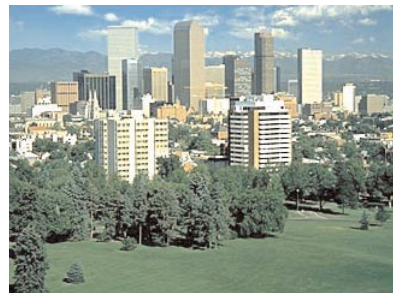
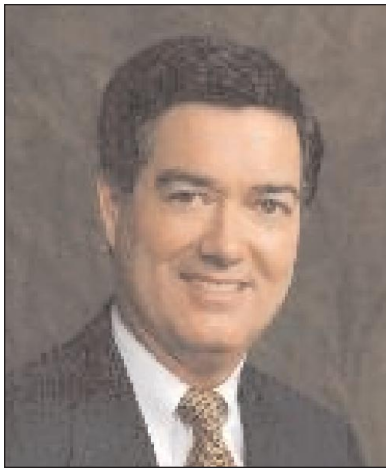


Colorado

WIA Works in Colorado!





Bill Owens
Governor, State of Colorado

I am pleased to present this annual report on the second year of Colorado's unique implementation of the Workforce Investment Act (WIA). The workforce system rose to meet the challenges and additional pressures emanating from a rapidly changing economy. The strength and potential of our worker preparation and training effort is illustrated in this report. Additionally, my administration's commitment to building a world-class workforce investment system that enhances and supports our employers, workers, and communities is evident in the system activities and response.

Colorado has developed a workforce system that is a distinctive example of a comprehensive, integrated and flexible system equipped to meet the needs of our local communities and allow them to compete successfully in the global economy. Colorado's workforce development system encompasses education, human services and economic development across all levels of government and the private sector.

I am proud that Colorado has established a Continuous Improvement Management System to help us respond to changing needs and refine our services to better meet the current and future needs of our customers.

This report highlights many of Colorado's innovative policies and practices, and our ongoing commitment to the implementation of exceptional programs.

A handwritten signature in blue ink that reads "Bill Owens." The signature is written in a cursive, flowing style.

Governor Bill Owens



***Message from Vickie L. Armstrong
Director of the Colorado
Department of Labor and Employment***

Given the extraordinary challenges facing Colorado and the nation since 9/11, I am proud and pleased to present Colorado's proactive responses to the rapidly changing demands of its employers and workforce. This year illustrated that workforce development systems must be flexible to meet the diverse needs of workers and businesses within the context of a persistent economic downturn, changing workforce demographics, and increased utilization of services. The experts and professionals in Colorado's workforce system have enthusiastically supported this major paradigm shift by focusing on customized services and continuous improvement.

This second year of WIA implementation has been exceptional in that we have forged an even stronger partnership among the State Workforce Development Council, the Department, and the local workforce regions. Through strong linkages between State and local partners, we have recognized the value of local control and self-determination for developing effective workforce policy and meeting our WIA performance outcomes. The dedication of staff in establishing bridges to service excellence is inspiring. I am pleased to present our mutual accomplishments in this annual report.

A handwritten signature in blue ink that reads "Vickie L. Armstrong". The signature is fluid and cursive, with the first name being the most prominent.

Vickie L. Armstrong

Director, Department of Labor and Employment



***Message from Mark Pingrey
Workforce Development Council Chair
(President of Heritage Bank, LODO)***

I am honored and pleased to serve as the Chair of the Colorado Workforce Development Council and to report on the system progress towards fulfilling the vision of the unified state plan. Throughout this memorable year, the state initiated several successful activities that enabled the system to make progress towards the goals and intent of the Workforce Investment Act, in a vastly different set of circumstances than those that existed in the first year of implementation.

Colorado experienced tremendous challenges throughout this turbulent year. The strong, innovative and dynamic leadership team at the state-level guided the system response through some difficult times and still was able to adhere to our principle that emphasizes local control. This year, Colorado successfully engaged employers as full partners with the workforce system, and the State Council has implemented a performance excellence program to continue the evolution of the system. We highlight several examples of successful results from these actions in this annual report.

Colorado's implementation of WIA is a model of full integration of services and collaboration with the system partners. We are dedicated to ensuring that employers find the system to be a valued partner in their efforts to meet the competitive challenges facing the nation's businesses in the information age global economy.

We will continue working to foster continuous improvement in the system and to build a skilled workforce that helps the nation maintain its competitiveness and the prosperity of employers, workers, and families in the 21st century.

A handwritten signature in blue ink that reads "Mark Pingrey". The signature is fluid and cursive, with the first name "Mark" being larger and more prominent than the last name "Pingrey".

Mark Pingrey

Chair, Colorado Workforce Development Council

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EXECUTIVE SUMMARY

Colorado's workforce system made tremendous strides in PY01 towards fulfilling the vision of the Workforce Investment Act. This year was marked by the workforce system's spirit of collaboration and strong partnerships with state departments, the local workforce regions, employers, and community-based organizations. Each of these partners worked towards a unified goal of establishing a business-led, demand-driven workforce investment system with seamless delivery of services and universal access for all customers.

Program Year 2001 presented the system with a great opportunity to expand upon the initiatives implemented during the first year of WIA. It also produced unexpected challenges and tests of our system goals. The state partners and local regions and their boards faced economic setbacks and dislocations that stressed the system and tested its flexibility, creativity, and adaptability. A myriad of unforeseen major events impacted the new structure's ability to provide workforce services to meet customers' needs in times of economic distress. These challenges included:

- * Colorado entering into a recession in 2001
- * The events of September 11, 2001, further impacting Colorado's economy
- * The demand for WIA services increasing sharply
- * The state experiencing a reduction in PY01 program allocations and a rescission of PY01 Dislocated Worker funds

The system mobilized to address these adverse conditions and produced an exceptional set of accomplishments for the program year. State and local partner collaborations resulted in:

- * Successful application for and receipt of over **\$11 million in national discretionary grants**
- * Initiation of Colorado's **Performance Excellence Project** to promote continuous improvement of the workforce system
- * The launching of **Project Train** to insure universal access to disabled clients
- * The funding of over **\$1.3 million for local discretionary projects** to encourage innovative program design
- * Enhancement of **automation systems** to provide increased access to workforce centers and expand self-service options
- * Colorado is assuming a lead role in the creation of **the statewide workforce development E-Learning Portal**, the first Web-based knowledge management center in the nation
- * Colorado's **achievement of all 17 WIA performance measures** for the **second year in a row**

In addition, within each of Colorado’s nine Federally-recognized workforce regions, a myriad of promising practices were developed to meet increasing customer demand and adapt to changes in the economy. Among the outstanding initiatives were:

- * The Mayor’s Office of Workforce Development **QuickStart Program**—a partnership with the Community College of Denver to provide short-term retraining to low-income clients for high-demand occupations
- * Pikes Peak Workforce Center’s **McFamily Program**—an incumbent worker program in partnership with McDonald’s Corporation that provides educational services to stabilize low-income workers and assists them in achieving upward mobility
- * Tri-County Workforce Center, Adams County One Stop Center, Arapahoe Douglas WORKS! and the Mayor’s Office of Workforce Development’s **“Years Project”**—a collaboration with the Colorado Department of Corrections to provide job preparation and employment opportunities to youth offenders
- * Mesa County’s (a sub-region of the Colorado Rural Workforce Consortium) Profession Services Division—a joint venture with a community-based organization to provide assessment and training on a **fee-for-service** basis for employees of local private sector employers
- * Workforce Boulder County’s Solaris Training Program—a **government/business alliance** to establish a Solaris software training lab
- * Employment Services of Weld County’s **Partnering for English Skill Development**—a program designed to increase the number of workplace-based English as a Second Language Programs that is a pilot for computer-assisted English instruction

Despite all the challenges faced in PY01, Colorado has advanced the WIA’s goal of building a unified system of partner agencies that address the needs of the business community and the citizens of the state. The lessons of PY01, most specifically our recognition of the need for proactive, demand-driven strategies, have energized our workforce system’s capacity for change and pursuit of excellence in all program services.

PROGRAM YEAR 2001 ANNUAL REPORT: WIA WORKS IN COLORADO!

The dynamic and innovative reshaping of Colorado's workforce system in PY01 was spearheaded by an effective team of state agency partners led by the Colorado Department of Labor and Employment and the Colorado Workforce Development Council. Working in collaboration with the Colorado Department of Human Services, the Division of Vocational Rehabilitation, the Colorado Community Colleges System, the Colorado Department of Education, and the Colorado Department of Local Affairs, and in partnership with the local workforce investment regions, we have developed an integrated system with clearly defined roles that embraces interagency cooperation and local control. This cohesive and powerful collaboration continues to further Colorado's mission of providing a business-led, demand-driven workforce investment system that produces seamless delivery and universal access of services for our customers seeking employment. The operators and administrators of our system are focused on system change, performance excellence, and continuous improvement in the public role of enhancing the recruitment and retention efforts of Colorado's employers and assisting the career advancement and success of our citizens.

Within the workforce system structure, the Colorado Workforce Development Council formulates policy and drives system development and performance excellence. In tandem with the Council, the Colorado Department of Labor and Employment administers policy implementation, oversees program delivery, and develops labor market information. At the local level, the workforce regions are responsible for program development, design and implementation of employment and training services in their labor market area.

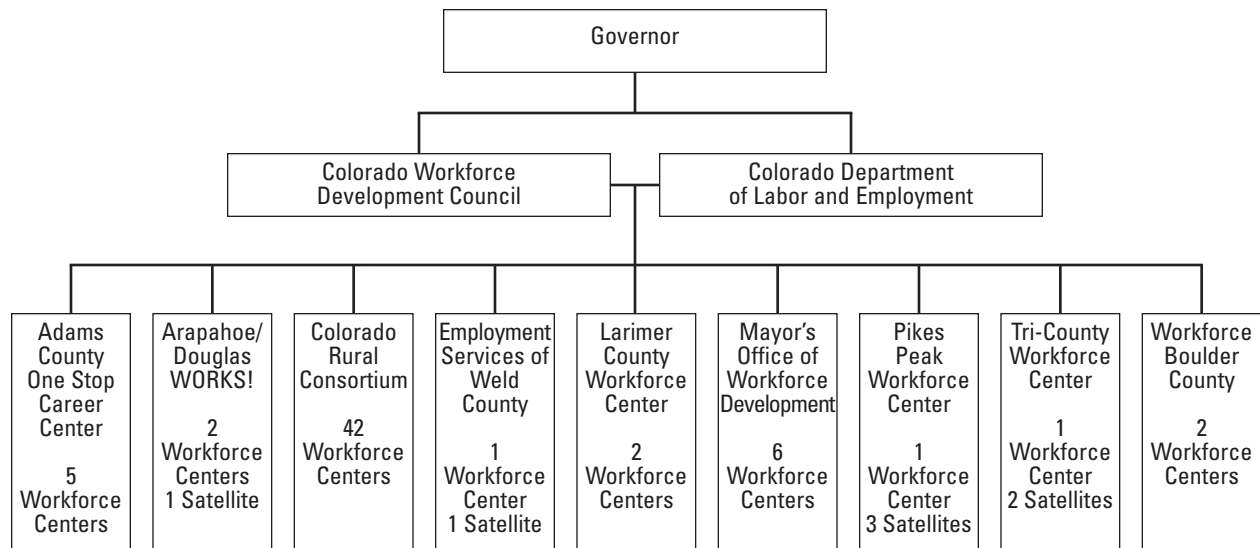
Four long-term goals and objectives drive the innovation and evolution of the system in Colorado. Each of these objectives is vital to the state's ability to meet its responsibility to the nation as the USA faces the competitive challenges from the global economy facing American business in the 21st century.

Colorado's Workforce System Goals

- * Strengthen the diverse regional economies of Colorado through locally driven, strategically targeted workforce development
- * Produce a workforce development system that meets the needs of Colorado's businesses, individuals and communities
- * Address the needs of technology-based employers and individuals in technology-based careers
- * Increase Coloradans' education and workforce development

The following chart graphically displays the organic structure employed in Colorado to accomplish the mission and the organizational relationships we have instituted. The guiding principles for this structure are our commitment to local control and partnerships for excellence at the state and local levels.

Colorado Workforce System



CHALLENGES

Program Year 2001 presented the system with a great opportunity to expand upon the initiatives implemented during the first year of WIA. It also produced unexpected challenges and tests of our system goals. The state partners and local regions and their boards faced economic setbacks and dislocations that stressed the system and tested its flexibility, creativity, and adaptability. A myriad of unforeseen major events impacted the new structure's ability to provide workforce services to meet customers' needs in times of economic distress.

Colorado entered into a recession in 2001

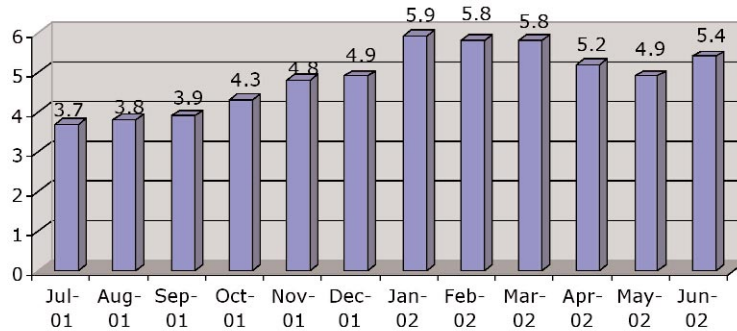
Throughout the 1990s, Colorado experienced an enormous growth in population and new jobs. Colorado's population increased nearly 31% from 1990 to 2000, according to the US Census Bureau. During PY01, however, Colorado's economy sank: Businesses closed or laid off significant portions of their workforce; unemployment rates skyrocketed; and people had a long and difficult time trying to find jobs.

Within less than one year, Colorado went from a state envied for its job growth and low unemployment rate, to a state that has lost more of its job base than any other.¹

During the past program year, Colorado's depressed economy had a ripple effect on many other industries, such as retail and manufacturing, and has impacted all of Colorado, not just isolated geographic regions. Colorado's workforce centers were challenged to provide services to more than twice as many customers as they had in 2000.

¹ 2002. *State last in job growth: Derailed tech economy, fires' effect on tourism send ranking plummeting*. The Denver Post, September 13, 2002.

Colorado Unemployment Rate 07/01-06/02



In addition, Colorado’s severe fire season and drought had a devastating effect on one of Colorado’s major industries—tourism. As a result, Colorado’s economy did not rebound like other states. Colorado’s workforce development system saw demand for adult and dislocated worker services more than double during PY01. However, the funding to provide those services stayed the same.

Moreover, the sinking economy depressed workers’ wages, and adults took lower-paying jobs, which normally employed youth. Yet the state’s earlier prosperity increased the cost of living beyond what the newly unemployed were able to absorb. A self-sufficiency report prepared for the Colorado Fiscal Policy Institute in August 2001 indicated that the self-sufficiency standard for a single adult in Denver was higher than in cities such as Los Angeles, Houston and Philadelphia.²

September 11, 2001

The September 11 terrorist attacks further depressed the economy, shaking the diverse industries that are the foundation of Colorado’s economy. The industries hardest hit were airlines, tourism, high tech, telecommunications, and financial services. In fact, the Denver-metro area ranked 22nd among 315 cities in the number of jobs lost as a result of the September attacks, according to the Milken Institute, a Los Angeles-based think tank.³ Boulder-Longmont, Colorado Springs, Fort Collins-Loveland, Grand Junction, Greeley and Pueblo all ranked in the top 300 metro areas nationwide in the number of jobs lost as a result of the attacks.

2 Deana Pearce, Ph.D. *The self-sufficiency standard for Colorado: a family needs budget*, Colorado Fiscal Policy Institute, August 2001.

3 *1.8 million jobs to vanish post-Sept 11*, The Denver Post, January 11, 2002.

The number of mass layoffs post September 11 increased by 62%. By July 2002, Colorado had 49,800 fewer jobs than it did a year earlier, a 2.2% decrease, the sharpest percentage drop in the nation.⁴ The number of new applicants for unemployment insurance doubled from 27,852 to 53,032 when compared to the same time frame from the previous year.

“Colorado is one of seven states where the number of workers using all their unemployment insurance more than doubled from the fourth quarter of 2000 to the same period last year. Colorado saw a 126 percent jump from 4,871 people to 10,996,” according to recent data from the Center on Budget and Policy Priorities, reported in the Denver Business Journal.⁵

September 11 fueled the state’s economic recession, and in particular, contributed to the large number of job losses.

Demand for WIA services increased

During PY01, the demand for WIA services increased by 146%, but the funding remained constant or decreased. The number of dislocated workers enrolled in training increased by more than 100% during the last quarter of PY01, when compared to the number enrolled in the last quarter of 2000.

Another challenge that Colorado faced was the changing demographics of dislocated workers requesting services. Many of these newly dislocated workers were higher-wage earners and represented a significant shift in the population that traditionally seeks out workforce development center services. These Centers not only had to deal with the overwhelming demand on their services, but many were also facing the challenge of how best to get high-wage earners into employment providing wages comparable to their jobs of dislocation. For many of these workers, the employment options in their previous industries no longer existed, or there are fewer of these, and the challenge now was how to transfer their skills into demand occupations.

4 2002. *State last in job growth: Derailed tech economy, fires’ effect on tourism send ranking plummeting.* The Denver Post, September 13, 2002.

5 *Unemployment benefits going fast,* Denver Business Journal, February 22–28, 2002.

Reduced allocations

The 2.2% unemployment rate that Colorado enjoyed prior to PY01 worked against Colorado in the formula allocation of funds for the program year. With the subsequent unemployment rate peaking at 5.9% and demand for services increasing by 146%, the result was funding far below that required to address the state's workforce needs. As a result, Colorado was faced with the challenge of coming up with creative and immediate ways to serve larger numbers of job seekers with fewer dollars.

Rescission of PY01 Dislocated Worker funds

Colorado's ability to serve the large influx of customers was hampered by the rescission of funds resulting from Federal expenditure reporting requirements that did not acknowledge obligations. Additionally, the Federal reports did not provide a mechanism to capture sub-recipient accruals. This resulted in an inaccurate picture of the level of funds spent to provide WIA services. While the rescission had the greatest effect on funding for dislocated workers, adult services were also impacted because of limited availability of funds to shift between programs. In an attempt to avoid future reductions in funding, Colorado has changed its reports to capture both expenditures and obligations so that a more accurate picture of the state's spending levels is represented.



Regulatory restrictions on youth program

Although the intent of WIA is to foster innovation and expand customer choice, the requirement to contract out youth services has actually diminished the number of youth service providers in Colorado and created an unnecessary burden on both the youth customers and the local delivery systems.

To address these problems, Colorado submitted a waiver request regarding the youth procurement process. As justification, Colorado cited that in many regions, there were few respondents to the local RFP process, thus limiting service provider choices. In addition, many regions had utilized their One-Stop Implementation Grant funds, which were received prior to WIA implementation, to build learning labs for youth that could no longer be utilized under the procurement requirements. Part 1 of the Waiver asked that three types of youth services be excluded from the contracting requirements: Follow-up, Supportive Services, and Work Experience. These were chosen because bringing them into the workforce center would streamline services to youth and allow case managers, who were already working with the youth, to facilitate provision of the services. Part 2 of the waiver requested permission for local workforce centers to compete in the procurement process to become youth services providers. Colorado was approved for part 1 of the waiver, but denied for Part 2.

ACCOMPLISHMENTS

The workforce system leaders mobilized to proactively address many extraordinary challenges that beset the state this year. The design of Colorado's workforce development system allows us to recognize and respond quickly to customer's changing needs and emerging economic realities. The state was able to overcome immediate challenges and continue to further the state's workforce mission. During PY01, Colorado workforce development operators made systemic changes to improve services for all employers, customers, and the workforce staff themselves.

Although the state was challenged by the large number of mass layoffs caused by the difficult economic circumstances last year and the resultant increased demand for services, Colorado was able to use discretionary funds to extend the local communities ability to provide dislocated workers with high-quality services. The workforce regions demonstrated the flexibility and agility necessary to maintain a high level of effective services to job seekers during hard times. The local Workforce Investment Boards (WIBs) and their staffs made adjustments to their internal processes for pre-screening and orienting dislocated workers to the workforce system. Additionally, staffing patterns were revised to respond to the increased demand, and applicant waiting time was greatly reduced.

Interagency Collaboration

Instituting a fully integrated system of services and adhering to the **principle of local control** helped the state launch several successful interagency partnerships that were sustained during this challenging and eventful year. Partnerships and joint ventures at both the state and local level are testimony to the wisdom of the system structure and the local staffs dedication to achieving the state goals. In addition, the state was able to develop new partnerships with employers, community-based organizations and faith-based agencies outside of the workforce development system.

Colorado is one of three demonstration states that have successfully devolved the operation of the Wagner-Peyser program to local program directors, whether they are part of county or state-run workforce regions. This has facilitated full integration, as contrasted with co-location, of Wagner-Peyser, Trade Adjustment Act (TAA), Veterans, Welfare to Work (WtW), and Workforce Investment Act (WIA) programs. In many instances the local director has also been given responsibility for TANF work programs, which provides further opportunities for service integration.

One of the hallmarks of the **full integration of services construct** is the seamless delivery of services provided to citizens entering a one-stop center. Workforce Center staff offer several models that meet the objective and are typical of the dynamic activity occurring at the local sites. Some examples of these strategies include: combined program orientations, and in some locales a case manager generalist who can provide assistance with more than one program; jointly operated self-service resource rooms; and a single registration process for most programs so customers don't have to bounce from program to program, service to service. The system prioritizes offering universal access throughout all workforce investment areas.

Concrete examples showing Colorado's workforce development system's ability to successfully collaborate abound. Colorado successfully applied for and received over \$11 million in competitive grants during PY01.

Collaborations have allowed us to address the challenge of low allocations while continuing to build system capacity. Numerous successful demonstration grants are built on Colorado's ability to organize across agencies and organizations.

The following grants are examples of this success:

*** National Emergency Grant (NEG)**

\$7.5 million. Provides intensive and training services to dislocated workers who lost their jobs as a result of layoffs occurring after September 11, 2001. This grant helps offset the rescission of dislocated worker funds for PY01 and further increases the capacity of the workforce centers to serve victims of Colorado's continuing economic downturn.

Many of the newly dislocated workers are high-wage earners and represent a significant shift in the population which traditionally seeks out workforce development center services. The challenge with this grant is to get these high-wage earners into fast-track employment. Many workers will no longer be able to return to their jobs of dislocation, and the challenge now is to transfer their skills into high-demand occupations at their same earning level. Targeted career fields for the grant are: health care services, education, and homeland security and defense.

