seminars on employment-related topics
- Partnerships with local educational facilities
- Veterans' services
- Alien labor certification

**Rapid Response services** -The State Dislocated Worker Unit (DWU), which provides Rapid Response Assistance; an early intervention program for companies facing layoff or closures, provides impacted workers with resource and job search information to assist with the transition to new employment. During Program year 2001, the DWU provided Rapid Response assistance to 102 companies impacting 13,138 workers. Of the 102 companies, 60 were the result of company layoffs and 42 were the result of company or unit closures. Thirty-eight (38) companies issued WARN notifications, which requires 60-days advance notice to layoff or closure.

Industry breakout is as follows:

- Manufacturing, 32 companies, 5240 impacted workers;
- Service, 22 companies, 2095 impacted workers;
- Wholesale & Retail Trade, 18 companies, 1893 impacted workers;
- Transportation & Communications, 13 companies, 2262 impacted workers;
- Finance & Insurance, 8 companies, 727 impacted workers;
- Public Administration, 3 companies, 519 impacted workers;
- Mining, 3 companies, 297 impacted workers;
- Forestry & Agriculture, 2 companies, 90 impacted workers; and
- Construction, 1 company, 15 impacted workers.

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

**Skills Testing Services** - Skills Testing is offered in all Employment Centers throughout the state. These tests measure the ability to perform in many areas including:

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

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

**Labor Market Information (LMI)** - During 2001, Utah focused on delivering labor market information electronically and in an understandable and more useable format. Economic information was published and delivered on CD Rom for the first time. New products and features were added to our web site: a searchable occupational wage database, county and state pages and *Trendlines Extra*, a magazine style publication written in very basic terms about the local economy.

Regional economists around the state educated customers via our "Breakfast with an Economist" presentations. Updates were made to core tools that are used by LMI shops across the country to project industry and occupational growth. The national prevailing wage database for foreign labor certification was completed enabling easier processing of Alien Labor Certification applications. We also began studying labor market transactions data from America's Job Bank to determine if this could provide early insight into economic trends.

Utah developed the local forecast review system allowing local experts to Review and give feedback on economic forecasts for their areas, thereby improving the accuracy of state analysts industry and occupational projections.

**Unemployment Insurance** - DWS Unemployment Insurance (UI) Division experienced dramatic changes during 2001. Utah's softening economy caused thousands of workers to be displaced and as a result, workloads increased division wide.

We implemented several automation improvements to enhance customer service and increase efficiency this year. Four new internet-based applications were introduced so customers, both claimants and employers, can access services and individual account information 24 hours a day, 7 days a week.

Employers now have instant access to current tax rates, quarterly reporting information, and UI tax publications. Employers can also view tax account transaction history, update important contact information, and close or re-open an account. All of these services are available on our new and improved Web site.

Finally, over 73,000 New Hire records were reported and processed by the UI Division monthly during 2001 and employers continue to move toward electronic record submission.

Utah continues to set the national standard for delivery of unemployment insurance (UI) services to employers and claimants. The passage of House Bill 345 was among the most significant events for UI in 2000. The legislation reduced state unemployment tax rates for most employers and results in \$20 million in savings for employers this year. About 73 percent of Utah's experience-related employers now receive a minimum tax rate of 0.1 percent.

**Family Employment Program** - When Utah implemented the Family Employment Program (FEP) it also adopted a 36-month lifetime limit on financial assistance. The law allows DWS to extend up to 20% of its annual financial assistance caseload past the 36-month lifetime limit for specific hardship reasons. There were 671 Utah families who reached the 36-month time limit in fiscal year 2002. As of June 2002, a total of 288 families were receiving assistance because of a hardship extension. Customers who reach their lifetime limits often continue to qualify for and receive food stamps, Medicaid, training, childcare, and/or all employment services we offer.

In addition to funding the FEP program, the TANF block grant funded many other community needs. TANF funds are used to expand training opportunities, job connection activities, and other work related contracted services. These services include substance abuse and mental health counseling, out-of-wedlock pregnancy prevention programs, crisis intervention, and transportation solutions for low income families.