* Program Evaluation Grant

\$100,000. Funds a two-year evaluation of three pilot programs to determine if they are effective in meeting the needs of health care employers, impacting labor force shortages, and training workers for health care careers. The information generated by this project will help support U.S. Department of Labor's (USDOL) research and planning for future enhancements to Workforce Investment activities.

* Faith-Based Organization (FBO)/Community-Based Organization (CBO) Grant

\$1.3 million. Provides local grants to build the capacity of FBOs and CBOs to partner with workforce centers to serve program eligible clients more comprehensively. This grant will encourage leveraging of resources to serve WIA eligible clients.

* HCA Healthcare Grant

\$1.02 million. Awards RN nursing scholarships and builds the capacity of community colleges to help address the nursing shortage within the HCA/HealthONE provider network. HCA has provided matching funds of \$600,000 for the project, which will also pay for an employee incentive program to encourage more staff to become trainers for on-site clinical work experience. The goal of the grant is to make systemic change to the delivery of health care training programs.

* Serious and Violent Offenders Grant

\$1.2 million. The State Department of Corrections serves as the lead for this collaboration of agencies including CDLE, the Colorado Department of Human Services, two workforce regions, CBOs, FBOs, and probation and parole departments. The purpose of the grant is to provide intensive and training services to violent offenders who are about to be released from the penal system.

State Leadership Initiatives

The state has been active in awarding funds to the local Workforce Investment Boards to assist in their mission and evolution as a major force in the economic development and worker preparation activities in their Labor Market Area. The awards were in addition to the competitive grants that were disbursed during PY01. This action is exemplified by **distribution of \$850,000 in discretionary funds** by the sub-committees of the **Colorado Workforce Development Council**, to foster innovative approaches to unique workforce issues identified by the local WIB. Grants have been awarded to create a training program to meet the needs of the printing industry for highly skilled printers in Denver; provide opportunities to acquire professional training in construction trades for offenders reentering society in Arapahoe/Douglas; and an outreach program to find and train non-custodial parents in Larimer county, reconnecting them with their offspring and filling the skilled worker needs of local businesses. In addition, smaller grants have provided support to local WIBs that offer business symposia in their workforce regions. During the devastating dislocations workers suffered as a result of September 11th, the Council contributed **\$450,000 of the discretionary funds to a worker scholarship program to retrain affected workers.**

The Council will continue its focus on completing implementation and training for the **Performance Excellence Project** and supporting the Annual Workforce Conference via the Council's participation and outreach to local workforce board members. The Council will also pursue additional grant funds to support the local Workforce Investment Boards in implementing their mandates under WIA. In addition, the Council will launch an extensive outreach program to recruit more participation from Colorado businesses at both the state and local level.

Another example of how Colorado workforce development system partners and outside agencies were able to set aside individual interests and come together to better serve disabled workers throughout Colorado is the launch of **Project TRAIN**. Pursuant to its mandate to facilitate grant applications and provide assistance to workforce investment areas in implementing WIA programs, the **Council led a coalition of 27 agencies, CBOs and local WIBs that obtained a \$1,000,000 Work Incentive Grant.** This grant is designed to enhance the ability of all nine federal workforce regions to serve people with disabilities. The project has five basic components:

- * Fund consumer navigators in each workforce region to provide mentoring and assistance to job seekers with disabilities and help train center staff regarding disability issues as they connect to businesses and the community.
- * Fund SSA Benefits Counselors in workforce centers to provide technical assistance on SSI/SSDI laws, rules and regulations to job seekers with disabilities.
- * Purchase and install disability Assistive Technology and other aids in all nine workforce regions.
- * Plan orientation seminars and conduct training seminars for businesses, Workforce Boards, Workforce center staff, people with disabilities and organizations serving people with disabilities in all nine federal workforce regions.
- * Seek and obtain additional grants and funding to continue expanding the ability and capability of the system to provide seamless services to persons with disabilities.

The **Colorado Workforce Development Council** fulfilled its mandate to serve as an information source for local boards and to maintain open communication among all partners in the workforce development system with the creation and maintenance of **an information-laden Web site** that has become a vital part of the flow of information to local WIBs and the public. The site provides updates on Council activities, access to all relevant WIA policies and statutes, and the state's five-year plan, as well as links to the CDLE site and all local WIB sites. The site also contains best practice information and keeps local regions informed on state-level grant submissions, acquisitions and special projects. Since its creation, there have been more than 33,000 hits on the site, and it averages nearly 100 hits each day.

In addition, The Colorado Workforce Development Council initiated a newsletter to dispense additional information about council actions and to update local WIBs on matters of national interest. The Council is also planning a **Public Policy Forum** in the state during the fall of this coming year. This forum will be supported by local business focus groups and will focus on the results of the community audit and the skills feasibility study underway in the state. It will engage businesses through their chambers and trade associations in conversation with community colleges and K-16 educators to establish a statewide consensus for action and identification of action items related to worker training and preparation. The council will regularly follow up on the progress of each action item identified within the workforce system and report to the Governor and the public on the state's improvement and advancement of each of the specified workforce action items.

Meeting Employers' and Customers' Needs

To proactively address the challenge of meeting workers' increased demand for services during PY01, Colorado refined its ability to match employers' needs with employees' skills. The workforce system developed programs that would assess customers' unique skills and training needs to help them find employment opportunities that would be satisfying and long-lasting, rather than placing customers in jobs that neither addressed the customer's nor the employer's needs.

The workforce system sought out employers' input to determine which occupations are in demand. The **Job Vacancy Survey**, which began in PY00 as a pilot project in the Denver-metro area and Arapahoe Douglas Works!, was expanded statewide in PY01 with discretionary funds from the Colorado Workforce Development Council. The survey is completed twice a year using a Computer Assisted Telephone Interview (CATI) process to provide the most current, up-to-date labor market information. While this system of data collection has been in use in the public sector for several years, Colorado is the first state in the nation to pioneer the use of CATI data collection for the Job Vacancy Survey.

Professional interviewers, trained in economic data collection processes, talk with employers to learn if they have job vacancies or open positions which they are actively seeking to fill. Those that are actively hiring are then asked to provide more detail about each position — compensation offered, including benefits, levels of education and experience required, and the employer's perceived difficulty in filling the vacancy, along with the number of days the position has been opened. The report is then used to inform the workforce system about the kinds of job-related training that is needed. **Included in the appendix is an example of a job vacancy survey from the Pikes Peak Workforce Region.**

High Demand Occupations

The Colorado Health Care Partnership (HCA) is an example of Colorado's ability to place customers in high demand occupations.

Because there is a shortage of health care workers in Colorado, the CDLE, HCA, HealthONE (a large health care system), the Colorado Community Colleges System, the State Workforce Development Council, and five of Colorado's Workforce Regions (Denver Region, Adams Region, Arapahoe/Douglas Region, Tri-County Region, and Boulder Region) partnered to launch the Colorado Health Care Partnership. This project is designed to:

- ★ Increase the capacity of the educational system and the health care industry to produce the certified and degreed health care professionals needed by HCA and other health care providers.
- ★ Increase the ability of Colorado's Workforce Centers to provide trained workers for the health care industry.
- ★ Establish a partnership model that can be expanded to address the long-term needs of the health care industry.

Under this program, 64 scholarships for the Community College Associates Degree Nursing Program will be awarded to individuals pursuing a career in nursing. Workforce Centers will assess the skills and qualifications of interested candidates with HCA approving the candidates recommended by the Centers. Once approved, a Case Manager from the Center is assigned to identify the applicant's need for any supportive or intensive services. Partnering community colleges will train Workforce Center customers to become registered nurses. After completion of the training program, Case Managers will assist with placement into permanent jobs and provide six months of follow-up services.

Additional State Responses

To address the challenge of placing an increased number of customers in employment as a result of the recession and September 11th, the CDLE and the Colorado Workforce Development Council jointly provided \$1.3 million dollars to fund job-related training through Individual Training Accounts to be offered by the regional workforce centers.

Colorado also addressed the increased need for job placement, training and unemployment claims by going beyond the federal requirement of using Rapid Response teams with 50 or more dislocated workers; Colorado dispatches teams to businesses that had laid off 25 or more workers. This allowed us to serve more employers, smaller businesses and more workers. The Rapid Response teams met with airline employees at Denver International Airport (DIA) and at airline offices. The state also opened temporary unemployment claims offices at DIA and offered a series of general workshops in large hotels in the metro area. These workshops were broadly advertised on Department of Labor Web sites, at Workforce Centers and on a local news channel. At least one news program featured our workshops and aired a live interview with CDLE Executive Director Vickie Armstrong. Employers who had laid off workers, and those who were anticipating layoffs, were given information about these workshops to post in their offices and on their phone messaging systems to reach the maximum number of people. The number of laid-off or soon-to-be laid-off

Colorado workers attending the Colorado Department of Labor's Rapid Response Workshops has substantially increased since September 11th. In the entire year of 2001, 2,575 laid-off workers attended a workshop; more than half of those (1,597) workers attended a workshop in the three-month period following September 11th. If this trend continues, it is estimated that **over 6,300 workers will attend workshops in 2002.**

In addition, Colorado facilitated **meetings of key stakeholders** to explore the feasibility of connecting laid-off workers with the shortage of labor supply evidenced in the health care, education and business services sectors. A series of meetings took place that included the Colorado Department of Labor and Employment, Labor Market Information economists, the Office of Workforce Development and directors from Workforce Regions. The group analyzed data derived from Unemployment Insurance, the state's JobLink database, Rapid Response Workshops and media coverage of layoffs throughout the entire state. The group identified the following urgent needs: to create a system to address the needs of higher wage earners; to design an assessment system that gives laid-off workers credit for existing skills; and to establish a process to allow students to test into certificate programs, thus reducing classroom training requirements.

Interviews were also held with dislocated workers at selected centers to identify their training needs. A majority of the displaced workers interviewed were between 30 and 40 years of age (58%), 25% were between 22 and 30, and 17% were 21 or younger. Most had a high school diploma (58%); others had some college study (17%) or a bachelor's degree (17%). Interviewees tended to come from well-paying jobs: 25% had earned more than \$25/hour, 42% earned between \$10 and \$15 per hour, and 33% earned less than \$10 per hour. The highest-paying jobs were concentrated in the technology and construction sectors, and most people said they had been laid off because of company downsizing (58%).

Interviewees came from diverse employment sectors and expressed interest in many different fields. Respondents cited health, education, construction, hospitality, technology, telecommunications, entrepreneurial endeavors, art, manufacturing, business and a host of other areas as fields in which they were interested. Everyone interviewed was interested in receiving training and would participate from three months to more than a year if certain incentives were included (e.g., free training, stipends, daycare, a guaranteed job after training, job security, health care benefits, parking and transportation, job placement services, opportunities for advancement in the new sector and training that included skill-building). All interviewees said that mass marketing would be necessary to let people know about the training program, including TV, radio and newspaper ads and fliers in grocery stores, workforce centers, post offices, clothing stores and malls.

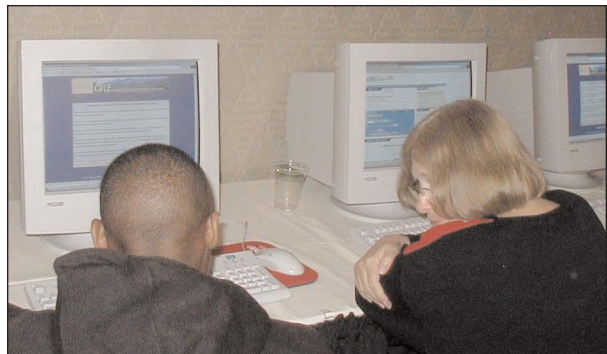
Services for Youth

Colorado took the initiative to establish a **State Youth Council although there was no federal requirement to establish such an entity at the state-level.** The State Youth Council has played an active role in building, promoting and supporting the local workforce boards and their youth programs and youth councils.

In order to offer up-to-the-minute information about youth opportunities, the State Youth Council helped Colorado's Workforce regions maintain a Web site and use enhanced technology, which is youth friendly for youth seeking employment, community resources, education and training, and labor information. The State Youth Council funded 15 regions to develop a Web page for the youth of their area. In many cases, youth participated in developing these Web sites. Web pages that have been completed can be viewed at http://www.state.co.us/gov_dir/wdc/YouthCouncil/Locals.htm.

In addition to the local youth council Web sites, the State Youth Council has developed its own Web page. This page is intended to be a resource for local youth councils, youth coordinators around the state, and youth professionals. Included on the site are youth policy statements; a local youth council page with resources and grant funding announcements; State Youth Council project information; State Youth Council agendas, minutes and current news; and State Youth Council updates. This Web page can be viewed at <http://www.state.co.us/syc>.

In order to develop a better working relationship between the local level youth councils and the state, **the liaison project** was implemented by the State Youth Council. Each member of the State Youth Council was assigned a local youth council to serve as its direct state-level contact. As a liaison, the State Youth Council member attends the assigned local youth council meetings, and reports any questions or technical assistance needs the local youth council may have to the State Youth Council for action.



The **State Youth Council** has provided technical assistance and training to the local youth councils. Through two grants (\$20,000 from the United States Department of Labor and \$13,000 from the Governor's discretionary money), the State Youth Council has facilitated seven training sessions around the state for all 18 local youth councils over a two-year period. The most recent trainings were held in Pueblo, Durango and Denver and were designed to help local youth councils develop more comprehensive youth systems in their communities in order to more effectively serve youth. **To date, over 400 local youth council members from 18 regions have attended the trainings.**

The State Youth Council has made strides to represent Colorado at the regional and national level. Regionally, the State Youth Council has met with State Youth Council members from Wyoming and Utah in peer-to-peer information meetings to see what areas the State Youth Council can improve upon to better serve the youth of Colorado. Additionally, Colorado and the State Youth Council will be the lead in developing a Regional (11 states) youth development conference for 2003. Nationally, the State Youth Council represented Colorado at the National Youth Summit. Three State Youth Council members also attended the summit in Washington, DC, on behalf of Colorado and brought back information on supportive families and communities, safe and healthy lives for youth, economic self-sufficiency and success, and development opportunities for youth, which will be disseminated to the local level.

Over the past two years, the State Youth Council has distributed over \$480,000 in youth discretionary money to help the youth of Colorado.

Highlights of the discretionary funding are:

- * \$13,000 to provide direct technical assistance and training to local youth councils.
- * \$272,000 for the development of local level technology and the development of Web sites to better serve the youth of Colorado.
- * Over \$10,000 for local job fairs for youth associated with the Governor's Summer Job Hunt.
- * \$50,000 for a Youth Corps project encompassing work and classroom experience for youth in Pueblo, CO.
- * \$16,993.20 for an employability portfolio program at Lake County High School in Leadville, CO.
- * \$50,000 for a youthful ex-offender reintegration project in Grand Junction, CO.
- * \$40,000 for a Youthbuild project in Durango, CO.
- * \$29,000 for youth job development and employment-related services for youth in Fort Collins, CO.

To address the challenge of WIA's contracting requirements, which excluded workforce centers from being eligible providers of youth services, Colorado successfully secured a waiver allowing the workforce centers to provide follow-up, supportive services, and work experiences to youth. This waiver resulted in expanded and improved case management process for youth clients that includes immediate access to work experience and supportive services, as well as follow-up services conducted by their case managers as opposed to an outside agency. Granting of the waiver has also allowed the use of "small purchase" procurement options to access additional service providers.

Capacity Enhancements

To support the integrated workforce center concept and to achieve efficiencies in the use of staff time and to serve more customers, Colorado developed an automated database that allows registration and enrollment into Wagner-Peyser, TAA, Veterans, Welfare to Work and WIA programs. This database, named **JobLink**, centralizes all job openings listed by employers throughout the state. This database allows registration and enrollment. Special features of JobLink include:

- * Internet-based self-registration that is hyperlinked to the Internet-based Unemployment Insurance claims filing system
- * Automated matching of jobs and applicants using O*Net codes and associated skills
- * Automated calling of applicants to notify them of job openings and job fairs, as well as to conduct follow-up and customer satisfaction surveys
- * Workforce Center resource room self-registration that allows tracking of self-service activities
- * Generation of all federally required reports



Welcome to Colorado's Workforce *Self-Registration* System

This system will allow you to register to be matched with jobs as they come into the Workforce Centers from local employers.

If you are an Unemployment Insurance Claimant, by registering on this site you will meet your requirement of registering for work.

NEW REGISTRATION

Social Security Number: (no dashes)	(will show as "***")
Re-Type Social Security Number: (no dashes)	(will show as "***")
Password: (Must be at least 5 characters max of 12)	(will show as "***")
Re-Type Password:	(will show as "***")
To verify your identity should you forget your password you MUST supply us with a question and answer below.	
Question:	
Answer:	

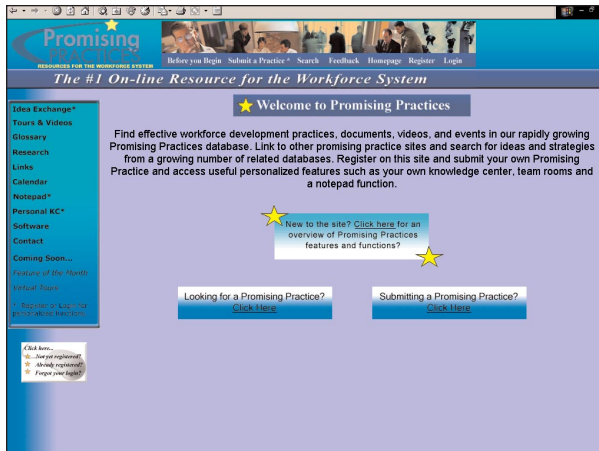
Building of staff capacity to function at a high level in the integrated services environment has been a priority for Colorado during the first two years of WIA implementation. CDLE and the Office of Workforce Development (OWD) have **provided training on WIA performance measures**, as well as statewide one-day case management training that focused on decisions regarding enrollment and exiting of clients to maximize performance outcomes. At the present time, the state is arranging comprehensive **case management training** to enhance employability planning, assessment, case file documentation, management of cases with multiple barriers, and co-enrollment strategies with partner agencies.

In addition, CDLE and OWD are the leads in a major e-learning initiative that will allow increased learning opportunities, while minimizing travel costs. This initiative is part of the **E-Learning Portal, the first statewide workforce development system, Web-based knowledge management center in the nation.** The Center encompasses information on promising practices in the workforce arena, online courses relating to workforce development and

employer training, and links to a wide variety of Web sites containing laws, regulations, policy letters, and other resources of interest to workforce center professionals and partner agencies. The site provides learning resources that are managed through a single, comprehensive, easy-to-navigate electronic interface. Knowledge centers enable users to interact with courseware, documents, data, instructors and other learners in one centralized location. It will offer an efficient and cost effective solution to manage the rapidly expanding universe of information and to transform information into actionable knowledge. The Center will respond to real needs of workforce stakeholders clustered around six broad categories: communication and collaboration; effective use of technology; information sharing; training; creating and dealing with systematic change; and leveraging resources. The many partner organizations that have generously joined in the development of this site, under the leadership of the CDLE, seek results in seven types of outcomes:

- ★ Serving as a vehicle for a paradigm shift
- ★ Facilitating change to improve performance
- ★ Implementing effective uses of technology to increase the ease of access for customers
- ★ Improving communication and collaboration as we create an integrated workforce system
- ★ Educating customers to better use resources and to improve performance
- ★ Leveraging resources to fill service gaps and meet customer needs
- ★ Promoting and facilitating information sharing to foster innovation, creativity and efficiency.

While this program is just in the beginning stages, eventually it will help level the playing field for those agencies working in rural areas, or those without access to an abundance of financial resources by offering training and information online. Team rooms will be created where individuals running programs will be able to connect online to share what is working in their programs, what's not, and how everyone can improve. New employees will have access to knowledge and trainings, and seasoned employees will be able to keep up with the latest information. The impact of this system will be great, with time being used more efficiently and money saved, all while ensuring that the people of Colorado are receiving the best possible services.



Visit Promising Practices at:
<http://www.promising-practices.org>.

Performance Excellence

The Colorado Workforce Development Council (CWDC) recognized the importance of the challenges facing Colorado’s economy and the need for the workforce investment system to develop and to be prepared to respond to the business and worker communities. Additionally, in order for Colorado companies to help meet the Competitive Challenge facing American business in the international marketplace, Colorado’s workforce investment system must improve its ability to train and prepare workers to provide the skilled performance needed for success. It is imperative that the system continually improve its performance to meet this goal. A primary function of the council and one of the reasons it was established is to oversee the development of the workforce system. The major project to fulfill this mandate is the Performance Excellence program and the Council has implemented a **Continuous Improvement Management System (CIMS)** to promote performance excellence in workforce development. The goal of the CIMS is to provide incentives to local WIBs and workforce centers to continually improve their operations and raise the profile of Colorado’s system of one-stop Workforce Centers. The program encourages local WIBs to improve business and worker participation and to support performance excellence. The process begins with the question **“What can be done better for workforce development?”**

CWDC has initiated an annual awards ceremony and dinner to recognize improvement accomplishments, publicize the success of local regions and raise the system profile. More information about CIMS is included in the Evaluation section of this report.



Quality Assurance Guide

CDLE's comprehensive monitoring guide, recognized as a model by the USDOL, is the end result of an ongoing monitoring and technical assistance process that has built a strong working relationship between the state and the local workforce regions. On a quarterly basis, CDLE State Field Representatives meet with their respective regions to review client service levels, program expenditure rates, and performance outcome results. The dialogue regarding these numeric indicators has become the basis for identifying technical assistance and training needs, as well as providing an opportunity for deficiencies to be rectified before the annual monitoring review occurs. For PY01, the **annual compliance monitoring was conducted jointly with USDOL** and, for PY02, it may also include state auditors who have just begun a comprehensive WIA and Wagner-Peyser program review. Joint monitoring allows for more in-depth reviews and minimizes the demands on local staff that take time away from their normal duties.

NATIONAL POLICY DEVELOPMENT

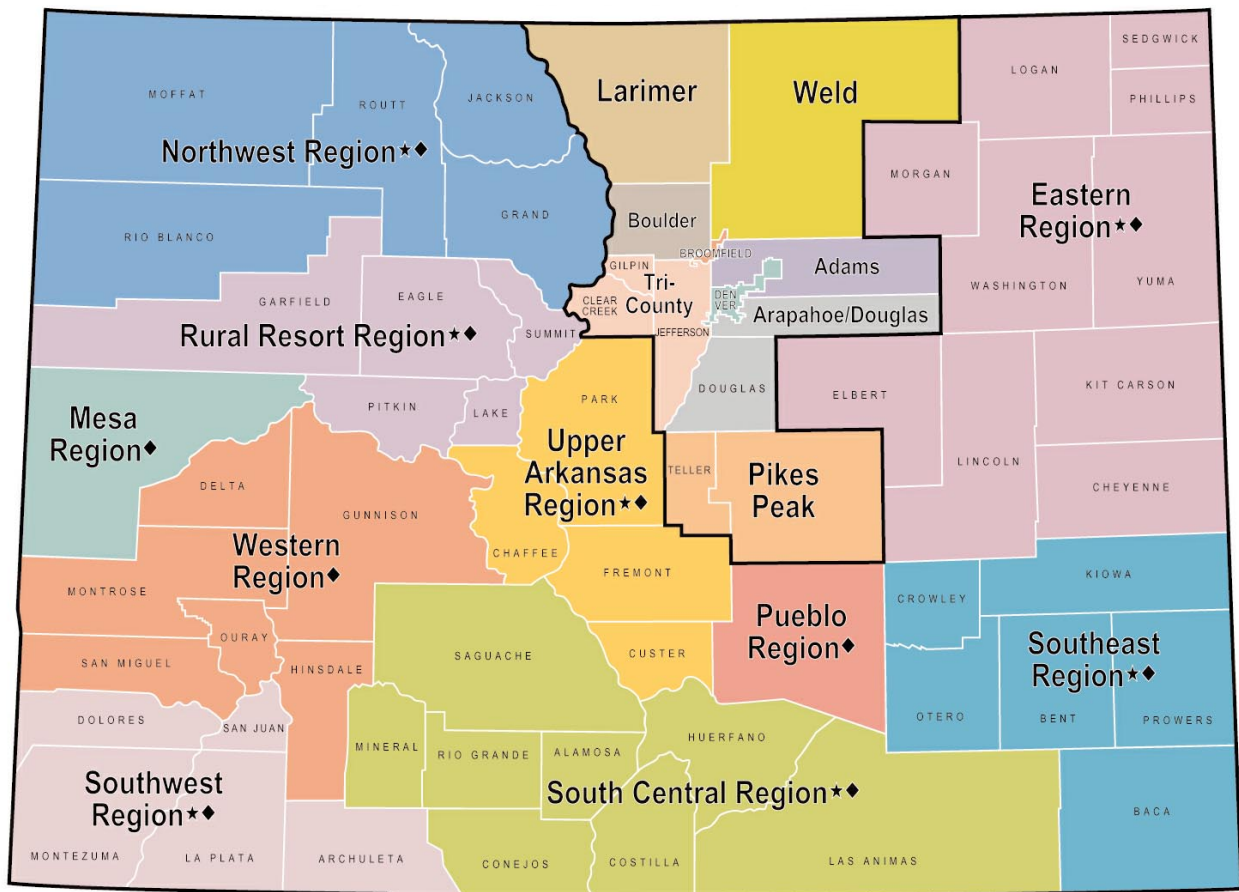
Representatives of Colorado's lead agencies are serving in the following leadership roles nationally:

- * Two local Workforce Investment Board chairs were elected to the National Association of Workforce Board.
- * The Chair of the Colorado Workforce Development Council is chairing an Outreach sub committee of the **National Association of State Workforce Board Chairs**.
- * CDLE's Employment and Training Programs Director was selected as part of a task force to set up Employment and Training systems in the **Ukraine and Tanzania**.
- * Two members of the State Youth Council were selected for the **National Youth Leaders Academy by the National Youth Employment Coalition**.
- * Executive Director of CWDC is Chairman of the directors subcommittee of the **National Association of State Workforce Board Chairs** and participated in drafting the association White Paper produced for National Governor's Association and the USDOL.
- * Director of Program Operations for CDLE is a charter member of the **Promising Practices National Consortium** and is a leader in creating the policy, practices and regulations for that Web site.
- * Executive Director of the CWDC was appointed to the **State Legislative Council's Reentry Policy Council and Working Group**.
- * Community College Director of System Advancement presented workshops at National Association of Workforce Boards and Director's Conferences.
- * Pikes Peak Workforce Investment Board Chair and a local employer and Director of CWDC presented a workshop at the National Association of Workforce Boards' conference and received the **Ted Small award**.
- * CDLE's Employment and Training Programs Director participated on a national workgroup to develop Wagner-Peyser **National Performance Standard Measures**.

REGIONAL PROFILES

Each of Colorado's nine workforce regions is locally controlled and offers programs that serve as best practices for further replication across the Nation. Each region has addressed the specific needs of their target populations in a unique way. This section describes each region and highlights its innovative programs and accomplishments.

COLORADO WORKFORCE INVESTMENT AREAS



◆Sub-region of the Rural Consortium Workforce Investment Area.
 *Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Revised 12/01



ADAMS COUNTY ONE STOP CAREER CENTER

The mission of the Adams County One Stop Career Center (ACOSCC) is to serve, through partnership, the diverse needs of employers, job seekers, and all customers with access to high-quality, comprehensive workforce development, employment, and training services.

ACOSCC serves people in Adams County and is comprised of Denver's northwest suburbs and rural and agricultural clientele to the east. Between October 1 and December 31, 2001, 4,025 individuals requested services from the ACOSCC. This is an increase of 260% from the same period in the year 2000. The industries in the Adams Region that saw the most decline in PY01 were airline-related, particularly customer service and technology manufacturing. Celestica, an electronics manufacturing company located in Adams Region, laid off 501 workers in February 2002. The majority of current job vacancies in the Adams Region are in logistics/transportation, health care, call-center customer-service and licensed truck drivers. The Adams Region has a high number of dislocated workers who are unable to find similar work because of their limited English skills. The Region is home to a large Latino and Hmong population. Many of these workers have been dislocated from the manufacturing sector, where English skills were not required for an individual to gain employment. The region is currently piloting a new program that will meet the needs of this dislocated worker population and sees a need to implement additional innovative programs that meet the needs of dislocated workers with limited English skills.

ACOSCC is a model of an integrated system of employment, education, training, support and economic development services for employers, job seekers and employees. It provides a friendly service environment where the needs of each unique individual are respected and individually addressed through the efficient use of local, state and federal resources. The ACOSCC consists of four full-service facilities and one limited-service site collocated at the Front Range Community College. One Stop Centers, located in Commerce City, Thornton, Brighton and Aurora, offer full job seeker/employer labor exchange activities, WIA Adult, Youth and Dislocated Worker programs, TAA Program, VETs services, Employment First, TANF employment services and public access resource rooms. All services are coordinated and accessible by phone, Internet or personal visit. ACOSCC has been able to accomplish total integration of service delivery so that services are provided seamlessly to customers. During PY01, there were no wait periods for WIA enrollment. ACOSCC has developed strong partnerships with the Department of Social Services, the Front Range Community College, Vocational Rehabilitation, Adams County Economic Development and the United Way.

Adult and Dislocated Worker Services

ACOSCC offers adults and dislocated workers core, intensive and training services, based on a customer's individual level of need. Available core services include: determination of eligibility; outreach; orientation; initial assessment; labor market information; program information; supportive services; use of the resource room; Internet browsing; initial development of an Individual Employment Plan; and staff-assisted job placement, referrals, job development and workshops. Intensive services include: comprehensive and specialized assessment; full development of an Individual Employment Plan; case management; workplace preparation skills; GED, ESL and literacy attainment; and work experience. Training services include: occupational skill training; on-the-job training; workplace training; skills upgrading and retraining; customized training; on-site industry-specific training; apprenticeship programs; adult basic education; and post-secondary education.

During PY01, the Adams County One Stop Workforce Investment Board shifted its emphasis from marketing employers to applicants to that of marketing applicants to employers. In light of the September 11, 2001 tragedy, the Board recognized the need to focus on finding job opportunities for our customers, especially in high-need areas such as health care, logistics/transportation and customer service.

Job Order Alliance: A Centralized Employer Services Program

The Adams County One Stop Career Center, in partnership with Arapahoe/Douglas WORKS! and Tri-County Workforce Center created the Job Order Alliance so that employers can list job opportunities through a centralized point of contact. This program allows Workforce Center staff to receive information from employers more quickly, and it creates an avenue through which staff can provide employers with additional information about the services that the Center can offer them.

Health Worker Program

ACOSCC has developed a new partnership with the University of Colorado Health Science Center in an effort to provide skilled workers for the new Health Science Center located on the closed Fitzsimmons military base. The One Stop partner agencies will be staffed by the University of Colorado Health Science Center and ACOSCC and will focus on the existing and the newest health occupations that will be needed at the new health care facility.

ESL Occupational Training Program

Since many of the customers in the Adams Region are bilingual Spanish/English-speaking, the ACOSCC has developed a partnership with the Front Range Community College, Adams County Economic Development, and Adams County Department of Social Services to provide English as a Second Language for Spanish-speaking customers. In the program's first year, 37% of the dislocated workers had marginal to significant language barriers that kept them from becoming self-sufficient. Based on the level of need, customers can participate in one of four levels of ESL: Basic Employment Language Training; Intermediate Employment Language Training; Advanced Employment Language Training; or Pre-College Language Training. Once customers have adequate English-language skills, they are referred to a certificate program in the health care or warehousing industries so that they can find employment that will keep them self-sufficient.

Youth Services

During PY01, the ACOSCC invested greatly in services to youth. Services for youth included:

- * First Annual Youth Job Resource and Career Fair. The event exceeded all expectations: 1094 youth attended the fair, and 31 employers and 23 partner agencies participated.
- * Youth Procurement Provider Selection.
- * Implemented Workforce Board and Youth Council By-laws, which were selected as a national best practice.
- * Awarded the only Federal Youth Offender Grant.
- * The Governor's Summer Job Hunt served 1,914 youth.
- * Youth Council members attended State Youth Council training.
- * The School to Work Career Grant was extended.
- * Developed Adams County Youth Web Page.
- * Youth Council Board Members attended U.S. Department of Labor training in Dallas, Texas.



ARAPAHOE/DOUGLAS WORKS!

This mission of Arapahoe/Douglas WORKS! is to advance, through the leadership and strategic alliances of the members of the Arapahoe/Douglas Workforce Board, a public workforce system committed to customer satisfaction, community partnerships and continuous improvement.

Arapahoe/Douglas WORKS! serves people in Arapahoe and Douglas counties, Denver's southeast suburbs, which were home to most of Colorado's technology companies. Douglas County continues to be one of America's fastest growing counties. Over 7,000 individuals requested services from Arapahoe/Douglas WORKS! between October 1 and December 31, 2001. This is an increase of 286% from the same period in the year 2000. While the number of people seeking workforce services has risen, there has also been a steep decrease in job openings. This region had the highest number of Unemployment Insurance claims filed in the state during 2001. The region lost over 3,300 jobs in telecommunications, 1,000 in technology, 1,065 in the financial sector and several hundred in the service sector. The estimated numbers of dislocated workers to be served were driven by staff capacity. Arapahoe/Douglas WORKS! served a large percentage of highly skilled workers formerly employed in the technology industry, many having very specialized skills and requiring retraining. Residents of this region are relatively affluent and highly educated. The median household income in 1997 was \$50,748 in Arapahoe County and \$77,513 in Douglas County, both among the highest in the state and well above the statewide median income of \$40,853.⁶

6 Colorado Children's Campaign. (2001). 2001 Kids Count in Colorado!

Adult and Dislocated Worker Services

Arapahoe/Douglas WORKS! offers the entire range of services (Core, Intensive, Training and Follow-up) to adults and dislocated workers.

Arapahoe/Douglas WORKS! expects an increase in job opportunities in the health care field. In order to fill workers in these jobs, the Arapahoe/Douglas Workforce Board initiated a Healthcare Career Resource Center, designating a section of the Arapahoe/Douglas WORKS! Resource Area to specifically help customers pursue health-related careers.

The Board also established a Community Linkages Committee to develop partnerships with community-based organizations. These partnerships expand the services that are available to customers at the Region's two Workforce Centers. An Employer Relations Committee is also in place to increase visibility of the Center's services for local employers.

Arapahoe/Douglas WORKS! current programs are built on several strengths: a strong and involved Workforce Investment Board; a supportive business sector; integrated services and alliance with Wagner-Peyser staff; strong support from both Arapahoe County and Douglas County Government and Boards of County Commissioners; excellent facility location, access, and parking; suitable sites for service delivery with an abundance of customer resources; integrated services with partnering agencies that lead to direct involvement with service delivery; strong staff experience and expertise; and solid administrative services (MIS and fiscal systems), processes and procedures.



Customers using the Arapahoe/Douglas WORKS! Computer lab



50 & Better: A program for Older Workers

Being without work is frightening for anyone, but particularly for an individual who is at an age that many employers pass over for someone who is younger and possibly less experienced. This is true now more than ever as our economy tightens and jobs become fewer and fewer.

Jim, a mechanical engineer, came to our program after he had been out of work for nine months. To make matters worse, Jim was supporting two daughters in college. He was losing confidence as he was competing with younger applicants who also at times had more education than he did. Jim met with one of the case managers and discussed his employment history and goals, and together they came up with a plan for him to reach those goals. With tuition assistance from the 50 & Better program, he upgraded his engineering credentials to make himself more marketable. He also attended the weekly Power Job Club, a part of the 50 & Better program, where members shared job information and encouraged each other. Jim used the techniques suggested by his case manager and connected online with a company based in California which was looking to open an office in Colorado. When the company offered Jim a position at a salary lower than he felt he could accept, he called his case manager and discussed ways he could negotiate his salary. After seven months with 50 & Better, Jim was successful in gaining the salary he felt necessary and is now working full time again. Jim not only came back to speak of his success to other Power Job Club members, but also promised that when the company was ready to hire more people for the Colorado office the 50 & Better program staff would be the first to know.

50 & Better works with individuals like Jim, from throughout the Denver-metro area who have been laid off through no fault of their own and are now struggling to find work. Our case managers work one-on-one with these individuals helping them assess their strengths and providing them resources to enhance their marketable skills. For example, some clients receive tuition assistance for classes in computer training. Workshops are offered on topics such as job search techniques and interview skills. 50 & Better provides profiles of individuals looking for employment to the Chamber of Commerce and posts them on the 50 & Better Web site. Networking is done through the Power Job Club and at the annual job fair in which literally dozens of employers participate, looking for qualified workers. The 50 & Better Job Fair drew over 500 mature job seekers. These services give individuals the confidence and skills needed to regain employment and continue to be active, participating members of their communities.

Youth Services

Arapahoe/Douglas WORKS! provides a wide array of workforce development services for youth either at the Workforce Centers or through contractual agreements. Arapahoe/Douglas WORKS! collaborates with local school districts and the youth offender system to provide services to eligible youth.

Youth Options: Serving At-risk Youth

Youth Options began ten years ago with a one-hour, once a week program at Englewood High School, and is now an in-depth program working with hundreds of youth throughout the Denver-metro area. The program is a partnership with Englewood, Sheridan, Aurora and Douglas County school districts. The program reaches out to those youth who just aren't making it in the traditional school setting, offering them an individualized learning plan that meets their needs. Most students who come to Youth Options participate in the program for a semester and then return to high school. Some choose to earn their GED, and once this is accomplished many go on to some other type of training program or secondary education.

When Kari first came to Youth Options she was an 11th grader who was no longer thriving in her school situation. Kari had always been a good student but now found herself struggling to make even minimal grades. Kari liked the individualized learning offered at Youth Options. She worked with a case manager who helped her determine what her career goals were and how she could reach them. Kari earned her GED and now attends college. She returns every year for our GED graduation ceremony and is a motivation to other students as she speaks about setting and reaching goals.

This program has been so successful that staff are now offering training statewide, helping other communities as they set up similar programs. Through this work, youth are kept off the streets and are offered support in becoming productive members of society.



WORKFORCE BOULDER COUNTY

Workforce Boulder County's mission is to provide comprehensive and effective employment, training and supportive services.

Workforce Boulder County serves people in Boulder County, which includes a major urban population, the state's largest university, and a strong agricultural community. Between October 1 and December 31, 2001, 2,895 individuals requested services from Workforce Boulder County. This is an increase of 407% from the same period in the year 2000. Boulder County had previously witnessed major growth in the software and information technology, energy and data-security sectors. The majority of individuals who were laid off were highly educated and were displaced from these high-tech and manufacturing sectors. Transportation, trade and service industries also reduced their workforce in PY01. According to a recent study by the Longmont Area Economic Council, Boulder County lost 2,116 primary jobs, or 13% of its job base last year. The total number of unemployed individuals in the Boulder-Longmont area in December 2001 was 9,181, compared with 3,212 in December 2000—an increase of 286%. One major tool and mold manufacturer in Boulder County laid off 130 workers in December 2001. Many of the region's laid-off workers requested training assistance to enhance their marketability to employers. In PY01, Workforce Boulder County incorporated Rapid Response into the orientation process so that dislocated workers did not need to attend more than one orientation. Due the increased demand for services during this program year, the Workforce Boulder County's resource center was expanded to accommodate additional customers.

Boulder County's Workforce Board designed its Workforce Center programs around three service areas: services to job seekers, services to employers, and coordination of employment and training resources.

Adult and Dislocated Worker Services

Workforce Boulder County targets low-income individuals in the Adult program with limited or no work history, including public assistance recipients, offenders, high school dropouts, and older workers. Job seekers who request services through one of Boulder's two Workforce Centers receive access to resource centers, learning labs, job search assistance, case management and occupational training. In addition to the services available through the two Workforce Centers, the Board has established a network of over 35 public, private and community-based agencies that offer customers additional services. The Centers have established an Employer Services team to work with employers throughout Boulder County. Each staff member has developed a relationship with area networking organizations, such as the Chamber of Commerce offices of Boulder, Longmont and Louisville, the Longmont Area Economic Council and the Boulder Association of Human Resource Professionals to market the Centers' services. The team takes job orders, does file searches for potential applicants, and provides complete internships and on-the-job training contracts. Workforce Boulder County also works with employers to develop customized training programs to address workforce skill shortages. There is currently a need for workers in the health care sector as well as for customer service personnel in the banking industry.

Case Managers help customers develop an Individual Service Strategy plan that addresses how customers will overcome their barriers to employment. Based on this plan, core, intensive or training services are provided. Workforce Boulder County has incorporated Rapid Response into the orientation process so that dislocated workers will not have to go to more than one orientation. Local Rapid Response Workshops facilitated by a Workforce Boulder County Employment Specialist counts as a WIA Intensive/Training services planning session.

To ensure the excellence of both Workforce Centers, Boulder's Workforce Investment Board established three standing committees: Marketing, Project Management, and Grants. The Marketing Committee developed a marketing plan with goals to increase the outreach, awareness, and participation of employers in the Workforce Center programs. The committee is working with the University of Colorado School of Business to survey employers on current use of programs and identify gaps in services. The Project Management committee works with the Workforce Investment Board and the Centers' staff to identify specific activities that would benefit customers. The Grant's 501(C)(3) committee identifies gaps in services in the community, develops programs to address those needs, and identifies and secures funding.

Workforce Boulder County has established several model programs during PY01 that include innovative partnerships with private businesses to expand opportunities for their customers.

Leanin' Tree Project: Partnering with Private Business

Workforce Boulder County and Front Range Community College have partnered to help a private employer (Leanin' Tree) with job specific and basic language skills for frontline and supervisory staff. The focus is on teaching English vocabulary and visual recognition cues to enable staff to perform their jobs more efficiently and to promote employees' safety. The project also provides customized Spanish classes for supervisors with the focus on building basic conversational skills around key needs identified in the interview process, including cultural concerns and vocational vocabulary. Training is provided through short-term specialty workshops and formal language instruction, including English as a Second Language for frontline staff and Beginning/Advanced Beginning conversational Spanish for supervisors. The enhanced communication skills that management and line staff have after participation in this program improve staff morale and productivity, and reduces staff turnover.

Solaris Training Program: Partnering with Local Government and Private Business

Also within the Boulder Region, a unique pairing of local government and business, Workforce Boulder County teamed up with Sun Microsystems to offer training in Solaris, A UNIX operating system. The goal of this seven-week training program is to provide enhanced employment opportunities for job seekers. The training consists of three-hour classes in the Solaris System offered by Sun Microsystems four days a week, and workshops on successful work search techniques, customer service skills, team building and problem-solving. Students also work in the lab two hours each day. Workforce Boulder County assists those who successfully complete the program with job placement services, including weekly job club meetings, internship opportunities, and resume and interview skills workshops.

Youth Services

Workforce Boulder County delivers comprehensive services to eligible youth, including activities for youth with special needs or barriers to employment. Qualified case managers develop with each participant an Individual Service Strategy, including employability and/or training plans. Youth have access to the following services: math and reading comprehension; vocational and basic skills assessment; summer employment opportunities; work experience; internships; job shadowing; community service work; experiential learning; job specific competency; case management; career counseling; program information/referral; dropout prevention; alternative secondary school services; follow-up services; classroom training; individual counseling referrals; leadership development; mentoring activities; job placement; computer literacy; English as a Second Language; pre-employment skills; workplace success skills; life skills training; tutoring/study skills; and supportive services.



MAYOR'S OFFICE OF WORKFORCE DEVELOPMENT

The mission of the Mayor's Office of Workforce Development (MOWD) is to provide high-quality, customer-driven services to job seekers and employers in a convenient, streamlined, and unbureaucratic manner.

MOWD serves people in the City and County of Denver, which has a population of 554,446. This area is purely urban and the state's largest population center. The Mayor's Office of Workforce Development (MOWD) is the Board-designated operator of the workforce center system in Denver. MOWD operates six Workforce Centers with multiple funding streams, and traffic at those centers increased significantly in the months following September 11, 2001. Besides WIA Adult, Dislocated Worker and Youth programs, MOWD operates employment and training programs for working families and for participants in the Temporary Assistance to Needy Families programs. MOWD also runs Employment Service programs under Wagner-Peyser, as well as Welfare-to-Work, Youth Opportunity and incumbent worker training programs funded through City General Funds dollars. Partners include the Community College of Denver and Vocational Rehabilitation, among others.