**Information, Outreach, and Access to Food Stamps Services** - A customer's access to Food Stamp benefits is addressed at the initial contact with a DWS service provider. Customers expressing an interest in receiving Food Stamps are encouraged to apply for Food Stamps during business hours on that day. The need for expedited Food Stamp services is identified immediately. They are given special processing standards to assure they will receive food stamp benefits within seven calendar days from the date of their application. Printed posters, flyers and brochures are available in the Employment Centers.

In cooperation with community advocates, Utah created an informational outreach piece to help potential customers learn about the availability of food stamps. General information on the Food Stamp Program, eligibility information and worksheets, checklists and answers to common questions were included in this package. Utah implemented a toll free number that the public can call to obtain more information on food stamps.

**Veteran Services** - Veterans and eligible persons are the only group of customers that have preferential treatment in the Department of Workforce Services (DWS). DWS provided maximum employment and training opportunities to veterans and eligible persons with priority given to disabled veterans and veterans of the Vietnam-era, by giving them preference over non-veterans in the provision of employment and training services available at the Employment Centers. Services were those activities or efforts including but not limited to registration, counseling, referral to supportive services, job development, etc; which were directed to help customers find jobs or training.

In order to help carry out the above requirements each Employment Center has a Local Veteran Employment Representative (LVER) or Disabled Veteran Outreach Program (DVOP) assigned. LVER and DVOP staff worked with those veterans that are harder to place on jobs and need Case Management services.

Last year's total veteran population registered for services with DWS was 22,948. We placed in jobs 4,427, counseled 7,706, did job development contacts for 3,651, and gave some reportable service to 20,903.

The LVER and DVOP staff in the Northern Region also provided coverage for the Transition Assistance Program (TAP). This program targets separating, retiring military members, and their spouses that have been out of the job market from 4 to 30 years. This is a three-day workshop presented twice a month, and it teaches current methods for a successful job search.

The workshops also provide current labor market information, assessing individual skills and competencies, information regarding licensing and certification requirements for certain career fields and up-to date information regarding veterans benefits. Once a quarter "Spouse Tap" is held for the spouses of military members that were not able to attend the regular TAP workshops. Last year 659 attended the workshops.

**Assessment Services** – Assessment is a process used to gather pertinent customer information to determine which, if any, additional services may be appropriate for the customer. There are many customers who only access some combination of Self-Directed or Core Services. Some customers may also choose to access additional supportive services, such as Food Stamp or Medical Assistance.

There are also many customers for whom Intensive and/or Training Services are appropriate. The initial interview is an information-gathering tool, where, depending on the needs of the customer, the Employment Counselor and customer can make decisions about which services are most needed.

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

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

***Intensive and Training Services*** – DWS is required to provide three levels of employment and training services. Core, Intensive, and Training. DWS has used these levels of service to structure the delivery of training services.

Intensive and Training services are services, which lead to or support employment. Intensive and Training services are offered to those individuals for whom a job referral is not a sufficient service.

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

When a customer is determined appropriate for Intensive Services, the Employment Counselor provides the full array of DWS services, according to the needs of the customer. These services, along with other community resources, will assist the customer in moving beyond current barriers to the realization of their employment goals. TANF, General Assistance, Food Stamp Employment and Training, Refugee Assistance, Displaced Homemaker, NAFTA/TAA and WIA are programs and funding streams available for the Counselor to use in Intensive and Training Services. More than 119,970 customers received Intensive and Training Services from the combined programs and funding streams

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

Intensive and Training Services occur after eligibility is determined. It is driven by a mutually agreed upon employment plan. The frequency and intensity of interaction with the customer is based on individual needs.

Employment Counselors are expected to look beyond program limitations and explore all possible Intensive and/or Training service options, in order to meet the needs of a job seeker customer. Since DWS has multiple programs and funding streams, failure to qualify for one program or service does not mean that the customer cannot be served at all. Employment Counseling is a valuable service to customers, whether or not supportive

service funds or training dollars are available. The processes of evaluation through assessment activities, goal setting, and career planning are crucial to all customers who seek more than a haphazard approach to employment. Employment Counselors use their knowledge and skills to guide customers through the maze of employment options.