In the Denver Region, there has been a 179% increase in the number of services requested in PY01 compared to the same period in the year 2000. During the same time period, 105,591 visits were made to the Denver Workforce Centers by individuals seeking assistance under one of MOWD's programs. Services must address a wide range of client needs in order to serve a diverse population that includes inner-city residents laid off from jobs as hotel service workers and former senior managers in multinational corporations. United Airlines laid off 1,200 workers, and Continental Airlines let go 400 workers. From the financial sector, Janus Funds laid off 150 workers, and Bancorp released 199 employees. While all of these layoffs have taken place in the Denver Region, affected workers may live anywhere and be served by other workforce regions within the Denver-metro area, which include Tri-County, Adams and Arapahoe/Douglas Regions. The Denver Region is experiencing worker shortages in nursing and other health-related occupations, printing/publishing, specific information technology jobs, and security.

The Mayor's Office of Workforce Development is as committed to serving its employer-customers as it is to serving job-seekers. In PY01, MOWD created the Division of Employer Services to help employers in the areas of recruitment, training and retention.

In partnership with the local Piton Foundation, MOWD contracted with the National Economic Development and Law Center (NEDLC) to commission an analysis of growth industries in Denver, as well as of occupations within those industries that pay high wages and require less than 2 years of education and training. The quantitative research process identified targeted industries based on the following criteria:

- * projected job growth
- * easy access (defined as jobs requiring two years or less of education/training)
- * career mobility or advancement potential
- * entry-level occupations that can pay \$15.50/hour (without fringe benefits)

After identification of these industries, Employer Specialists within the Employer Services Division were assigned to work with employers within these industries. Overall, in this program year, 1,270 businesses were served. MOWD also initiated a mass-mailing effort to employers in PY01, which resulted in contacts with nearly 5,000 employers, including: city contractors, federal contractors, warehouses, retail, construction, financial services, printing and publishing, childcare, assisted living, and professional organizations. The mass-mailings were targeted to employers within a particular industry and identified skills of job seekers in MOWD's database pertaining to the workforce needs of the industry. For example, a letter was mailed to employers in the construction industry with the following paragraph: "In the last three months, we had over eight hundred applicants with construction-related experience, including, three hundred carpenters and laborers, two hundred electricians, one hundred plumbers and pipefitters, eighty nine drywallers, fifty nine concrete finishers and masons, one hundred equipment operators and truckdrivers." These letters, specifically targeted to the industry, have been very successful in generating jobs for our job-seeker customers.

The Region contracted with five partners to provide core and intensive services to adults and four partners who provide the required WIA mandated services for youth. MOWD is divided functionally into three divisions: Operations, Employer Services, and Administrative Services. The Employer Services Division and all of its programs began in PY01.

Adult and Dislocated Worker Services

MOWD provides all core, intensive, training, supportive and follow-up services required by WIA.

In PY01, in addition to WIA-funded training, MOWD provided the following services:

- * ESL, GED, computers and medical terminology training through Exempla Health Care.
- * Training for certification in hazardous waste handling, lead abatement and asbestos abatement through the Colorado People's Environmental and Economic Network.
- * An interpreter was provided for an employer-based short-term certified nursing assistant class. The students who completed the class raised their hourly rates from \$7.00 to \$12.50.
- * On-site Licensed Practical Nurse (LPN) training provided by the Community College of Denver at several long-term care facilities. This program will train CNAs currently earning \$10.19 per hour to become LPNs, earning \$16.50 per hour.
- * Through a partnership with AT&T, Denver residents received customized training through the Community College of Denver, leading to a certification in telecommunications.
- * Through a partnership with SI Communications and PlastiComm, Denver residents were trained to receive the nationally recognized BICSI certification in the telecommunications industry.
- * Through a partnership with employers at Denver International Airport, English as a Second Language was provided to restaurant workers.
- * Through Corelite-Manufacturing, incumbent workers received training on computer skills and classes to prepare for their General Equivalency Diploma.
- * Through a partnership with Cornerstone Care Center, Vocational English as a Second Language training was provided to incumbent workers.
- * Four job fairs were sponsored during the program year.

QuickStart Program: Partnership with Higher Education

The Mayor's Office of Workforce Development, in partnership with the Community College of Denver, developed and marketed a new program designed to quickly retrain dislocated and low-skilled workers into high-demand occupations. Its design combines the utilization of up-to-date labor market information, sectoral strategies and short-term vocational training leading to certification.

The program, which was established August 1, 2001, identifies industries where there are jobs available and trains customers for high-demand, well-paying jobs in the Denver-metro area. In the last year, 20 participants have graduated from QuickStart, 169 are actively enrolled in classes, and 79 are currently becoming enrolled. QuickStart training is available in the following key fields:

- * Business Services—training for Operational and Managerial Accountants
- * Health Care—training for Licensed Practical Nurses, Registered Nurses, Medical Transcribers
- * Multimedia and Printing—training for Web site developers and printers
- * Trades and Industry—training for machinists and welders
- * Information Technology—training for networking associates, computer service technicians and network specialists

QuickStart Career Specialists (who in a unique resource-sharing arrangement are jointly hired and supervised by the Community College and Mayor's Office of Workforce Development) recruit and assess the applicants. The Specialists work with program participants to identify skills, interests, and previous experience to help them identify a profession that best suits their needs. After participants' training is complete, One-Stop Center staff assist with job placement.

Essential Skills Program: Innovative Partnerships

The Essential Skills Program has earned national recognition and won the National Workforce Development Award for its innovative partnership to assist low-income workers to move into high-demand career paths. The Program focuses on training low-income residents for career paths in high-demand occupations. Since the fall of 1998, the CDLE and the Mayor's Office of Workforce Development have helped 250 Essential Skills participants find jobs, with 75% still employed at the one-year mark. This program provides an excellent example of partnerships between local boards, community colleges and local employers, who provided internships for students who completed the program.

Local Earned Income Tax Credit

MOWD also initiated a local Earned Income Tax Credit (EITC), which, as the federal EITC, is expected to significantly improve the rate of job placement and job retention by low-income working families, particularly those who have recently left the welfare rolls. In January of 2002, Denver Mayor Wellington E. Webb announced the launching of the Denver Earned Income Tax Credit, which provides a 20% match of the federal EITC for Denver residents with children. In the first three months of the Denver EITC initiative, more than 4,600 families benefited from the credit, with an average check of \$430. The Denver EITC is funded by Temporary Assistance to Needy Families (TANF) funds, which are intended to assist both the families still on welfare and the much larger number of families who are working, but remain poor. Denver is the first local government in the nation to offer an earned income tax credit funded by TANF dollars.

Youth Services

MOWD provides all WIA-required youth services either at the Workforce Centers or through contractual agreements with community-based organizations. The Mile High Youth Corp provides GED preparation, work experience, scholarships for post-secondary education, and job development skills. Servicios de La Raza and the Denver Public Schools provide tutoring and study skills, mentoring to keep youth in school and summer job employment placement. MOWD's partnership with the Urban Peak offers innovative programming to homeless youth.

Homeless Youth Program: Partnership with a Community-Based Organization

MOWD's partnership with Urban Peak provides a replicable model for providing job services to homeless youth. Urban Peak provides numerous services for Denver's homeless youth, such as mental health/substance abuse counseling, temporary shelter, and transitional housing. Urban Peak refers these youth to Denver's Workforce Centers so they have access to job readiness training and job development programs.



PIKES PEAK WORKFORCE CENTER

Building a better workforce for a brighter future is the mission of the Pikes Peak Workforce Center (PPWFC).

The PPWFC serves people in El Paso and Teller counties. This area is very diverse, serving Colorado's second largest population center (Colorado Springs), people in small mountain communities (Teller County) and a large rural and agricultural area east of Colorado Springs. Between October 1 and December 31, 2001, 4,480 individuals requested services from the Pikes Peak Workforce Center. This is an increase of 206% from the same period in the year 2000. Eighty percent of the job losses in this region have been in the technology sector, primarily in manufacturing and administration. During PY01, the region saw the closure of ten companies, nine of which were high-tech businesses. This region continues to see a shortage of workers in health care, law enforcement, and education. This Region is also seeing vacancies in the financial sector, which is in contrast to the rest of the state experiencing losses in this sector.

With five military bases located within the Pikes Peak Region, there is a large population of veterans that the PPWFC serves. Veteran customers receive an initial assessment from a Workforce Development Specialist. Veteran customers are given priority for labor exchange services, then based on triage procedure or customer request, veteran customers are referred to the PPWFC Disabled Veteran Outreach Program or to Local Veterans Employment Representative for additional services.

Adult and Dislocated Worker Services

In addition to the WIA-required services for adults and dislocated workers, the PPWFC has developed several innovative programs to address the needs of these populations. Some of the innovative programs of the PPWFC are:

- ★ Convening employer panels from various industries that are in high demand, such as health care, health education, law enforcement, teaching careers, transportation, and finance careers.
- ★ Hiring events.
- ★ Educational fairs and workshops that focus on resume writing, interviewing skills, professionalism, career exploration, personal finance, computer basics, application completion, motivation, and self-employment options. Many workshops are conducted by volunteers from local employers, allowing staff more one-on-one time with customers.
- ★ Video lending library and print materials of techniques for a successful job search.
- ★ Expanded evening hours.
- ★ Displaced homemaker program.
- ★ Community Audit Project, which is a partnership between data collection organizations to identify labor market needs to help dislocated workers fill those gaps.

Executive Network (job club for executives)

The Executive Network, a job club established to assist those in executive or higher managerial positions, was developed as a means of providing new services to new customers — the managerial/professional-level dislocated worker, of which the Workforce Centers are seeing more and more. These new customers want to talk with others in their situation, receive the most recent labor market information, and learn how to navigate back into employment. The Executive Network offers networking seminars, sessions on how to write resumes from an executive perspective, employer information sessions and guest speakers from key industries in the area. For example, the director of the Small Business Development Center spoke on starting a business; another individual spoke on the Department of Defense (DOD) employment opportunities and on security licensing requirements for DOD jobs. The group has also set up a list-serve enabling them to email each other with job leads and employment information. The group consists of 60 members, and it is anticipated to double in size during the next few months.

McFamily Program: A Partnership with Private Business

The Pikes Peak Workforce Center has also participated in a partnership with The McFamily Program, a program developed by an owner of nine Colorado Springs McDonald's franchises and designed to stabilize the lives of low-wage, entry-level workers. The program gives employees of the McDonald's franchises access to health care, childcare, transportation, housing, communication and education for excellent work performance over a two-year period. The program engages workers through a partnership between the employer, the local workforce center, and state agencies to harness the services of community-based organizations, public foundations and private industry to provide benefits similar to those enjoyed by higher-wage workers, all of which help to stabilize families. Stable families become successful employees leading to reduced turnover and increased profitability for businesses.

The Pikes Peak Workforce Center provides some of the educational components for McFamily Program participants, who are co-enrolled into the WIA and can access educational services such as literacy and computer-based training services. Pikes Peak Community College collaborates by providing classes in basic work skills, GED, ESL, and computer skills instruction to improve employee work skills, job retention, and chances for promotion to higher paying occupations.

Employers of Excellence

Based on the experience, involvement and success with the McFamily program, The Pikes Peak Workforce Investment Board in collaboration with the Colorado Workforce Development Council has created an innovative Employers of Excellence program. This program establishes three levels of employers from which employees transition up a career ladder. The first level is based on the McFamily Program and includes all industries employing entry-level workers. The second two levels are currently being developed. The goal is to replicate this project throughout the state.

Displaced Homemaker Program

The El Paso County Department of Human Services referred 25 displaced homemakers to PPWFC's Displaced Homemaker Program. The PPWFC provided these women with an assessment of skills, information about the labor market, career and educational counseling, one-on-one case management, and referrals to organizations that can provide additional services such as health care, education, and financial planning. In appropriate cases, women received transportation, childcare, clothing assistance, or aid in obtaining medical or dental services to promote employability. The PPWFC hosted a mountain retreat for these women so they could escape daily stresses and spend time focusing on their own goals. Workshops were offered so that women could improve their resumes and interview skills, and learn how to use the Internet for job search activities. In addition, sessions on assertiveness training, goals setting, business attire, and successful team work were also held. PPWFC provided childcare, lodging and meals for the participants.

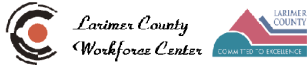
Youth Services

The PPWFC has also developed several innovative programs to provide services to help youth achieve academic and employment success. These programs aim to improve youths' educational and skill competencies and provide effective connections to employers. All programs are assets-based, meaning that they focus on the strengths each youth possesses, communicate high expectations, provide unique opportunities for leadership, and encourage a strong sense of personal identity. The WIA Youth Program is "open entry-open exit" to facilitate use by youth, and all programs, except the Summer Youth Program, are offered year-round. An accomplishment of PY01 that received many positive responses was the Youth Workforce Development Specialists youth recruitment letter to TANF families. The letter invited these youth to participate in the Summer Youth Program, which gives youth opportunities for paid summer work experiences.

Partnership with the Local Community College

One example of PPWFC's innovative programs is the partnership it created with the Pikes Peak Community College to increase the number of low-income, in-school youth who might attend the College's Area Vocational Program (AVP). High school students who participate in this program spend a portion of their school day attending vocational training at the College. PPWFC is working with several of the school districts that draw from low-income neighborhoods to increase their participation in this program.

In the summer of 2001, the Pikes Peak Youth Council began a pilot project to link employers with middle school youth. The project demonstrated to employers that youth who receive training in work maturity skills and have access to job coaches can be a tremendous asset to employers. The program was highly successful and will continue.



LARIMER COUNTY WORKFORCE CENTER

Larimer County Workforce Center's (LCWC) mission is to improve the quality of life for individuals, families, and communities through employment and workforce development services.

The LCWC serves people in Larimer County. Primarily rural, this county encompasses large areas of farmland, but also includes Fort Collins, Colorado's largest northern city. With an estimated population of 260,000 residents, Larimer County is the seventh largest county in Colorado. Between October 1 and December 31, 2001, 1,715 individuals requested services from the Larimer County Workforce Center, an increase of 161% from the same period in the year 2000. Although the increase in demand for services initially strained the existing system, staffing adjustments were made to serve all customers who requested services. Layoffs have occurred primarily in travel and transportation, technology, financial services, and telecommunication jobs. Technology company E M Solutions laid off 192 employees in October 2001. As in all other regions in the state, there is a shortage of health care workers and educators. The Larimer Region is also in need of truck drivers, computer-control programmers/operators, and bookkeeping/accounting clerks.

One of the LCWC's greatest strengths is its ability to work with a diverse customer base. The LCWC employs three full-time staff who are bilingual. All staff participate in cultural competency training and are well versed in providing services for people of varied cultures, ages and abilities.

Another strength of the LCWC is its ability to accommodate customer needs and adjust its services accordingly. Throughout PY01, the frequency of the most popular workshops was increased based on great customer demand. In addition, new workshops were developed in response to customer need. They included: Creative Job Searching, Money Matters, Career Solutions and Living on Less.

Adult and Dislocated Worker Services

The LCWC offers adults and dislocated workers the following services:

- ★ Workshops (Creating Career Options, Internet Job Searching, Resume Writing, Interviewing Skills, Money Smart, Creative Job Searching, Managing Finances During a Layoff, Career Inventory, Career Exploration, and Individual Support for Job Seekers)
- ★ Assessment (Test of Adult Basic Education, Myers-Briggs Type Indicator)
- ★ Access to Resources (library, telephones, fax machines, typewriter, labor market information, newspapers, and training information)
- ★ Access to Technology (computers, Internet, laser printers, software, including typing tutor, GED preparation, and basic skills)
- ★ Counseling and Case Management
- ★ Supportive Services
- ★ Occupational Skills Training
- ★ Work Experience
- ★ Adult Basic Education, ESL and GED
- ★ On-the-Job Training
- ★ Job Search Assistance and Job Referrals
- ★ Career Exploration Software: COCIS
- ★ Follow-up Services

LCWC recognized that many customers would benefit by having intensive counseling services available to them. Therefore, LCWC established an innovative program that provides customers with access to three on-site mental health therapists. These counseling sessions have resulted in helping customers move forward with both their programmatic and therapeutic goals.

During PY01, LCWC was successful at engaging employers to expand opportunities for job seekers. Employers' Roundtables, focus groups, and the annual September Symposium are examples of this outreach. Attendance at the monthly Employers' Roundtables averages between 50 and 175 people. In addition to small business, Roundtable attendees represent large business, private nonprofit, and government agencies. The LCWC Employment Center Committee held focus groups with employers who use the labor exchange system; employers who have used the system, but are not currently; and employers who have never used the system. The lessons learned from these focus groups are shaping the direction of outreach to employers.

September Symposium: A Program for Local Businesses

Each year for the past 17 years, the LCWC has presented the September Symposium, a half-day series of seminars of interest to the business community. The seventeenth annual September Symposium, which was held in Fort Collins, Friday, September 21, attracted approximately 400 attendees from the local business community. The Symposium seminars are free of charge. This year, sessions included: Going Beyond Work as a Four-letter Word; Customer Service; Suck in that Gut—a Systematic Approach to Hiring; Talking about Money; Leadership Communication; Managing Generation X & Tolerating Generation Y; Coaching Others Through Conflict; and Taking a “S.W.O.T.” (Snapshot). LCWC direct mails invitations to 12,000 businesses in Northern Colorado, and advertises in local newspapers and on local radio stations. The resources to present the annual Symposium come from sponsorships such as local financial institutions, business newspapers, the Colorado Workforce Coordinating Council and the Colorado Office of Local Affairs.

Youth Services

The LCWC and Local Youth Council hosted several successful programs to creatively meet the needs of the region’s youth. During PY01, the WIA Youth Program coordinated several special projects that provided a direct benefit to WIA eligible youth as well as other youth throughout the community. The Youth Employment Conference and the two Youth Job Fairs are examples of these projects. The Youth Job Fairs were attended by over 1,200 youth, and over 60 employers participated in at least one of the two fairs. All of these events provided opportunities for youth to interface with local employers.

Youth Employment Conference: A Partnership with Private Business

During PY01, the LCWC developed a 5 1/2-hour event that youth attended to explore career options and seek information from 24 local employers that represented diverse fields including: computer technology; graphic arts; health care; auto mechanics; the arts; law; construction; office work; hospitality; insurance; accounting; social work; outdoor leadership; restaurant; veterinary science; small business; and retail management. The conference also included breakout sessions such as: Communication Skills that Matter; Independence has a Price; Stress Management; Money Management; Does Image Really Matter?; Selling Yourself for Success; and Conflict Resolution/Customer Service. The conference's keynote speaker, a young entrepreneur who owns a successful business, inspired youth with his story. The Youth Employment Conference addresses the need for career research and exploration. Participants were surveyed after the event to solicit their feedback and input. The results were overwhelmingly positive.

The Larimer County Youth Council formed a subcommittee to examine ways to expand mentoring opportunities for youth. This effort resulted in a partnership with Larimer County Partners, a local mentoring program. Now youth from LCWC are referred to this agency for mentoring opportunities.



TRI-COUNTY WORKFORCE CENTER

The mission of the Tri-County Workforce Center is to provide workers, employers and the community with comprehensive workforce and community development services.

Tri-County Workforce Center serves people from Jefferson, Gilpin, and Clear Creek counties. Tri-County includes a major suburban population in Jefferson County and smaller communities in the foothills of the Rocky Mountains. Gilpin and Clear Creek counties are home to many mountain communities, two of which derive their primary income from gambling businesses. Between October 1 and December 31, 2001, 2,590 individuals requested services from the Tri-County Workforce Center. This is an increase of 204% from the same period in the year 2000. Dislocated workers here have lost jobs from the airline industry, travel agencies, hospitality/tourism occupations and the telecommunications sector. Lucent Technologies, a telecommunications company, laid off 70 workers in the fall of 2001. The Career Center at Tri-County has seen the demand for computers and other self-service tools double over the last year with customers staying longer at the Center and taking longer to become employed. Industries in the Tri-County Region reporting significant job vacancies include the service industry, administrative support, sales, health/hospitals, and trucking.

Adult and Dislocated Worker Services

Tri-County Workforce Center provides many services to adults and dislocated workers. Core services include: computers for job searches, tutorials, resume assistance, job search resources and tips, access to the library, copy and fax machines, scanners, workshops, assessment by employer services representatives, and job referrals. Intensive services include comprehensive assessment and counseling, basic education skills, and development of a re-employment plan. Training services include classroom training of vocational skills and on-the-job training. Additional workshops customized to local customer needs are offered on an as-needed basis. Tri-County WIA Adult Program has developed a partnership with Family Tree to provide services to displaced homemakers.

The Business Development team of the Tri-County Workforce Center conducts surveys and meets with many employers on a regular basis to ensure that staff is aware of the needs within the workforce. Tri-County Workforce Center uses a three-tiered approach to relationship building with employers with the goal of moving all contacted businesses into the tier one category. Tier one employers are those who depend on the Center for referrals, hire on the Center's recommendation, inform staff of problems and work with staff to fix them, and refer other businesses to the Center. Tier two employers hire employees based on the Center's referrals, accept follow-up after hire, use the Center's services, other than placement, and give input into training workshops. Tier three employers do not use all of the Center's services, but may give job orders, interview referrals from the Center, and allow a follow-up interview.

Health Care Worker Skill Development Project: A Partnership with Exempla Healthcare

Exempla Healthcare (a large health care system) approached Tri-County Workforce Center to assist in the retention/upward mobility of their lower-skilled, lower-wage employees. Tri-County worked with Red Rocks Community College to provide training for 40 current employees of Exempla's housekeeping/food service areas for occupations such as Certified Nursing Assistant or unit assistants. Through these efforts, employees are able to increase their earning capability and their retention at Exempla facilities in higher skilled positions.

During PY01, the Workforce Investment Board of the Tri-County Workforce Center directed staff to develop a Marketing and Business Development plan to address the concerns of image and awareness of employer and other customer services. A team of nine employees, representing all of the departments of the Tri-County Workforce Center, formed to tackle the issues of image and of marketing services to the various publics of the Center. With both of these objectives in mind, the team developed goals to address each area. Each of the concerns has one or more goals, followed by strategies and tactics for accomplishing the goal. The team successfully developed a new logo, slogan, image and marketing goals. Marketing materials have been developed specifically for the youth programs, employers, and for the general job seeking public.

West Metro Business Forum: A Partnership with Local Business

Partnerships are the cornerstone for successful business development programs at Tri-County Workforce Center. The 2002 West Metro Business Forum is an excellent example of business, education, and workforce development organizations coming together to promote best practices for small businesses. Partners for the event include Red Rocks Community College, Evergreen Chamber of Commerce, Golden Chamber of Commerce, West Chamber of Commerce, Red Rocks Small Business Development Center, and the Colorado Office of Workforce Development. Support from all of these partners enabled us to offer this at no cost.

Held in May 2002 at Red Rocks Community College, the half-day format offered small business owners and representatives timely and smart information on workforce issues in hour-long workshops on topics such as workforce tax credits, corporate culture, workplace security, education, and retention. In addition, Steve Bigari, recipient of the 2002 Theodore E. Small Award from the National Association of Workforce Boards, gave the keynote address on the success of his “Steppin’ Out” program available to employees at his nine McDonald’s Restaurants in Colorado Springs, CO.

The success of this event was so evident to all of the partners that plans are nearly complete for next year’s business forum scheduled for February 21, 2003.

Youth Services

Tri-County Workforce Center streamlined services to youth by integrating Wagner-Peyser and WIA services with the Youth Team, including staff from the Tri-County Workforce Mountain Center. The Youth Program has greatly expanded services to job seekers and employers as demonstrated by the increased number of youth customers, job orders, and the number of workshops provided in the community. Tri-County Workforce Center has demonstrated its investment in youth services by allocating staff, training staff, creating a youth resource room, and conducting a marketing campaign to attract eligible youth. Tri-County Workforce Center provides all WIA services to youth, but emphasizes dropout prevention, GED, skills training, job search assistance, support services, and follow-up, since these are the services youth most often request.

During PY01, the Tri-County Youth Council, focus groups of youth and Tri-County Workforce Center's marketing committee conducted a marketing campaign to increase the visibility of available services for youth. The campaign involved posters, brochures, promotional items, and an updated Web site based on the new logo, TRICO YouthWorks, and the slogan, "Everyone starts somewhere." The informational and promotional materials have been distributed and positive feedback has been received. Visit the Web site at: <http://tricoyouthworks.org>. TRICO YouthWorks also conducted a Resource Fair at Columbine High School that was attended by over 600 youth and 80 employers, schools, and agencies. This fair was marketed to secondary and alternative high schools on the south side of the county and was strongly supported by school personnel and parent groups. In addition, TRICO YouthWorks helped organize and financially support the Red Rocks Youth Expo, which was marketed to high school juniors and seniors in Jefferson County.

Tri-County Workforce Center partners with A Step Up to provide mentoring and parenting classes for WIA youth. In collaboration with Jeffco Human Services, Family Tree, and Jeffco Mental Health, Tri-County Workforce Center has office hours and holds workshops at "The Road," a drop-in center for youth.

Years Project: A Model Program to Employ Youth Exiting the Criminal Justice System

Tri-County Workforce Center, Adams County One Stop Center, Arapahoe/Douglas WORKS! and Mayor's Office of Workforce Development/Denver Area Youth Services in conjunction with the Colorado Department of Youth Corrections received a two million dollar grant from the U.S. Department of Labor to fund a program providing employment opportunities for 300 youth leaving the Lookout Mountain Youth Services Center. This project reduces the number of repeat offenders, increases public safety, develops more employable youth, and builds a network of employers to hire youth offenders. The project will also increase the number of appropriate referrals and registrations in the WIA program.



EMPLOYMENT SERVICES OF WELD COUNTY

The Weld County Workforce Development Board's mission is to keep the workforce system responsive to employers, employees and job seekers.

Employment Services of Weld County serves the people of Weld County, primarily an agricultural and rural area with a major population center (Greeley) that serves the rural and agricultural communities. The third largest county in Colorado, Weld County has an area greater than that of Rhode Island, Delaware, and the District of Columbia combined. Between October 1 and December 31, 2001, 648 individuals requested services from Employment Services of Weld County, an increase of 81% from the same period in the year 2000. Within this region, there has been a general decline in job availability and downsizing in a number of industries including manufacturing, electronics, printing, middle management, and customer support. Weld County has experienced a major plant closure of Sykes Enterprises, which released 290 employees. This region sees continual shortages in the areas of health care, transportation, computer-control operations, heating and air conditioning technicians, truck drivers, and technical trade areas. Employment Services of Weld County is a comprehensive workforce center which connects resources for employment, education, and training services at the local, state and national level. Self-service resources promote personal and career development, furnish access to Internet tools for employment and training opportunities, and provide information about local and regional employers and labor markets. Staff services include labor exchange and job referral, skills assessment, eligibility screening for career counseling and training programs, and employer services.

Adult and Dislocated Worker Services

Employment Services of Weld County provides adults and dislocated workers a full range of services. All individuals are provided basic labor exchange and core services upon entry into the workforce system. Based on the initial registration and assessment and interest for more intensive or training services, staff meets with the customer to explore options in enrolling in a WIA program or other partner program.

In addition to the programs available under WIA, Employment Services of Weld County in conjunction with the Workforce Development Board applied for and received WIA and Wagner-Peyser Discretionary Funds to address unmet workforce needs. The Triage Targeted Population program addresses job seeker customer needs and the Partnering for English Skill Development addresses employer needs.

Triage Targeted Populations Program

The Triage Targeted Populations Program provides enhanced and focused employment services to individuals with disabilities, offenders and non-English speaking customers who are seeking assistance through Employment Services of Weld County. This program enables staff to work directly with these special populations through a triage approach, giving customers assistance beyond the usual “universal access” type of services.

Computer Learning Lab: Computerized Instruction and Assessment

The Learning Lab addresses customers’ need for acquiring the skills necessary for obtaining or retaining employment in a short period of time. Since its inception ten years ago, the Lab has evolved into a comprehensive learning, assessment and remediation center. The Lab provides fee-based, state-of-the-art computerized instruction and assessment. Customers have access to GED preparation, remediation and literacy, and ESL lessons. Computer tutorials are available for the Corel and Microsoft Suites and other business software applications. The lab also has computerized assessments to measure aptitude and interest with complementary remediation for reading, writing, and basic work skills. The Learning Lab has received national recognition for its program effectiveness. Participants average one grade gain every eight hours. The Lab continues to evolve as customers’ needs change and new technology becomes available.

Partnering for English Skill Development

The purpose of this project is to develop strategies to meet employers as well as individuals with limited abilities to speak and read the English language. The program increases the number of workplace-based English as a Second Language Programs. Employment Services of Weld County is developing a resource guide for employers to specify the required English skills, as well as other job skills. The program is piloting computer-assisted English instruction.

The Weld County Workforce Development Board publishes a quarterly newsletter that is provided to over 1,300 businesses in Greeley and 11 Chambers of Commerce throughout Weld County. The newsletter provides updated information about the services available to employers by the Workforce Center. Board members also participate in employer visits with staff to answer questions and to describe services that are available.

Youth Services

With the downturn in the economy, youth faced a difficult challenge in finding unsubsidized employment if they lacked previous work experience. Therefore, during PY01, the Weld County Workforce Center shifted its focus towards serving a higher percentage of out-of-school youth and to involve youth in work placements throughout the year and for longer periods of time.

Weld County Youth Conservation Corps/AmeriCorps program worked in partnership with the WIA youth program. Eight at-risk youth, who either lacked a GED or were involved with the juvenile justice system, provided over 10,500 hours of service in the communities of Weld County. Three youth received a GED and went onto secondary education, three continued on in the Corps and two found employment.

A Youth Workforce Skill Development Project provided a wide range of workforce development options for youth who were unsuccessful in the school system. Of the 120 youth served in the project last year, sixty obtained employment, and 45 received a GED.

The Summer Job Hunt program benefited both employers and the youth population. Employers were involved in two job fairs in Weld County and either were able to find summer help or gave valuable time in assisting youth as they were seeking employment to obtain some job seeking skills. Over 760 youth obtained employment.



THE COLORADO RURAL WORKFORCE CONSORTIUM

The Colorado Rural Workforce Consortium's mission is to provide quality customer-driven employment and training services to employment seekers, the business community and other stakeholders, in order to support the economic vitality of the Consortium's 52 rural Counties.

The following guiding principles help the Consortium carry out its mission.

The Colorado Rural Workforce Consortium will:

- * Operate an innovative, adaptive, and customer-driven organization through continuous improvement
- * Provide services to our customers based upon individual needs and choices
- * Provide services that are competitive and valued
- * Focus on outcomes that are measurable and results oriented
- * Respond to changing labor market conditions, customer profiles, and program regulations
- * Be fiscally responsible and accountable
- * Value our employees and their contributions to this organization
- * Provide a respectful, safe, and caring environment for internal and external customers
- * Develop/maintain working partnerships with other community and state organizations

The Colorado Rural Consortium comprises Colorado's remaining 52 counties, which are subdivided into 11 local subregions (Eastern, Southeast, Pueblo, South Central, Upper Arkansas, Southwest, Western, Mesa, Rural Resort, Northwest, and Broomfield). In each subregion, a Workforce Board and an Elected Official directs and provides oversight to the local workforce development system. One local elected official is appointed to membership on the Colorado Rural Consortium's Board of Local Elected Officials, which guides, directs and oversees workforce development activities in the 52 counties. Membership meets the federal requirements of WIA. The Colorado Rural Consortium Workforce Board, Subregional Workforce Boards and Local Elected Officials review Workforce Center performance against standards and plan, oversee program's effectiveness, assess customer satisfaction, and assist in making service adjustments (e.g., adult priority of service, identification of occupations in demand, identification of needed employment skills) to better suit changing economic conditions.

Nine of the subregions are state administered; community-based organizations are contracted to provide WIA services in four of the regions. There are a total of 42 Workforce Centers throughout the Colorado Rural Consortium. With the exception of Pueblo and Broomfield, each of the subregions contains two or more Workforce Centers, and many provide outlying Satellite Offices and itinerant staff services. Each subregion provides core, intensive and training services, and operates a youth program under the guidance of its local Youth Council and the Colorado Rural Consortium's Youth Council.

Employment opportunities from this region come primarily from agriculture and ranching, tourism and related service and retail industries, and government employment, especially in Fremont County where 13 prisons are located. In Colorado's far west, Grand Junction represents an urban population. In the Colorado Rural Consortium, 5,251 individuals requested Workforce Center services between October 1 and December 31, 2001. This is an increase of 64% from the same period in the year 2000. The region is also home to some of Colorado's mountain resort towns, the locations of the skiing and tourism industries, which have been hit hardest by September 11. Resort bookings are down from the previous year, and the result is rippling through the local economies. The Colorado Rural Consortium has experienced layoffs in service, retail, construction, and lumber occupations. City Market, a food-store chain located in the Mesa Region of the Colorado Rural Consortium, is currently releasing 127 workers. Sectors in need of workers are health care and agriculture.

Adult and Dislocated Worker Services

Workforce Center staff and each adult or dislocated worker develop a service plan. Based on the individual customer's needs, core, intensive or training services may be provided.

The Colorado Rural Consortium's workforce development programs are built on several strengths that include:

- * An experienced and knowledgeable staff with little turnover.
- * Bilingual Spanish/English-speaking staff are regularly available.
- * Employers know and trust the Workforce Centers and regularly post their job opportunities with the Center.
- * Workforce Centers have established strong ties with partnering agencies.
- * WIA and Wagner-Peyser programs are well-integrated.

Professional Services Division: A Partnership with Human Services and a Community-Based Organization

The Mesa County Workforce Center is home to the Professional Services Division, which is a joint venture between two partner agencies at the Center: the Mesa County Department of Human Services and Hilltop Community Resources, Inc., a community-based organization. Professional Services Division provides assessment and training services on a fee-for-service basis and served over 1,400 customers in its first year. Local businesses regularly send employees to take advantage of soft skills or computer skills classes at the Center. In addition, customized training has been developed on-site for employers requesting this service. The Professional Services Division has been instrumental in increasing employers' awareness and use of the services available to them through the Mesa County Workforce Center.

Health Care Occupations Initiative

The Health Care Occupations Initiative, also coordinated by the Mesa County Workforce Center, is a pilot program to identify, train and match job seekers to jobs in health care. This Workforce Center has built a coalition of health care providers, which will help recruit, assess and train individuals for high-demand jobs in the health care field.



Youth Services

The Colorado Rural Consortium has designed a comprehensive package of services for the youth served. For youth ages 14–18, the Consortium's Workforce Center's offer the following services:

- * Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies. Youth can receive individual, classroom, or learning lab instruction.
- * Alternative secondary school offerings include any locally recognized educational program offering school credit and graduation, which has been established for students having difficulty completing their education in a traditional secondary school setting.
- * Summer jobs linked to academic and occupational training. Youth may choose paid work in the public, nonprofit, or private sector.
- * Work experience and internships.
- * Occupational skills training for high-demand occupations.
- * Leadership development opportunities. Youth attend classes or workshops, engage in Work Readiness goal work, and participate in work experience assignments that enhance teamwork, communication and other leadership skills.
- * Supportive services that will remove youths' barriers to participation in the Workforce Center's programs.
- * Youth have access to adult mentors.
- * All youth have access to follow-up services for a minimum of 12 months after exiting the program. Follow-up services include career or educational planning groups, peer support, leadership development activities, supportive services, contacts with employers of youth, assistance in securing jobs or further education, tutoring/mentoring, and counseling.
- * Comprehensive guidance and counseling. Youth are referred to professional mental health, substance abuse, anger management, or other counseling based on individual needs.

TechNeighbors Program: A Partnership with Community College and Community-based Organizations

TechNeighbors is a collaborative effort between the Pueblo Work Link's WIA program, Pueblo Community College and the community-based organization — TechNeighbors. Beginning in the year 2000, Work Link has supplied 20 WIA enrolled youth (10 boys and 10 girls) to participate in the TechNeighbors Program.

Youth participants placed in the TechNeighbors Program receive 180-hour paid work experience that runs from June 2nd until the end of July. Youth begin the program by focusing on teamwork, leadership, and group problem-solving skills and by partaking in the Challenge By Ropes Course offered at the University of Southern Colorado. Youth apply these skills in completing the job tasks and work readiness skills curriculum.

One half of the work day is spent refurbishing old government computers. Students change hardware components and load new software programs — rebuilding these computers. The computers are then distributed to school districts that are in need of functional ones. The second half of the day youth are taught entrepreneurial skills and instructed on how to develop and write out a business plan. Youth learn how to design and build their own Web page — marketing the business they choose to develop in their business plan.

Work readiness skills presentations are scheduled on Fridays of each week. Workshops are offered on Applications, Résumé's, Labor Market Information, Career Planning, Job Retention, and Interview Skills. Private employers speak to the youth on: Business Etiquette, Job Search Strategies, Non-traditional Jobs for Women, and What Skills and Attitudes Employers Want From Applicants.

Nineteen participants earned a bonus for satisfactorily completing all three of the WIA Work Readiness skills. Several youth participants utilized the Work Link's Resource Center to improve their math skills, which were below grade level.

Fourteen of the students were exited from WIA in the fall. Youth that remain active are working on Basic skills (GED), or are enrolled in an Occupational Skill Training activity.

Youth give public presentations of their business plan to the Pueblo Youth Council, and the Board of Directors for the TechNeighbors Program.

Youth Corps Project: Engaging Youth in the Community

The Youth Employment Council initiated a Youth Corps program to provide youth with a work opportunity that will include educational and career outcomes and reconnect them with their community. Two values that were paramount in the decision to choose a Youth Corps over other programs are:

- ★ Corps are better able to accomplish work tasks of significant value and visibility to the community. Youth accepting individual and collective responsibility in filling an unmet community need instill a service ethic in Corps members.
- ★ Corps allow for bonds of mutual interdependence and mutual respect to be formed between Corps members and staff. Young people can experience a sense of belonging and a reconnect to their community.

The Youth Corps project serves as a catalyst in bringing various organizations and resources together to provide an opportunity for a life-changing experience for the youth participants. The Corps provide high-risk youth an opportunity to contribute to a project while learning about their community, conservation, teamwork, and opportunities that exist for them in education and future careers.

From May to October of 2002, 14 youth have participated in the Youth Corps project. A third crew of eight is planned to operate in the spring of 2003. Work tasks include: trail building, graffiti removal, landscaping, grounds maintenance, fence building, mural painting, building construction and restoration.

On Fridays participants engage in Work Readiness workshops delivered by both CDLE staff and Work Link partners. Participants begin and end the program with the University of Southern Colorado's Challenge By Rope Course — imparting teamwork and leadership skills. Eleven participants earned a Work Readiness bonus, and two earned a Diploma or GED while in the project.

Youth are expected to reflect and evaluate their experiences and write their thoughts down. They also make a presentation to the Youth Employment Council on their experiences in Youth Corps.

Business Education Alliance (BEA): Developing partnerships with business and industry associations and single employer partnerships

Upper Arkansas Area Subregion has formed a unique relationship with business partnerships particularly in Fremont County. A number of years ago the school districts in Fremont county formed a Business Education Alliance with the goal of enhancing communication from the business sector regarding the skills they expect youth to have when they enter the workforce. As School-to-Careers funding became available, BEA took on the role of School-to-Careers administration for all Fremont and Custer County Schools. At this time a coordinator was hired to oversee the business/school partnership activities. Though School-to-Career funding is gone, the school districts and business sector have kept the alliance viable. The Upper Arkansas Area workforce center is very active on BEA.

Both the UAACOG Executive Director and the WIA Coordinator are members of the alliance. This partnership brings youth opportunities to the table whenever possible. Youth discretionary funds were utilized to partner with the business and education sectors that provided a job fair for Summer 2002 employment opportunities, engaged a high school class to create a youth Web page with a link to the workforce center Web page, and provided a business round table for the Canon School District.

Garden Park Alternative High School recently remodeled a downtown grocery store into their new high school. The business neighbors of the alternative school had concerns regarding the kids in alternative school being downtown all day long. Concerns ranged all the way from parking to vandalism and graffiti. Through the business round- table/dinner format, the concerned business people and the students themselves, not school administrators, talked about the concerns and potential issues. The event was very successful as the students were effective in assuring the business people that they did not have destructive intent, but wanted to take ownership in their community and the downtown area. They talked about possible project partnerships, part-time employment and communication issues.

The UAACOG Executive Director also sits on the Boards of both the Fremont Economic Development Council and the Southern Colorado Economic Development District. Information on the Workforce Center is discussed at each meeting on a regular basis. This is an effective networking connection.

Literacy Project: Developing Youth Literacy Skills

The literacy project is a strategy to motivate youth to want to develop their literacy skills with the idea that they will ultimately use the skills in securing employment. The Rocky Mountain SER/WIA Youth Literacy Project served 25 participants. Project members wrote, produced and distributed books of poetry and/or fiction, artwork and photography. They also published a quarterly newsletter, BOOKMARKS, which was used to promote the books and to cover the accomplishments of the clients.

In addition, a series of seven life-skills workshops was conducted. Topics included anger management, problem-solving, building self-esteem, relationships and employability.

Another component of the program was the offering of GED classes, which involved bookwork and the Plato system, a computerized academic curriculum. Remediation was provided to in-school youth on an as-needed basis. Participants received training to enhance their computer, resume-writing and interviewing skills.

Also, project members participated in paid work experiences. Among the work sites were a telemarketing firm, legal aid, a print shop, a motorcycle repair shop, and useful public service.

Innovative Employer Services

During PY01, the Colorado Rural Consortium began a region-wide marketing effort aimed at employers. The Consortium designed and produced a high-quality, full-color employer packet that contains easy-to-understand descriptions of services for business people, including recruitment, screening, and referring, labor market information, Internet advertising, customized employee workshops, skill testing, interviewing facilities, multimedia resource center, employee layoff assistance, immigrant hiring assistance, worker tax credit, welfare-to-work services, on-the-job training assistance, veterans' assistance, and an offer for staff to tour local businesses to better promote individual job requirements. The packet includes a CD resource directory with Web site connections to labor market information, labor standards, Unemployment Insurance benefits and tax, Workers Compensation, and employment and training programs. Local Workforce Center staff have received training and an Employer Relations Procedures handbook about the best techniques to approach employers with the packet and CD. Each subregion has designated a staff person to oversee its marketing operation and coordinate its efforts with other subregions.

STATE EVALUATION ACTIVITIES

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. However, CDLE does evaluate its outcomes by utilizing the 17 core indicators of performance for adults, dislocated workers and youth programs as required by the Federal Workforce Investment Act (WIA) Section 136.

On a quarterly basis, CDLE's State Field Representatives meet with their respective regions to review client service levels, program expenditure rates, and performance outcome results. These meetings have enabled staff to identify areas which need additional training and technical assistance, as well as providing the opportunity for staff to rectify any deficiencies before annual monitoring review. In PY01, annual compliance monitoring was conducted jointly between the CDLE and the U.S. Department of Labor. Joint monitoring allows for more in-depth reviews and minimizes the demands on local staff that take time away from their other duties.

Continuous Improvement Management System (CIMS)

Colorado recognizes that meeting the challenges of the competitive and changing economy requires a workforce investment system prepared to meet the needs of workers and employers by continually improving its performance. As a step toward this goal, the Colorado Workforce Development Council has implemented a Continuous Improvement Management System (CIMS) to promote excellence in workforce development. CIMS provides incentives to Workforce Investment Boards and Workforce Centers to continually improve their operations and to raise the profile of Colorado's Workforce Centers. All CIMS processes begin with the question "What can be done better to enhance workforce development outcomes?"

Workforce Investment Boards can receive awards in the following three categories: Partnership (Business Recognition and Agency Recognition); Performance Incentive (Performance Standards Award and Business Involvement Award); and Innovation in Leadership and Service Delivery (Performance Excellence Award). Partnership Awards recognize and promote business and agency relationships that have made a significant contribution to workforce development. Performance Incentive Awards are given to local WIBs that have met their performance goals as negotiated with the CDLE. The Performance Standards Award goes to Workforce Centers that meet their performance goals and exceed the performance requirements specific to customer service initiatives. The Business Involvement Award recognizes exceptional business involvement in workforce development activities. The Performance Excellence Award recognizes a WIB that has engaged in continuous improvement efforts, has promoted the goals of statewide workforce development, and has supported local and statewide economic development and prosperity for Colorado.

Currently, CIMS processes only recognize and reward performance among Workforce Investment Boards. However, this process will be expanded across the entire workforce development, economic development and education system during PY02.

Local WIBs are encouraged to develop and demonstrate creative, adaptive and flexible approaches to meeting the basic performance requirements and to continuously improve their workforce investment area activities. Incentive funds under CIMS were awarded to federally recognized Workforce Investment Boards in recognition of having met their negotiated performance levels under WIA. In PY00, 100% of Colorado's nine regions met all WIA performance standards. An annual dinner and celebration are held to announce recognition awards and distribute incentive dollars. At the 2002 dinner, a total of \$380,000 was awarded. Over one million dollars will be awarded to workforce regions utilizing CIMS principles over the next three years.