**Youth Services** - Services were delivered to approximately 1000 youth during the last program year. Elements of Service were accessible at each employment center around the state. They include: tutoring, study skills training and drop-out prevention, alternative school services, paid and unpaid work experiences, summer employment opportunities, occupational skills training, leadership development opportunities, mentoring, comprehensive guidance counseling including drug and alcohol abuse prevention, supportive services, follow-up services.

These elements of service are available statewide in a variety of ways. Youth service providers must be selected by competitive bid and their delivery methods must be designed to meet the needs of local at-risk youth.

Although the objectives of the employment plan are individually determined by the needs of individual youth, the services targeted for in-school youth differ slightly from those targeted for out-of-school youth. Some unique and interesting service delivery processes are evolving around the state.

In the **Uintah Basin** our own employment centers provide youth services. Local employment centers coordinate funds from School-to-Careers, Bureau of Apprenticeship and Training, Youth Corrections, Department of Child and Family Services and public education to create holistic strategies for serving young customers.

In the **Central** Region (Salt Lake and Tooele counties), services are provided by Salt Lake County's Youth Employability Services (YES) program. YES coordinates and/or sub-contracts with local Boys and Girls clubs, public education, substance abuse treatment programs and mental health care providers. Local employment centers provide services such as registration for work and job matching.

The **Mountainland** Consortium of School Districts delivers WIA services to both in-school and out-of-school youth. The Consortium has done an excellent job creating a program that effectively serves seventeen local high schools, and countless community partners in both urban and rural communities.

Futures Through Training and the Bear River Association of Governments (BRAG) work with local employment centers to delivery youth services in the **Northern** part of the state. One of the innovative services Futures Through Training offers to youth in Weber, Davis and Morgan counties is computer-based literacy training. They have also identified a large need for English as a Second Language classes and have partnered with local entities to provide these classes to local youth. The BRAG sub-contracts with the Lincoln Center, local Boys and Girls Club to provide service to youth in Cache, Rich and Box Elder counties.

Local employment centers provide the framework for youth services in the **Western** Region. DWS refers youth to Winfield Kids for specific service. Winfield Kids philosophy is to help youth "Build self-worth, one success at a time". They provide self-esteem workshops in high schools throughout the region, and then inspire local youth to take part in worthwhile activities and to keep their focus and attention on a goal or a career path that will set them up for success in the future.

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

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

## Success Stories

***NORTH REGION*** - Elizabeth Herrera overcame significant barriers and completed cosmetology training in October. She also increased her math and reading levels at the same time. The mother of a two-year-old daughter, Liz sought services at Futures Through Training for assistance in obtaining her Certificate in cosmetology. At the time she was 19 years old and was considered an out of school youth. Liz was assisted with tuition, childcare, and tutoring.

***CENTRAL REGION*** – Manuel Olmos Jr. saw the need to better himself through training and education. He also needed to support his family. Through the WIA Youth Program, Manuel is successfully completing an automobile mechanic apprenticeship with Tooele City Shops, while continuing his education.

***MOUNTAINLAND REGION*** – Katee Clements turned her life around while enrolled in the WIA Youth Program, earning her high school diploma and completing a veterinary technician course at Utah Valley State College. She was also selected to complete an internship as a veterinary technician.

***SOUTHEAST REGION*** - Delalia Dale, a 17-year-old student, was recognized as an outstanding WIA youth participant because of her significant progress in the WIA Youth Program. She began an internship-training program at the hospital in Moab and her teachers report seeing “a different girl.” Delalia is no longer the troubled youth struggling with substance abuse. Delalia stated that she utilized the skills learned from the Workplace Essential Skills interviewing videos to get the job.

***WESTERN REGION*** - Shelley Touta has successfully transitioned into full-time employment with benefits with the help of diversion and training. Shelley is a 31-year-old single mother with seven children under the age of 10. Shelley completed the Certified Nursing Assistant program and internship and was hired to work on-call at the care center. During this time, Shelley started the prerequisites for the nursing program. She continues to take pre-requisites for the nursing program and should be admitted to the nursing program this spring.