COST OF WORKFORCE INVESTMENT ACTIVITIES

Program Cost

The funding/expenditures data provided in Table 1 below indicates that Colorado's Workforce Investment Act (WIA) program has been cost efficient with an average cost per participant of \$2,350. As shown in Table 2, the state expended \$21,493,849 in Program Year 2001 (PY 01) for the three WIA population groups including administrative costs. The divergence in the period included in the WIA performance year and the WIA program year limits the accuracy of the WIA cost efficiency data. At this time, the state does not have a mechanism for capturing additional funding that may impact overall program costs, e.g. Pell grants and TANF funds.

Table 1

Cost-Efficiency Analysis	C-E Ratio
Overall, All Program Strategies*	\$2,350
Adult Program	\$1,630
Dislocated Worker Program	\$1,820
Youth Program	\$1,956
<i>*Overall includes Administration Expenses</i>	

Table 2

Operating Results	Available	Expended	%	Balance Remaining
Total All Funds Sources	\$ 28,855,465	\$ 21,493,849	74%	\$ 7,362,616
Adult Program Funds	\$ 5,058,903	\$ 3,416,959	67%	\$ 1,641,944
<i>Carry in Monies</i>	\$ 2,158,137	\$ 2,158,137	100%	0
Dislocated Worker Program Funds	\$ 4,388,706	\$ 2,487,867	56%	\$ 1,900,839
<i>Carry in Monies</i>	\$ 3,339,681	\$ 3,339,681	100%	0
Youth Program Funds	\$ 5,543,327	\$ 2,390,979	43%	\$ 3,152,347
<i>Carry in Monies</i>	\$ 2,542,355	\$ 2,542,355	100%	0
Local Administration Funds	\$ 1,636,853	\$ 427,817	26%	\$ 1,209,036
<i>Carry in Monies</i>	\$ 1,124,566	\$ 1,124,566	100%	0
Rapid Response Funds	\$ 406,895	\$ 234,484	58%	\$ 172,411
<i>Carry in Monies</i>	\$ 84,766	\$ 84,766	100%	0
Statewide Funds	\$ 2,349,700	\$ 1,405,452	60%	\$ 944,248
<i>Carry in Monies</i>	\$ 2,221,576	\$ 1,880,786	85%	\$ 340,790

LESSONS LEARNED

Despite the challenges inherent in implementing system change, the WIA is now in place. This year's pervasive issues have been the system's ability to advance the WIA's goal of building a unified system of partner agencies to address the needs of the business community and the general public despite the reality of unstable funding and program silos. Colorado has realized the need for:

★ **Demand-driven training**—Through collaboration with industry and the Community College system, Quick Start training programs can be designed that are shorter-term and multitiered. The HCA program supported the redesign of training curriculum to meet the health care employers' demand, thereby expanding the system's capacity to produce highly trained workers for this high-demand/high-wage occupation.

★ **Continuous System development**—Continuous improvement can be realized through rewarding program excellence. To encourage this performance, the State Workforce Development Council has implemented an incentive program that rewards local workforce investment boards for Business and Agency Partnerships, Performance Standard Achievement and Business Involvement, and Innovation in Leadership and Service Delivery.

Statewide discretionary grants afforded regions the opportunity to pilot innovative projects, e.g. outreach programs to find and train non-custodial parents to fill the skill needs of local businesses and reconnect these individuals with their children; local board sponsorship for a business symposium held at the workforce centers; and, customized training programs for the printing industry's demand for high-skilled printers.

- ★ **Automated service options**—Adapting to the changes of our information-based world requires expanding the systems technological capacity and providing multiple access and service options for employers, job seekers, and workforce staff. State initiatives such as Colorado’s e-Learning Knowledge Center will afford workforce development professionals access to national system promising practices and online learning and trainings. Other initiatives that support technology enhancements include the JobLink system, which centralizes employer listings, and provides Internet self-registration and enrollment, as well as, an automated skills matching and job opportunity notification system.
- ★ **Program Evaluation**—As new initiatives are developed in Colorado and funding continues to be limited, it is imperative that program effectiveness be substantiated. Colorado has initiated a pilot evaluation project targeted at formalizing a process to evaluate the outcomes and effects of projects, programs and initiatives.
- ★ **Focused analysis**—Continued expansion of the statewide strategy for state and local workforce issues through skills gap analysis and industry cluster analysis must continue to be pursued.
- ★ **Employer Partnerships**—With reduced funding and additional workload demands require development of programs initiated at the behest of an industry or business. These programs are targeted at producing industry specific results, thereby ensuring business participation in the system.
- ★ **Universal access**—This cornerstone principle of WIA is supported by the success of the Consumer Navigator demonstration pilots that provide workforce centers with the tools necessary to deliver seamless services for people with disabilities. Using data collected from these projects state leaders plan to expand this concept statewide.

APPENDICES

Pikes Peak Job Vacancy Report

Colorado Workforce Development Council Members

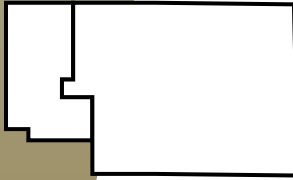
Workforce Center Contact Information

Pikes Peak Region

Job Vacancy Survey October 2002

<p>...necessary. advancement 2000/Month ...st be able to immediately. Monday Only 65-5709</p> <p>CUSTOMER SERVICE COORDINATOR Manufacturing firm ...sitive person w/ex- communication & skills. Responsible ...rassing customer needs & coordinat- ...ive action w/con- ...to make necessary Must have ability to customer input & ...proper corrective Must possess apti- ...trea of simple me- ...as well ...oriented, ...in per</p>	<p>Fax: (912) 260-7400 Eg. M/F/D/V</p> <p>Kaharishi Ayurveda</p> <p>CUSTOMER SERVICE SOS Staffing is current- ly filling several DATA ENTRY positions. Ideal candidates will have strong customer service ... Pick your own... be- ...tween 9am-10am. Full time only \$9.00/hr. Fax resume to 599-5418 or call NIK... for more info</p>	<p>...benefits. Apply or send resumes to: Centura Home Care Attn: Human Resources 7015 Tall Oak Drive Colorado Springs, CO 80919 fax 719-272-7521 or email: jeanroblesky@ centura.org</p> <p>DENTAL ASSISTANT Four people love working for Dr. Jo Schoppe. The Rea- sons? Be the first best qual- ified person and find out for yourself. Fax Resume to: 719-265-6201</p> <p>Dental Assistant Needed P/T with possible fu- ture FT. Flexible hours. Academy & Austin Bluffs. Fax resume to 599-0591 or call 648-3790.</p> <p>DENTAL - Clinical Coord Needed for busy progres- sive practice 5yrs exp req'd 630-8669 WSI</p> <p>DENTAL - Full-time Dental Assistant for High Quality, Low Volume, Comprehensive Health-O- riented Dental Practice. Great Benefits and Pay! Please Fax resume to 719-535-0323.</p>	<p>A DEDICATED carrier, serv- ing a DEDICATED Custom- er, has work Available for DEDICATED Drivers. Our drivers are on 24 to 72 hour runs. Average \$40,000 to \$45,000 their first year, and have 2 days off a week. We Offer mileage and stop pay, assigned conventional trac- tors, full benefits and pro- vide paid vacations. Drivers must have 2 years, T/T experience and an excellent work & driving record. If this is the position you have been searching for, call us now! TOLL FREE-888-637-2211 LOCAL-719-382-4745 EOE</p> <p>DRIVERS LOCAL & OTR DRIVERS NEEDED. Min. 2 yrs. experience, Class A, Clean MVR. OTR - Out 4-5 days. Good benefits, pd vacations, Safety Bonus Program. Call 391-2946</p> <p>DRIVERS NEEDED</p>	<p>...car of patients with d- abetes and dyslipidem must have valid and c- rent RD license. Ce- fied Diabetes Educa- (CDE) preferred. Please mail or fax a sume or apply in pers Colorado Springs Heal- Partners, P.C. Hum Resources, 1259 La Plaza Dr. Suite 270, Co Sprgs., CO 80906. F (719) 538-2999 Job Lit (719) 538-2956 www.cshp.net EOE</p> <p>CSHP</p> <p>IMMEDIATE OPENING GREY LINE TOURS MOTORCOACH Operat Full and part time emp ment. CDL License w/ endorsement. Must k standard transmission, cellent pay with bene health insurance, 401K tips Call Jonie 633-1181</p> <p>Program administrator Local soccer club is see- full time person w/ ex- ence in program man</p>
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Pikes Peak Region Job Vacancy Survey

*Conducted
August 1–21, 2002*

State of Colorado

Bill Owens, *Governor*

Colorado Department of Labor & Employment

Vickie Armstrong, *Executive Director*

Jeffrey M. Wells, *Deputy Executive Director*

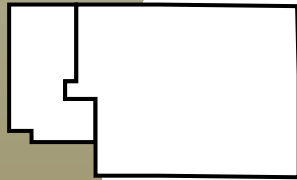
Funding Provided in Part by
The Colorado Workforce Development Council

October 2002



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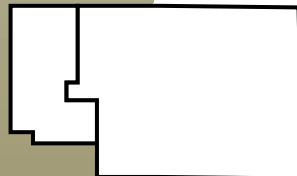
(303) 318-8890
Email: Imi@state.co.us
www.coworkforce.com/Imi/wra/home.htm



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The staff of Workforce Research and Analysis would like to extend sincerest gratitude to all area employers who participated in this study. The analysis provided in this document would not be possible without their help.

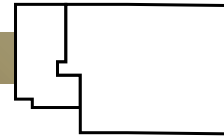


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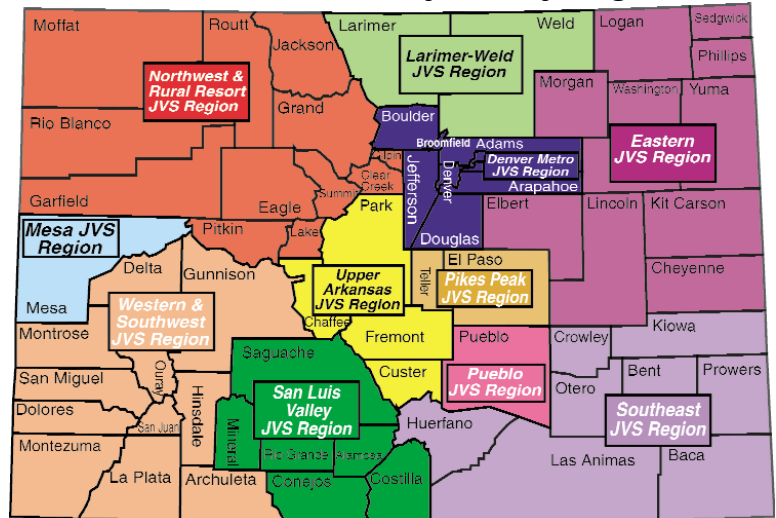
Introduction

The unemployment rate, along with the level and growth rate of employment, has been used as an indicator of labor market conditions for decades. While this indicator provides information about changes in the supply and demand for labor, it reveals nothing about the skills most sought after by employers. As such, individuals preparing themselves for the job market have done so with limited knowledge of what skills are necessary to successfully compete in the contemporary labor market. Employers have had an equally difficult time determining appropriate compensation levels due to a limited knowledge of what similar firms in their region are currently offering.

Job seekers and employers, as well as Workforce Centers and economic developers need more than a measure of demand for workers at a specific point in time. They also need a measure of where in the economy that demand is located and what education and experience levels are most preferred. The Colorado Department of Labor and Employment (CDLE) developed the Job Vacancy Survey (JVS) to meet this need. The JVS is designed to provide a snapshot estimate of job vacancies along with detailed information and analysis on accompanying wages, skill requirements and work experience.

The CDLE's survey unit collects original data by conducting phone interviews with a representative

Colorado Job Vacancy Survey Regions



sample of employers in a given region. The department's economists analyze the raw data, estimate the number of vacancies in the area and publish the report within weeks of the original data collection, providing a timely portrait of the employment situation.

The survey is funded by a grant from the U.S. Department of Labor's Employment and Training Administration. The survey is produced for each region in Colorado by Labor Market Information's office of Workforce Research and Analysis.

This publication is a product of the Colorado Department of Labor and Employment's Labor Market Information Section, Alexandra E. Hall-Director. This report was prepared by LMI's office of Workforce Research and Analysis. Members of this unit are:

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How to Use This Report

With the analysis of labor market conditions, many questions regarding labor demand and supply, as well as labor skills requirements, often arise...

- ◆ Is there a labor shortage in the region?
- ◆ If so, what types of labor are in short supply?
- ◆ Is there a shortage of skills?
- ◆ What skills are necessary to fill current vacancies?

The answers to these and similar questions are important in the decision-making processes of employers, employees, job seekers, trainers, and planning officials. While Labor Market Information (LMI) provides data on the local labor force supply, the Job Vacancy Survey complements this by providing information about the demand for labor and offers a more complete picture of local labor markets.

Employers

The Job Vacancy Survey measures the area's current vacancies along with education and experience requirements. This report can serve as a strategic planning tool in the following areas:

◆ *Employee Recruitment*—

If findings indicate that employers have had positions open for a significant period of time, and compensation is sufficient, it might indicate a shortage of applicants in the area. Therefore, recruitment efforts could be focused outside of the region in areas where the necessary skills are more likely to be found.

◆ *Employee Training*—

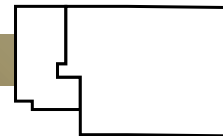
A firm may also choose to increase investment in training for their current employees instead of expanding recruitment efforts.

◆ *Compensation and Benefits Planning*—

The Job Vacancy Survey provides wages offered for surveyed job openings. Tables in this report also detail current wages by occupation from Occupational Employment Statistics data. Together these pieces of information can be used to develop wage guidelines for compensation practices.

◆ *New Site Selection*—

Employers considering relocating or expanding to the area can study the survey and determine how easily the company's employment needs will be met by reviewing current vacancies. Companies need a sufficient, qualified labor pool to operate. High labor demand within a particular industry segment along with indications of difficulty filling these positions should caution a firm requiring a similar labor profile.



Job Seekers

The Job Vacancy Survey provides job seekers with a broad view of which industries are hiring, which occupations are in demand along with currently offered salaries and benefits, and what education and experience levels are required. This report is a roadmap that can be used to determine where the best paying jobs are given an individual's skills and level of education. Job seekers can also use Labor Market

Information's occupational projections, which provide a long-term outlook of occupational demand, along with the survey, which illustrates the current level of demand in the local job market to determine how current employment opportunities can contribute to their long-term career goals. Career minded individuals can tailor education, training, and work-experience to fit future high-demand positions.

Workforce Centers

The Job Vacancy Survey is designed to aid Colorado's Workforce Centers and other job placement organizations. As Workforce Centers serve job seekers and employers, the report acts as a handy reference for information on current vacancies, position requirements, wages and benefits offered, seasonal employment trends, and dominant regional industries. Workforce Center representatives can increase placement success by directing job seekers toward high demand occupations and industries.

Public officials, educational institutions, and government agencies can use this survey information

to effectively apply resources to education, training, and job placement programs.

While this report is a picture of the area's current employment needs and historical seasonal patterns, other Labor Market Information products provide projections of occupational growth and anticipated openings (www.coworkforce.com/lmi/oeo/oeo.htm). The projections highlight growing as well as declining occupations. Investments in the workforce can be directed toward occupations or industries that continuously contribute to the local economy or to those where there is a constant need for workers.

Economic Developers

Economic development professionals can use the Job Vacancy Survey to track the labor situation in key industries and evaluate the area's economic growth and development potential. The survey results help determine where bottlenecks may occur should current vacancies persist. Economic developers can

also generate a comprehensive picture of the region by determining where current labor demand stands today, as identified by the survey, and where the local market is trending using Labor Market Information's employment projections.

Caveats

The Job Vacancy Survey statistics are indicators of the demand for workers in the region and should not be interpreted as actual values. We rely on information from surveyed companies to obtain a representative sample of institutions and the occupations that fuel them. Not all surveyed firms participate; however, the employers who do participate enable the production of statistically reliable results.

The study provides estimates of job openings for a point-in-time; they do not necessarily portray the distribution of job vacancies in the region. This report does not attempt to explain the cause of vacancies—whether these current vacancies are due to actual growth or to job turnover in an occupation. Readers should also keep in mind that the authors are not attempting to project the level of vacancies into the future. Be aware that events having occurred since the time period analyzed such as plant closings or the migration of people in and out of the area might

significantly affect the vacancy status of some occupations. Job openings are very dynamic—current openings are being filled, new positions are being created, and some roles are being phased-out.

Occupational demand is subject to seasonal changes and affected by business cycles. For example, the reader would want to be aware that a decrease in vacancies for construction workers from April to November could represent seasonal variations, not necessarily a long-term decrease in the demand for such workers. When several years of survey data have been collected, we may be able to identify patterns that more accurately reflect changing labor market conditions. Regional surveys are timed to make these comparisons possible.

Given the caveats, appropriate application by the user is a key element in this report being a useful tool for job vacancy analysis.

Executive Summary

The summer Pikes Peak Job Vacancy Survey was conducted from August 1st through 21st, 2002. The goal of the survey is to provide current information on the demand for workers so that employers, job seekers, economic developers, educators and workforce centers can make informed decisions in the Pikes Peak region.

Over the survey period, randomly selected employers with at least five employees were contacted in the region. Employers were asked if they were actively

hiring at the time of the survey, and a variety of questions about positions they were seeking to fill.

A total of 2,053 employers representing 41% of the region's employment responded to the survey. Out of these, 63 are large employers (250 or more employees), 76 are government employers, and 1,914 are from the small to mid-size category (5 to 249 employees). The survey had an effective response rate of 81% and a cooperation rate of 99%.

The major findings of the survey are as follows:

- ◆ It is estimated that a total of 3,400 jobs were open for hire in the Pikes Peak Region during the survey period compared with 6,500 one year ago.
- ◆ Thirteen percent of the employers responding to the survey report having at least one vacancy. This is the same proportion as last summer's report.
- ◆ Forty-seven percent of the estimated vacancies are in Services and an additional 24% are in Retail Trade.
- ◆ Only 7% of the region's vacancies are in Government agencies. Fifty percent of the estimated vacancies are in small to mid-size firms and 43% are in large firms.
- ◆ Ninety-five percent of the reported job vacancies are permanent positions, about the same as last year.
- ◆ Eighty-nine percent of the vacancies are full-time positions, up from 84% last year.
- ◆ The overall average wage for all vacancies is \$12.70 per hour. Last year's overall average wage was \$11.60 per hour. Vacancy wage fluctuations are not necessarily an indicator of change in overall wages.
- ◆ Forty-six percent of all vacancies require postsecondary education while 43% require only high school completion. Both categories are up about 10% from last year.
- ◆ For this survey 24% of all vacancies require a bachelor's degree, while this time last year only 8% required the same.
- ◆ Employers offer to pay at least a portion of the medical insurance premium for 95% of the vacancies, which is about the same as last year.
- ◆ Just over half (53%) of the vacancies are considered as being at least somewhat difficult to fill, while this time last year just under half (45%) were considered at least somewhat difficult to fill.

Pikes Peak Region

According to the U.S. Census Bureau, Census 2000, the Pikes Peak Region, which includes El Paso and Teller counties, is home to over 537,000 people. El Paso County has 96% of the population (nearly 517,000 residents) and grew 30% from 1990 to 2000, about the same as Colorado as a whole. Although Teller County includes only 4% of the region's population, the county experienced a population increase of 64%, more than twice that of El Paso County or the state. According to the 2001 Population Estimates from the state demographer, estimates show that while both counties have experienced annual growth at about 4%, they still represent the same population proportions as last year.