# DWS Quality Evaluations

## Review Categories

Key Business Plan measures for the five regions

Strategic Plan goals for the Department

DWS Program Integrity

Process: Targeted reviews based on Service Delivery Structure

Employment Services

Eligibility Services to include Food Stamp ME

Self Directed & Business Services

Over the course of a one-year period, every center had employment counseling, eligibility and business services evaluated by a review team. The review team evaluated program compliance, key measure outcomes, and program integrity. All elements deemed necessary and pertinent to the assessment of that service was evaluated. Each center in the state was evaluated for the same specific services for the purpose of consistency and the establishment of a statewide action plan as appropriate. Reviews also included elements specific to employment center and regional needs.

At the completion of the Quality Evaluation we met with EC management to discuss findings and specific elements for improvement. The EC Manager is held accountable to respond to the Quality Evaluation findings by developing an action plan within 30 days. Responses, including recommendation for improvements, quality circles, monitoring and follow-up for identified issues to be coordinated and implemented by the EC Manager.

The Program Evaluation Specialist Team (PEST) initially coordinated the facilitation of quality circles in conjunction with regional program specialists. The center manager worked with the regional program specialists to respond to the Quality Evaluation findings by developing an action plan within 30 days. The action plan with specific solutions, outcomes and monitoring criteria was completed by the employment center. Within 90 days of receipt of the action plan the PEST, Regional Director and SDS Director conducted a Quality Evaluation follow-up to verify implementation had been completed and improvements made.

## Roles:

EC Manager - Accountable for development and implementation of solutions

Regional Program Manager - Provide regional resource coordination

Program Specialists- Expert in specific DWS service

SDS Program Specialists- Expert in funding stream

EC Supervisors- Expert in Employment Center service delivery

PEST - Facilitation and coordination

## Time Frames

The reviews begin in January and go through December. Preliminary "Hot Spots" are identified statewide by March.

## WIA Annual Report Data

State Name: UT

Program Year: 2001

**Table A: Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance - Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	73	79	419	2,720	581	72.1
Employers	69	82.4	470	12,302	718	65.5

**Table B: Adult Program Results At-A-Glan**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	66.3	78.2	819
			1,047
Employment Retention Rate	79.6	74.3	777
			1,046
Earnings Change in Six Month	4,222	2,103	1,882,423
			895
Employment and Credential Rate	54	57.9	662
			1,144

**Table C: Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	66.3	161	83.2	84	76.7	102	77.5	31
		243		101		133		40
Employment Retention Rate	71.9	151	72.4	71	66.9	79	77.8	28
		210		98		118		36
Earnings Change in Six Months	2,502	472,797	2,311	171,020	1,109	104,291	2,298	71,245
		189		74		94		31
Employment and Credential Rate	43.7	121	70.1	75	53	70	68.3	28
		277		53		132		41

**Table D: Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	79.2	725	71.2	94
		915		132
Employment Retention Rate	73.8	679	77.8	98
		920		126
Earnings Change in Six Months	2,416	1,886,916	-39	-4,493
		781		114

**Table E: Dislocated Worker Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	76	91.2	836
			917
Employment Retention Rate	86	78.8	659
			836
Earnings Replacement in Six Months	93	85.2	8,656,272
			10,156,618
Employment and Credential Rate	61	71.6	527
			736

**Table F: Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	94.7	108	89.9	71	89.7	61	85.7	12
		114		79		68		14
Employment Retention Rate	75	81	76.1	54	80.3	49	66.7	8
		108		71		61		12
Earnings Replacement Rate	90.6	1,001,395	102.3	605,417	76.8	548,112	321.4	49,805
		1,105,233		591,982		713,681		15,497
Employment And Credential Rate	69.4	68	76.6	49	80	44	38.5	5
		98		64		55		13