**Figure 1:
Population by County**

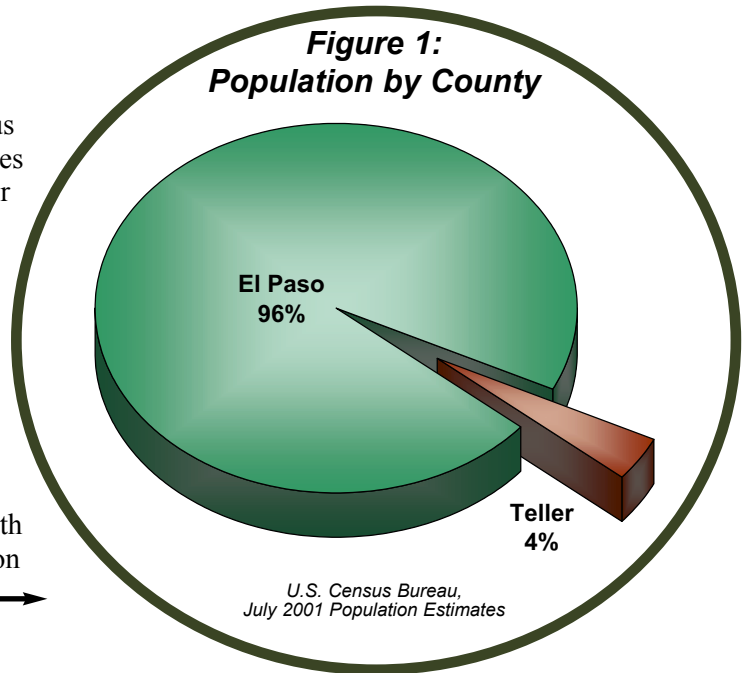
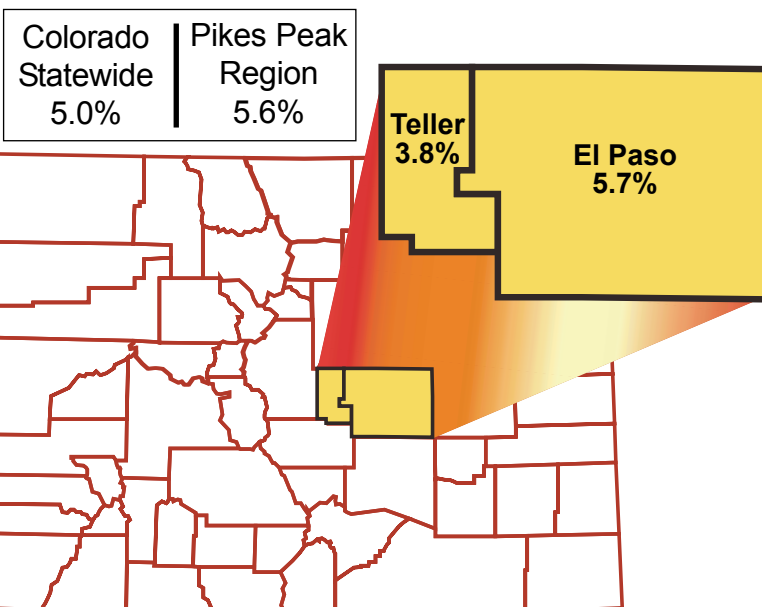


Figure 2: Unemployment Rates for August 2002
(Rates Not Seasonally Adjusted)



Source: CDLE, August 2002

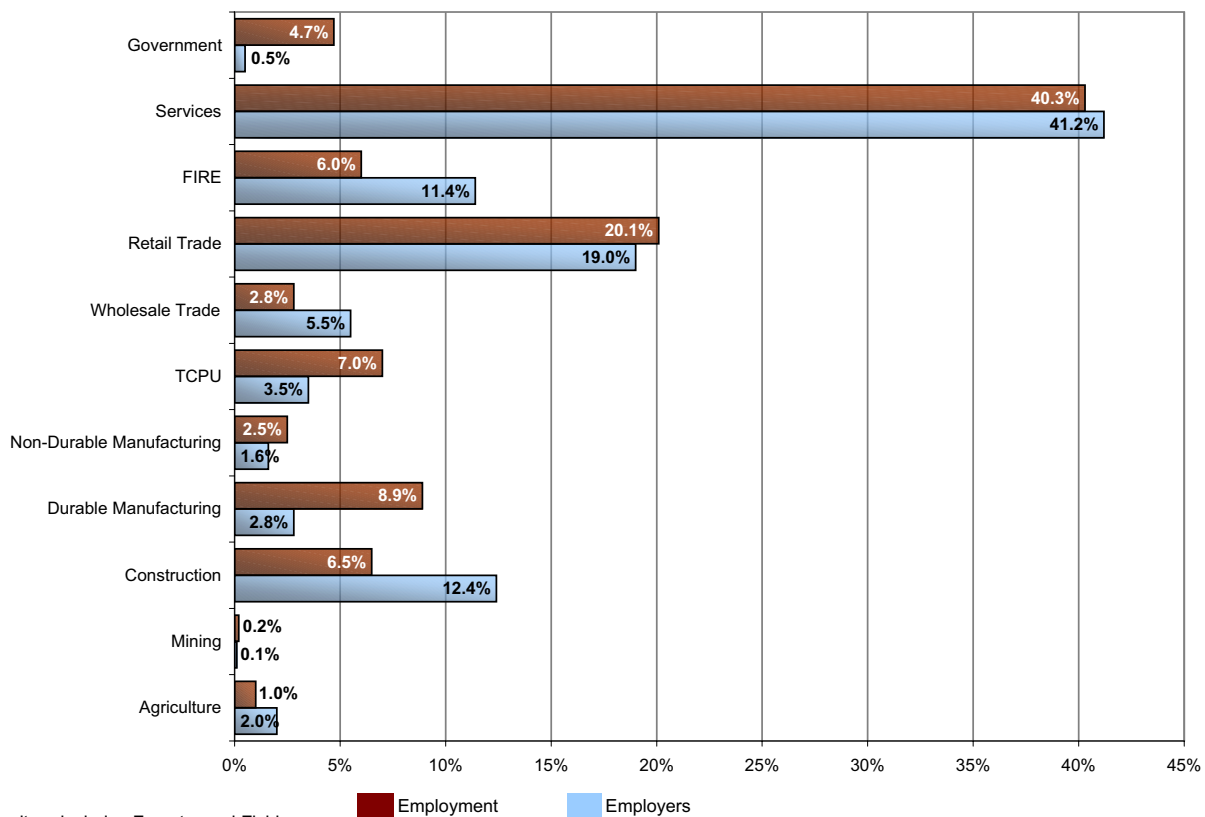
The Pikes Peak Region employed over 273,000 individuals from a labor force pool of 290,000 people in August 2002, according to Colorado's Labor Market Information, Local Area Unemployment Statistics. Similar to the population proportion, El Paso County has 95% of the area's employment. In the period between August 2001 and August 2002, the labor force in the Pikes Peak Region increased 2.8% while employment increased only 1.9%, resulting in an unemployment rate of 5.6% for August 2002 (Figure 2).

Over the last year, El Paso County's unemployment rate increased from 4.7% to 5.7% and Teller County's increased from 2.6% to 3.8%. Overall, while increases in unemployment have occurred, they have been slower than Colorado's unemployment rate increases.

Figure 3 shows the employment distribution for each of the major industry divisions according to Colorado Employment and Wages (ES-202) during the third quarter of 2001. This serves as a useful reference for the time period in which the survey was conducted. Shares of employment by industry in the Pikes Peak Region have remained fairly constant over the past six years. The Services division has the highest proportion of firms and the highest proportion of employment in the area, accounting for over 40% of the region's total employment. The Retail Trade division follows with an employment proportion of 20%. The Construction and Finance, Insurance, and Real Estate divisions each have close to 12% of all firms in the area and each employs approximately 6% of the region's workers. Employment shares of other industries range from 9% in Durable Manufacturing to less than 1% in Mining.

Most of the region's industries follow a seasonal trend in employment, with the 2nd and 3rd quarters offering the highest employment levels and low employment periods occurring during the 1st quarter. The Manufacturing and Government sectors, however, show high employment periods in the 4th quarters and low in the 2nd quarters. The impact of seasonal change is most notable in the Services and Retail Trade industries due to the sizes of these industries, but this seasonal influence is apparent in most other industries as well. With the exception of Mining, all industries have experienced overall increasing employment over the last six years. Mining has shown increases in employment since the beginning of 1991, most likely due to recent energy issues that may have helped motivate decision-makers in the region to increase production in this industry.

Figure 3: Pikes Peak Region Employers & Employees, 3rd Quarter, 2001



Agriculture includes Forestry and Fishing
 FIRE—Finance, Insurance, and Real Estate
 TCPU—Transportation, Communication and Public Utilities

Source: Colorado Employment and Wages (ES-202)

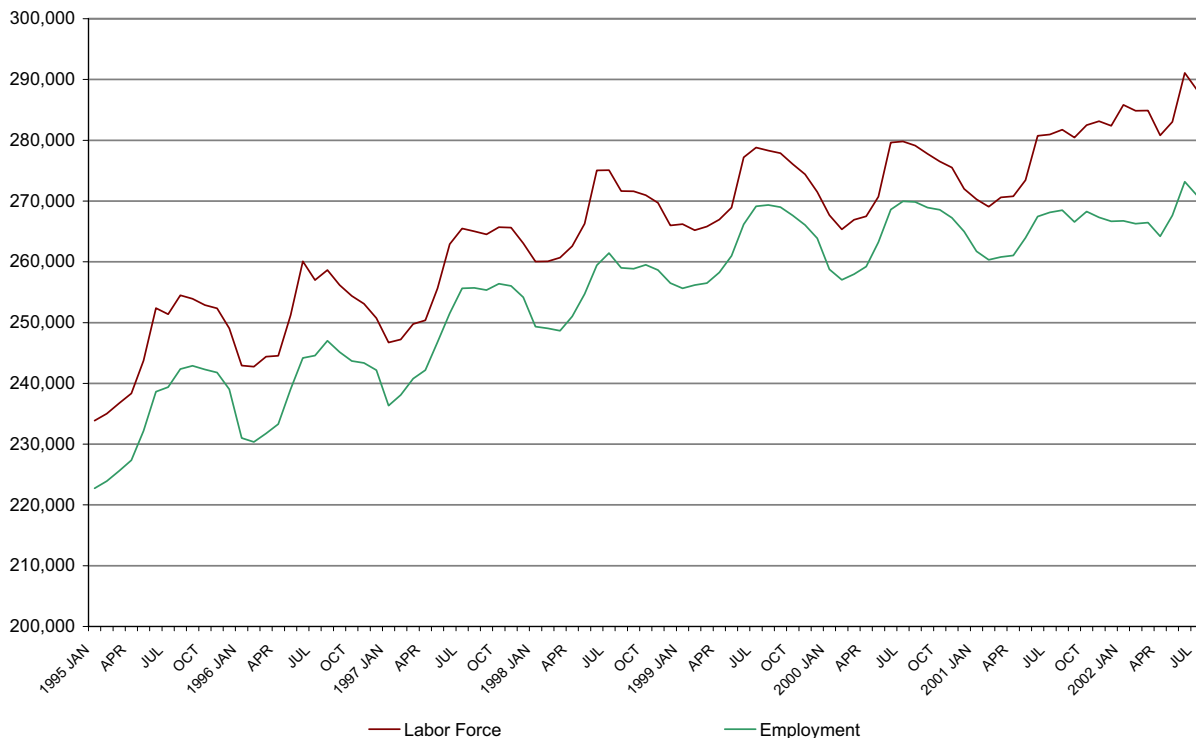
Pikes Peak Region Job Vacancy Surveys are conducted semi-annually in the winter and summer months. The timing of the survey was developed with the intent of measuring demand for labor at intervals that provide the most useful information.

Historically, the level of employment in the Pikes Peak Region peaks around the month of August. The labor force follows a similar pattern over time, with the total number of available workers consistently outnumbering those with jobs (*Figure 4*). Unemployment rates have increased over the last year, following the state and national trends, although in general, the region has experienced declining unemployment through the better part of the decade. The unemployment rate tends

to peak in the months of January and June. The remainder of each year employment and available workers are more closely balanced.

While seasonal changes have been apparent for years, changes in the employment and labor force have been notable over the past year. Total employed decreased more than usual since mid-2001, reflecting the effects of a slowing economy in addition to the normal seasonal decline. Yet, rather than following seasonal trends, the total labor force continued to increase as individuals remained in or reentered the labor market. This allowed the actual number of unemployed individuals to climb over the last half of 2001 and into 2002, as seen by the widening gap between the two series.

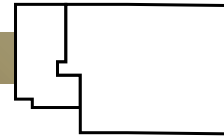
Figure 4: Employment & Labor Force Trends for the Pikes Peak Region



Source: CDLE, Local Area Unemployment Statistics

Since this Job Vacancy Survey is conducted during the summer, its results represent demand for labor at a time when employers are nearing peak employment, yet are still in the process of actively recruiting. During the height of the season, employers are competing for job seekers available in the labor market at a time when there are too few qualified applicants available for the

open positions. Vacancies found in the winter represent demand for labor at a time of year when employment is at its seasonal low. A study at this time indicates the types of occupations for which vacancies exist even when there are an adequate number of job seekers available and willing to work.



Difficulties in hiring at the two times of year may signal different issues. A study of any labor shortage during the winter may not indicate a general labor availability problem. Rather, it may indicate that labor for certain types of occupations is in short supply. On the other hand, a labor shortage during the summer may indicate specific occupation groups where shortages exist, but it may also indicate a generalized labor shortage. The two conditions have different implications

for decision-makers, especially for those in government and job training positions. For the winter scenario, the decision-makers in the area may focus on training programs designed to fulfill the area’s needs within specific occupations, for example, those in healthcare. In addition to a labor shortage in a particular occupation, an overall shortage may exist so that decision-makers may consider importing labor in order to satisfy labor needs.

The Job Vacancy Survey Sample

The summer 2002 Pikes Peak JVS was conducted from August 1st through 21st, 2002. For the purpose of this report, all known private and public employers with at least five employees are referred to as the sample universe. The survey separates employers into either government or private industry groups. Private firms are grouped by employment level into either large or small to mid-size categories. Attempts are made to contact every large employer and government agency in the region.

The response rate for the survey is 81% and the cooperation rate is 99%. The response rate measures how successful the survey is at contacting eligible employers. The cooperation rate measures how willing employers are to participate in the survey once they are contacted.

Government makes up 24% of the employment in the sample universe while private employers comprise 76%.

Private employers with at least 250 employees are referred to as large employers. They account for 40% of the sample universe employment. Private firms employing 5 to 249 employees are considered small to mid-size employers and account for 36% of the sample universe employment.

For the small to mid-size employers, the survey was categorized by major industry (*Table 1*). To achieve a solid representation of employment, 360 completed responses were required from each industry group. For those containing fewer than 360 employers, a response rate of at least 50% was required. Over the survey period, a total of 2,053 employers, approximately 28% of the Pikes Peak Region employers in the sample universe, responded to the survey. Out of these, 63 were large employers, 76 were government establishments, and 1,914 were small to mid-size employers.

Table 1: Industry Categories

Government	
Public Administration	
Private Industry	
Goods Producing Industries	Service Producing Industries
Agriculture, Forestry, and Fishing (except Agricultural Services)	Transportation, Communications, and Public Utilities
Mining	Wholesale Trade
Construction	Retail Trade
Manufacturing	Finance, Insurance, and Real Estate Services (including Agricultural Services)

Data Collection

Data for the Job Vacancy Survey is collected using a Computer Assisted Telephone Interview (CATI) process. While this system of data collection has been in use in the public sector for several years, Colorado is the first state in the nation to pioneer the use of CATI data collection for the Job Vacancy Survey.

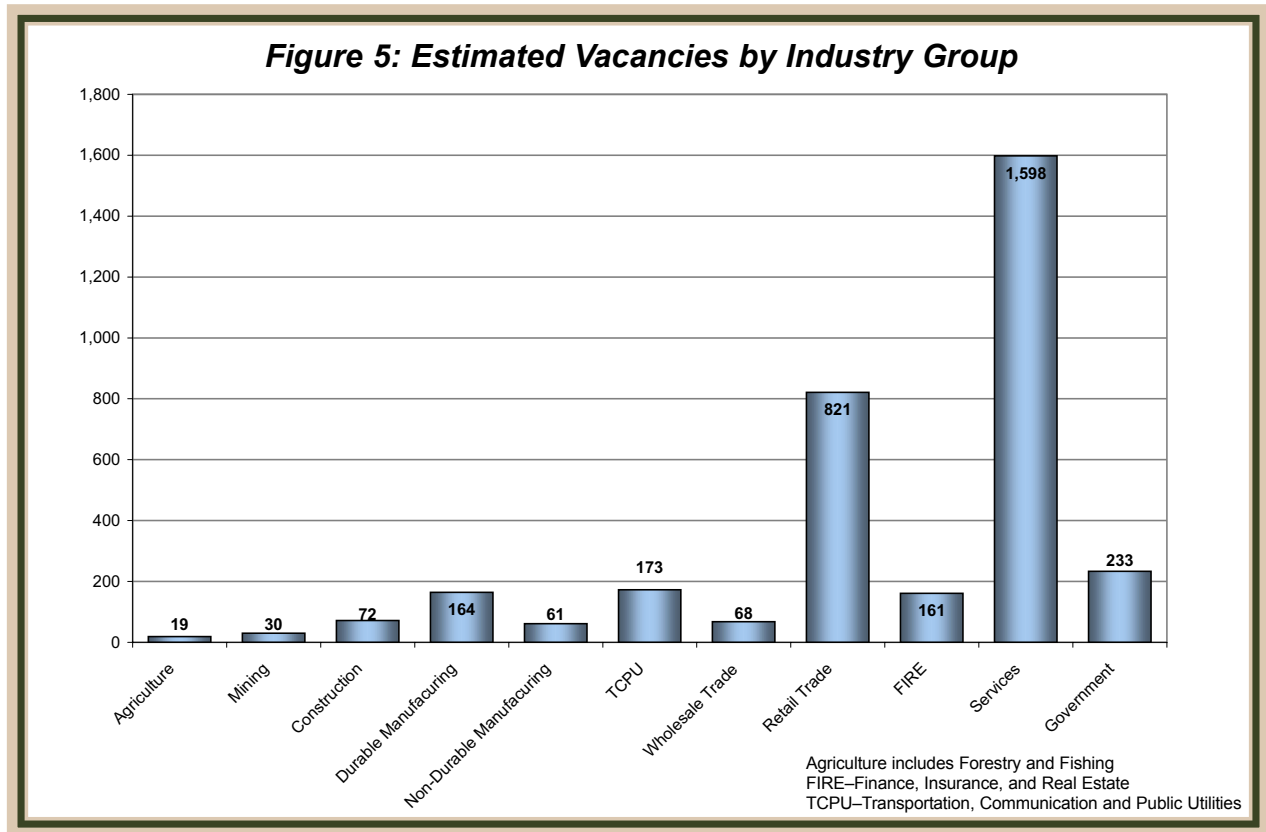
Professional interviewers, trained in economic data collection processes, gather the information from a call center located in the Colorado Department of Labor and Employment. This interview process results in increased control over the survey process, better accuracy, and dependable results.

Employers are asked if they have job vacancies or open positions which they are actively seeking to fill.

Those that are actively hiring are then asked to provide more detail about each position—compensation offered, levels of education and experience required, and the employer’s perceived difficulty in filling the vacancy along with the number of days the position has been opened. Employers are also asked if sign-on bonuses and health insurance coverage are offered for these positions. These data are collected in addition to the minimum and maximum wages in order to describe more fully the compensation offered.

The survey interview is conducted so as to ensure the statistical integrity of this report. When necessary, employers are contacted a second time to clarify responses.

Vacancies: Industry, Size and Status



During the survey period, an estimated 3,400 vacancies were open for immediate hire in firms with at least five employees in the Pikes Peak Region. The overall sample survey employment is estimated at 99,634 resulting in an estimated vacancy rate of 1.6%.

Vacancy rates by industry group show where activity is occurring in the local labor market. A higher vacancy rate can indicate a more dynamic labor situation than in other industries. Both a rapidly growing industry and one experiencing high job turnover could have relatively high vacancy rates. Likewise, an industry with low total employment could have a relatively high vacancy rate because a small number of vacant jobs are a larger proportion of the low total employment. Until further comparisons in vacancy rates are available, current reports state vacancy rates as a matter of fact rather than as a means of interpretation.

Services, with a vacancy rate of 2.7%, and Retail Trade, with a vacancy rate of 1.7%, account for nearly

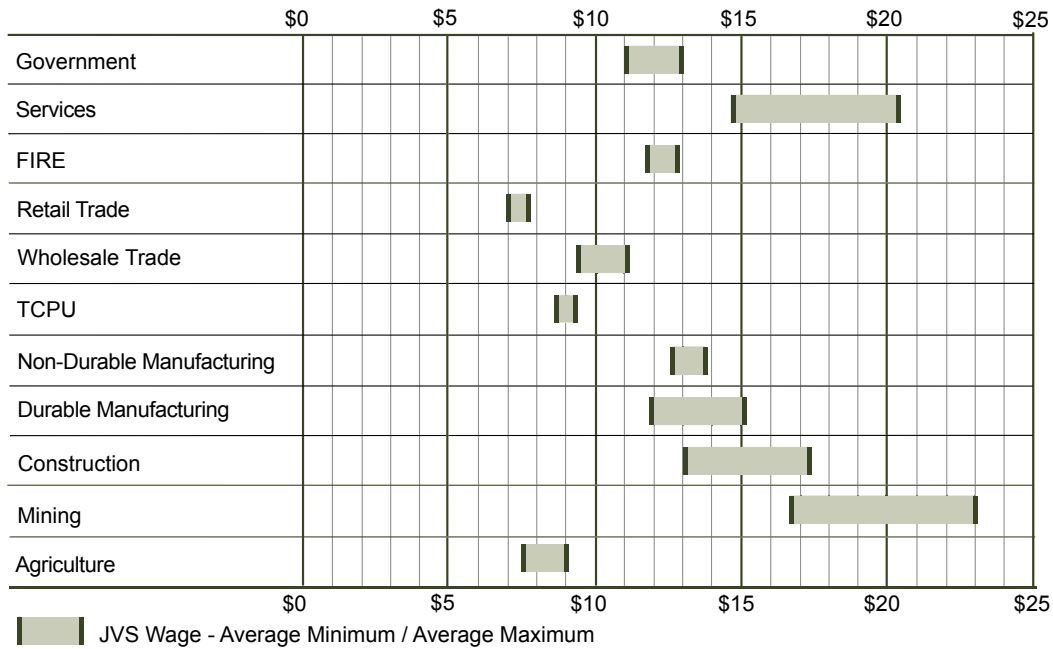
three-fourths of the estimated vacancies found in the Pikes Peak Region (*Figure 5*). These industry divisions also account for most of the area's total employment. They have experienced both growing and changing market conditions due to population growth and increasing technology. The most common occupations with vacancies in the Services division include registered nurses, physical and occupational therapists, restaurant cooks, food and beverage servers, and housekeepers. Twenty-seven percent of vacancies within the Services division are healthcare positions, ranging from nurses aides to physicians. In the summer of 2001, health care positions represented 46% of the open jobs in the Services division. The most common occupations with vacancies in the Retail Trade sector are cashiers and sales representatives.

Thirteen percent of all employers surveyed reported having at least one vacancy. This is the same proportion as last summer's report. Yet, compared to the summer 2001 report, vacancies dropped by over half in most industries, indicating that while employers are

still hiring, they are hiring in smaller numbers. In absolute terms, the Services sector has approximately 1,500 fewer positions this year and the Retail Trade sector has about 1,100 fewer jobs. Industries showing an increase in job vacancies include Government and

Mining, where opportunities have doubled though the numbers in Mining are low at this time. A slight increase in vacancies is also seen in the Durable Manufacturing sector.

Figure 6: Average Wages by Industry Group



Since wages offered vary according to the individual applicant’s education and qualifications, employers were asked to provide the range of wages offered for the vacancies (Figure 6). Wages reported for this study represent wages offered by employers for current vacancies available over the survey period. The overall average hourly wage for this survey is \$12.70 per hour while last year’s summer survey showed an average wage of \$11.60, though this does not imply that the overall wage level has increased.

This is not an indication that wages paid in general to Pikes Peak area employees have increased or, necessarily, that wages offered to fill vacant positions in the Pikes Peak region have increased. These averages are based only on wage data supplied by employers during the survey and related to vacancies, not filled positions.

In this survey wage information accompanied 80% of all reported vacancies. The type of occupation, the skills and knowledge required to fill the vacancy, and the philosophy of the employer offering the position generally affect wages. Differences in these characteristics

between vacancies found in this survey and previous ones will influence the average wages reported here.