**Table G: Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Core and Intensive Services	
	Entered Employment Rate	92.3	679	86.7
736			181	
Employment Retention Rate	78.8	535	79	124
		679		157
Earnings Replacement Rate	86.5	7,038,980	80	1,617,292
		8,134,753		2,021,865

**Table H: Older Youth Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	64.3
Employment Retention Rate	78.5	78	39
			50
Earnings Change in Six Months	3,712	2,922	122,705
			42
Credential Rate	51	41.1	30
			73

**Table I: Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	82.4	14 17	0	0 1	75	12 16	67.5
Employment Retention Rate	62.5	10 16	0	0 1	66.7	8 12	78.1	25 32
Earnings Change in Six Months	2,005	28,075 14	0	0 1	1,263	12,633 10	2,781	75,075 27
Credential Rate	55	11 20	0	0 1	31.3	5 16	40.4	19 47

**Table J: Younger Youth Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
		Skill Attainment Rate	73.4
Diploma or Equivalent Attainment Rate	44	56.1	64 114
Retention Rate	51	56.6	64 113

**Table K: Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals Disabilities		Out-of-School Youth	
Skill Attainment Rate	86.1	31	96.2	50	73.3	33
		36		52		45
Diploma or Equivalent Attainment Rate	52.6	10	60	18	42.6	20
		19		30		47
Retention Rate	50	10	48	12	58.3	35
		20		25		60

**Table L: Other Reported Information**

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	78	177	3,848	873,545	3.4	28	4,051	2,811,356	28.3	205
		227		227		819		694		725
Dislocated Workers	85.1	188	92.5	2,773,237	1.7	14	6,244	4,520,400	28.1	191
		221		2,997,552		836		724		679
Older Youth	79.5	35	3,115	137,057	7.1	3	2,577	95,341		
		44		44		42		37		

**Table M: Participation Levels**

	<b>Total Participants Served</b>	<b>Total Exiters</b>
<b>Adults</b>	<b>1,687</b>	<b>1,219</b>
<b>Dislocated Workers</b>	<b>1,472</b>	<b>971</b>
<b>Older Youth</b>	<b>141</b>	<b>114</b>
<b>Younger Youth</b>	<b>548</b>	<b>416</b>

**Table N: Cost of Program Activities**

<b>Program Activity</b>		<b>Total Federal Spending</b>
<b>Local Adults</b>		<b>\$1,499,023.00</b>
<b>Local Dislocated Workers</b>		<b>\$2,237,262.00</b>
<b>Local Youth</b>		<b>\$2,583,920.00</b>
<b>Rapid Response</b> (up to 25%) 134 (a) (2) (A)		<b>\$605,898.00</b>
<b>Statewide Required Activities</b> (up to 25%) 134 (a) (2) (B)		<b>\$1,291,732.00</b>
<b>Statewide Allowable Activities</b> 134 (a) (3)	Miscellaneous	<b>\$159,652.00</b>
<b>Total of All Federal Spending Listed Above</b>		<b>\$8,377,487.00</b>

# WIA Annual Report Data

State Name: UT

Program Year: 2001

**Table O: Summary of Participants**

Local Area Name: Utah Department of Workforce Services	Total Participants Served	Adults	1,687
		Dislocated Workers	1,472
		Older Youth	141
		Younger Youth	548
	Total Exiters	Adults	1,219
		Dislocated Workers	971
		Older Youth	114
		Younger Youth	416

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	73	79	
	Employers	39	82.4	
Entered Employment Rate	Adults	66.3	78.2	
	Dislocated Workers	76	91.2	
	Older Youth	64.3	67.7	
Retention Rate	Adults	79.6	74.3	
	Dislocated Workers	86	78.8	
	Older Youth	78.5	78	
	Younger Youth	51	56.6	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,222	2,103	
	Dislocated Workers	93	85.2	
	Older Youth (\$)	3,712	2,922	
Credential / Diploma Rate	Adults	54	57.9	
	Dislocated Workers	61	71.6	
	Older Youth	51	41.1	
	Younger Youth	44	56.1	
Skill Attainment Rate	Younger Youth	73.4	78.7	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	5	10