The highest wages for this survey are offered in the Mining, Services, Construction, and Manufacturing industries, with average wages per industry well above the overall average wage for the region. The highest wages, those found in the Mining industry, are mostly for mining maintenance positions and electricians specializing in mining; positions that require experience in the field in addition to at least two years of technical education. Highest wages in Services are offered to positions in management, engineering and computer specialization as well as to registered nurses and occupational therapists, all requiring at least a bachelor’s degree and experience in the occupation. In Construction, experienced plumbers and electricians with Vocational training/certification are offered the highest wages and in Manufacturing, experienced senior engineers and managers with bachelor’s degrees are offered higher wages.

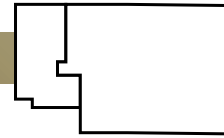
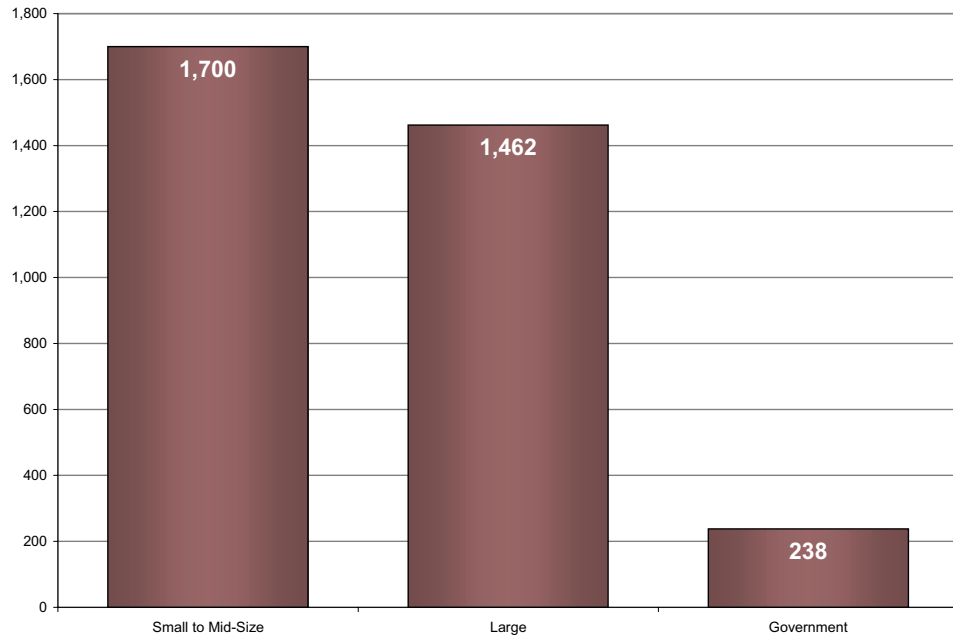


Figure 7: Estimated Vacancies by Size Class

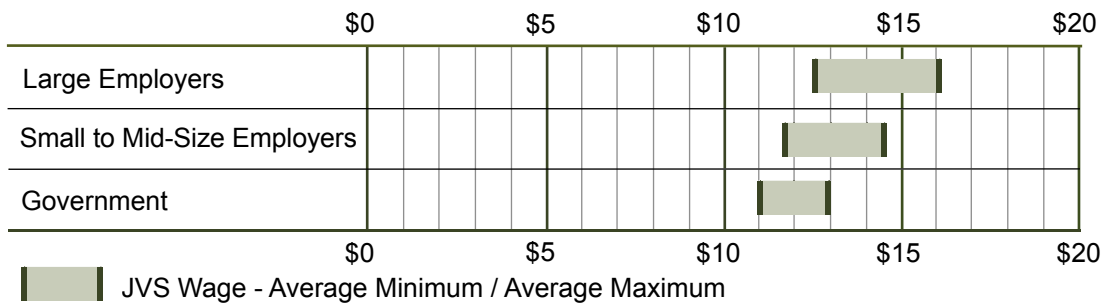


Small to mid-size firms account for 50% of the total estimated vacancies while large firms have 43% (Figure 7). Government agencies offer only a very small portion of estimated vacancies. Nearly 20% of the positions available in Government are for primary and secondary school teachers.

As with last summer's survey, the highest wages offered are found in large companies. The average wages offered for small to mid-size firms is higher than last year; this increase could be due to the variety of those surveyed in addition to the nature of the positions. In Government agencies, the highest wages offered are for positions available as executive directors

and highly specialized transportation workers. The lowest wages offered in Government are for general recreation workers and general sales clerks. While both large and small to mid-size firms contain vacancies with diverse occupations, larger firms offer wages slightly higher than the area's overall average (Figure 8).

Figure 8: Average Wages by Size Class



Like last summer’s survey, this survey shows that 85% of the reported vacancies are full-time permanent positions (*Figure 9*). In fact, the Pikes Peak Region shows consistency in this proportion over summer and winter surveys. Ten percent of the vacancies are for part-time permanent openings and the remaining 5% are temporary positions.

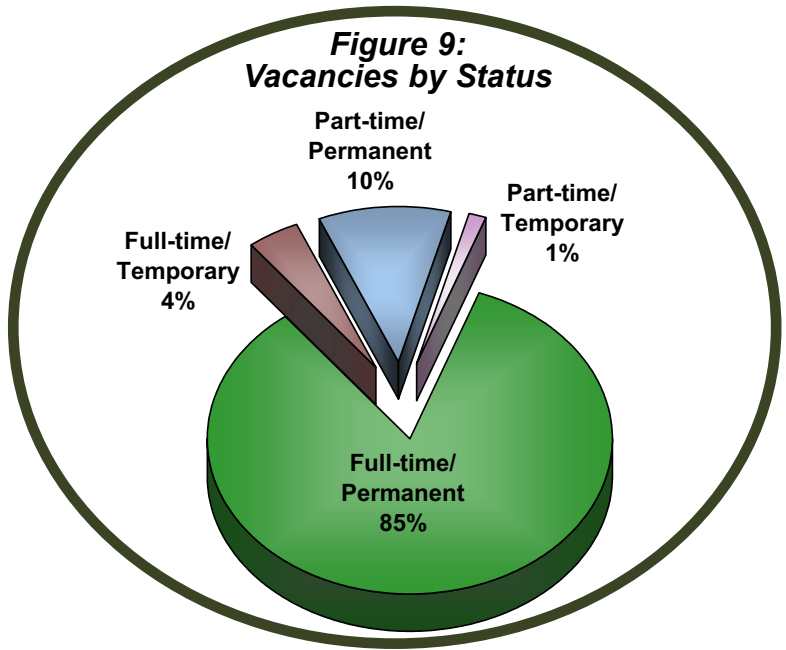
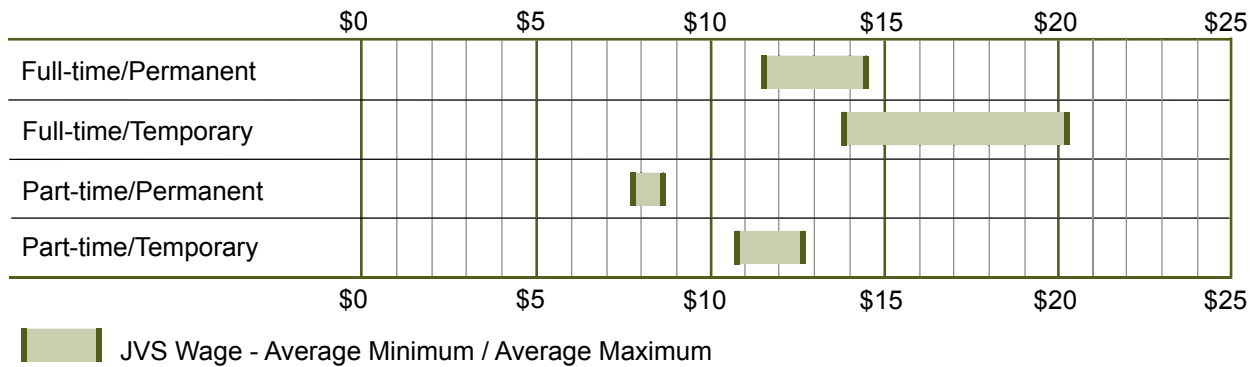


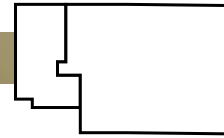
Figure 10: Average Wages by Status



Full-time permanent positions usually set the overall average wage for an area. In this case, the pay range for full-time positions centers on the area’s average of \$12.70 per hour. In addition, full-time permanent positions usually pay more than part-time and temporary positions. However, results of this survey show that the highest average minimum and maximum wages offered are for full-time temporary jobs. While proportional differences in the number of vacancies can play a role in the wage ranges, higher wages paid to fill temporary positions could indicate that employers

may be willing to increase pay scales depending on the importance of filling the position.

For example, in this survey, full-time temporary positions include occupations such as pharmacists, occupational and physical therapists, other highly specialized nurses, social workers, and security agents. For these positions, employers paying the highest wages prefer applicants with at least a bachelor’s degree and related work experience.



Vacancies: Education and Experience Requirements

Employers were asked what level of education is required of an applicant in order to be considered for a particular vacancy. For this survey, slightly fewer than half of the open positions reported by employers in the Pikes Peak Region require post-secondary education. Twenty-four percent of all vacancies require a bachelor's degree compared to only 8% a year ago. Positions requiring a bachelor's degree include executive directors, engineers, logisticians, analysts, teachers, and most of the vacancies in the healthcare industry.

Electricians, plumbers, court clerks, cosmetologists, secondary school coaches, and many nursing occupations are among the 20% of vacancies requiring vocational training, certification, or other similar two-year degree. Last year at this time, survey results showed that approximately 25% of all vacancies required this level of education. The current decrease of vacancies requiring two years of education in addition to the

increase in vacancies requiring a bachelor's could stem from the nature of the positions available. In addition, the higher number of educated workers now readily available in the area could allow employers to demand higher levels of education that they were previously willing to waive.

There are many opportunities for those with no postsecondary education, with the survey showing 43% of all vacancies require only high school completion and 11% not requiring completion at all. Last summer's survey showed that 34% of all vacancies required a high school diploma or GED and 30% of all vacancies did not require high school completion. These are positions as general assistants in offices, education and healthcare, as well as market researchers, production workers, cooks, food servers, custodians, and similar jobs. Workers are more likely to make use of on-the-job training for advancement in job status or for better positions within a company.

Figure 11: Proportion of Vacancies by Education

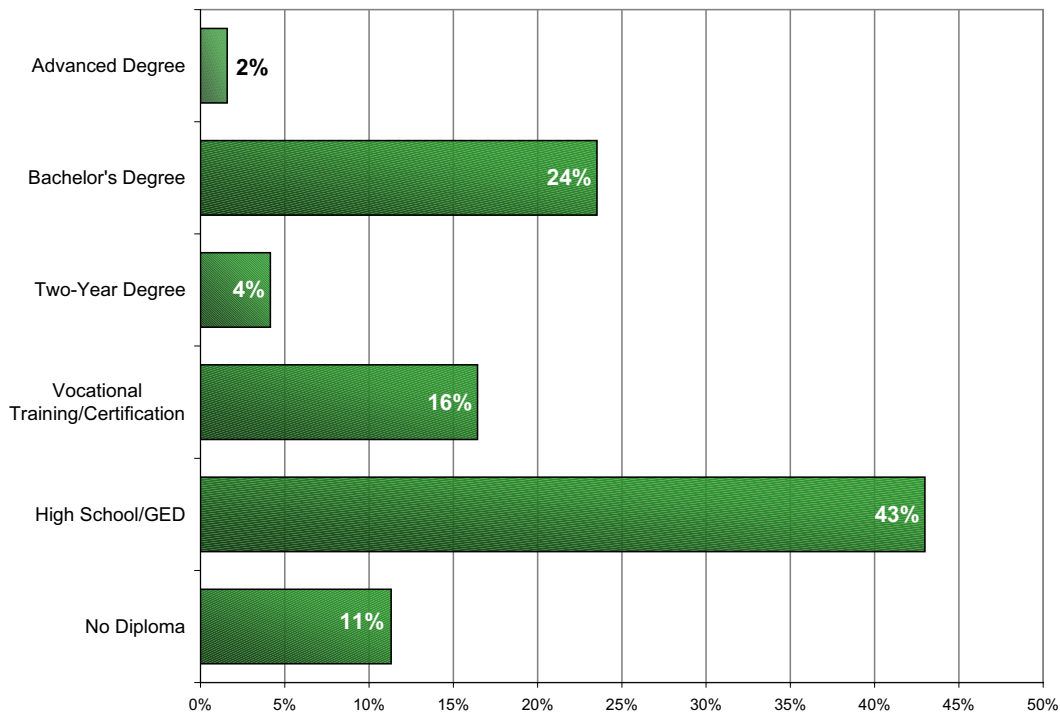
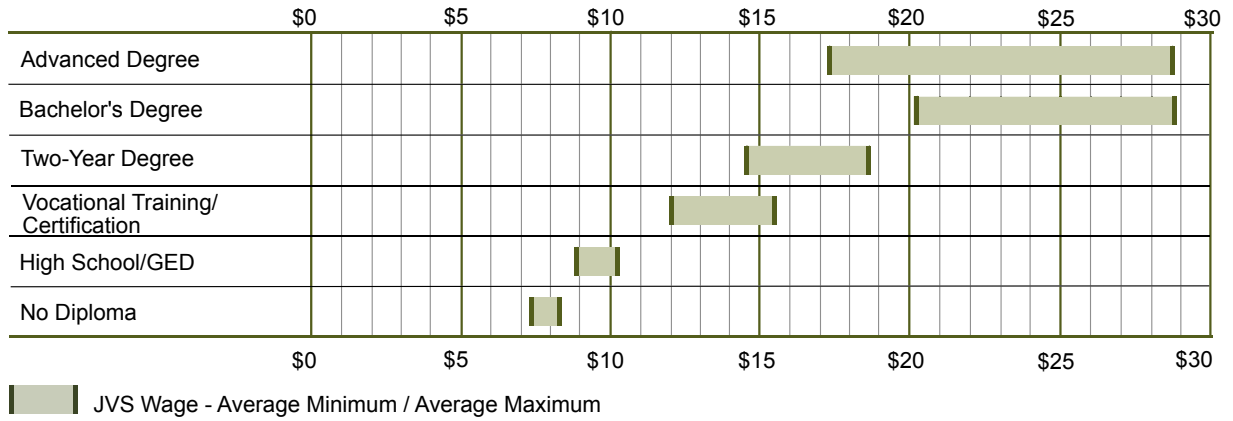


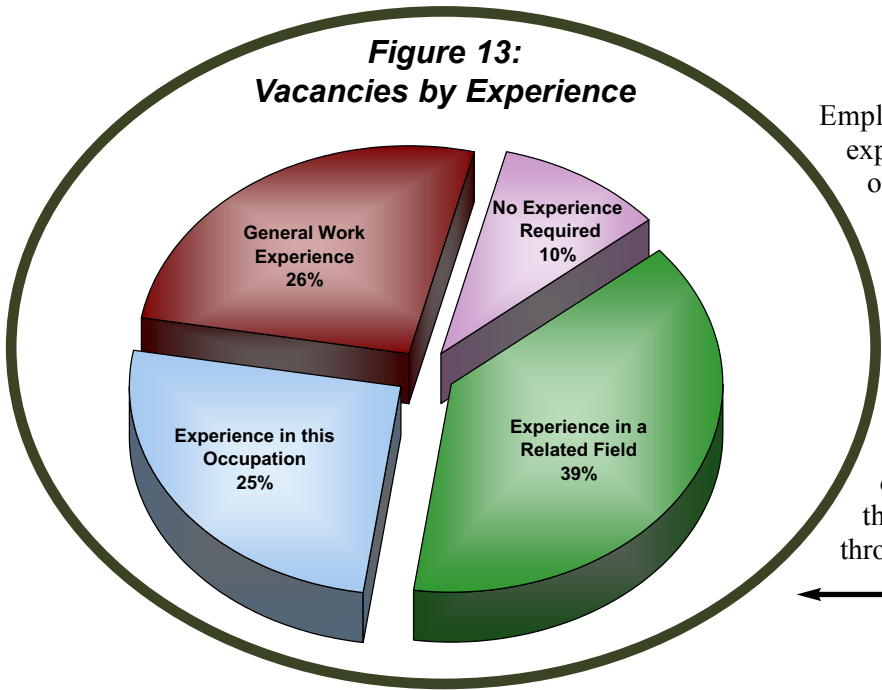
Figure 12: Average Wages by Education



On average, employers pay higher wages when requiring higher levels of education (*Figure 12*). Job vacancies requiring a bachelor’s degree offer wages more than twice as high as those requiring a high school diploma. Almost all vacancies requiring postsecondary education offer wages above the overall

average of \$12.70 while all vacancies with no educational restrictions offer wages below. Most positions requiring postsecondary education also require a minimum of related work experience. Pay scales according to educational levels are similar to those of last summer’s survey.

**Figure 13:
Vacancies by Experience**

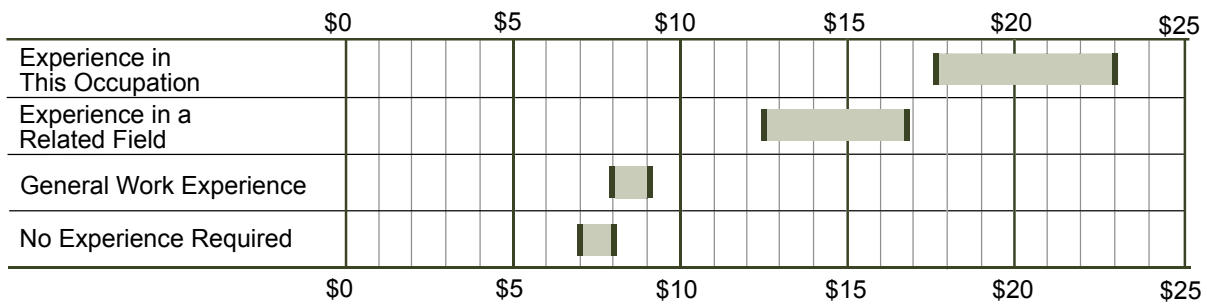


Employers require the applicant to have experience in a related field or in the occupation for 64% of all job vacancies. In this survey, only 10% of the reported job openings require no prior experience (*Figure 13*), while last year at this time 35% of all vacancies did not require experience. On average, positions that require experience in the occupation or in a related field are those that offer greater variation in wages. For this survey, these occupations are spread throughout all industries.

As with increasing levels of education, employers are willing to pay higher wages for added skills. Vacancies requiring experience in a related field, the category most sought after by employers, are offered with an average minimum wage of \$12.50 per hour to start. Vacancies requiring experience in the occupation are offered with an average minimum of \$17.70. Both of the above average minimum wages offered are

similar to wages offered last year for the same experience requirements. Employers pay the least for applicants with no experience (*Figure 14*). Although these are pay ranges above the minimum wage, they are also well below the average for the Pikes Peak Region. In general, firms offer experienced candidates better compensation packages, in part because experience usually increases worker productivity.

Figure 14: Average Wages by Experience



■ JVS Wage - Average Minimum / Average Maximum

Results from the survey indicate that experience requirements for open jobs increase with education requirements (*Table 2*). Employers desiring any kind of formal training also prefer applicants with related experience. In fact, with the exception of vacancies requiring an advanced degree, reported vacancies requiring any postsecondary education also require experience in a related field or experience in the occupation, with only slightly more preference to those with experience in a related field. Furthermore, vacancies that do not require postsecondary education also require lesser levels of work experience.

Positions requiring an advanced degree are usually associated with a high concentration of vacancies at a level requiring specific experience in the occupation. These are career occupations usually achieved only through commitment to high levels of education in addition to gaining experience in the field through paid employment positions. For this survey, these vacancies are for senior engineers, college professors, senior level nurses, and highly specialized medical practitioners. In the Pikes Peak Region, most employers are expecting new hires to have some level of experience regardless of educational requirements for the position.

Table 2: Experience Requirements by Educational Level

	No Experience	General Work Experience	Experience in a Related Field	Experience in This Occupation
No Diploma	63%	20%	15%	2%
High School Diploma/GED	6%	25%	34%	8%
Vocational Training/Certification	2%	11%	44%	43%
Two-Year Degree	0%	2%	58%	40%
Bachelor's Degree	0%	0%	51%	49%
Advanced Degree	0%	0%	20%	80%

Note: Percentages based on each educational category.

In a tight labor market, employers may be willing to trade experience levels for educational attainment, and vice versa, according to the specifications of the position offered and the skills and training that the applicants possess. During an economic slowdown though, employers can command higher levels of

education and experience due to the increased number of job seekers available to work. The majority of positions requiring no diploma or only a high school education require lower levels of experience. These are occupations that can be easily learned through on-the-job training.

Vacancies: Difficulty to Fill

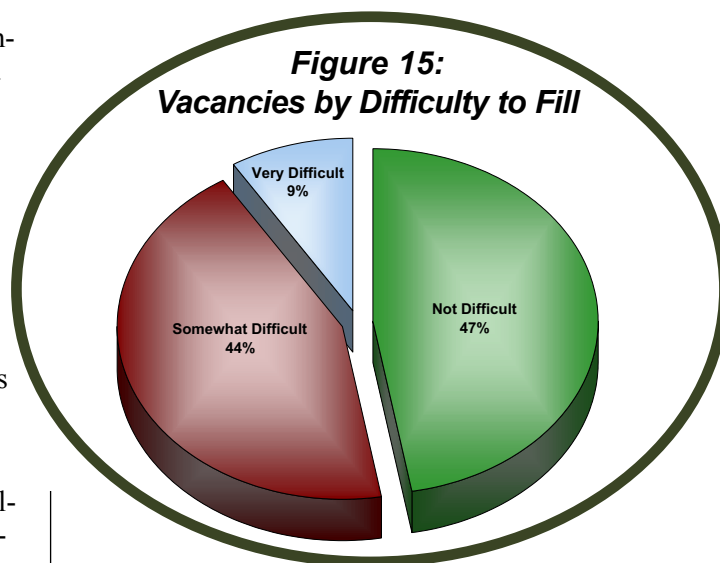
To measure the level of difficulty in filling vacancies, employers are asked about their perceived level of difficulty in filling vacancies and the length of time those positions are open. If a large proportion of vacancies in a region are difficult to fill, it may signal one or more of the following:

- Too few specifically skilled workers to satisfy the labor demand
- A need for alternate employer recruitment efforts
- A mismatch between jobs offered by employers and work desired by job seekers
- Unattractive compensation

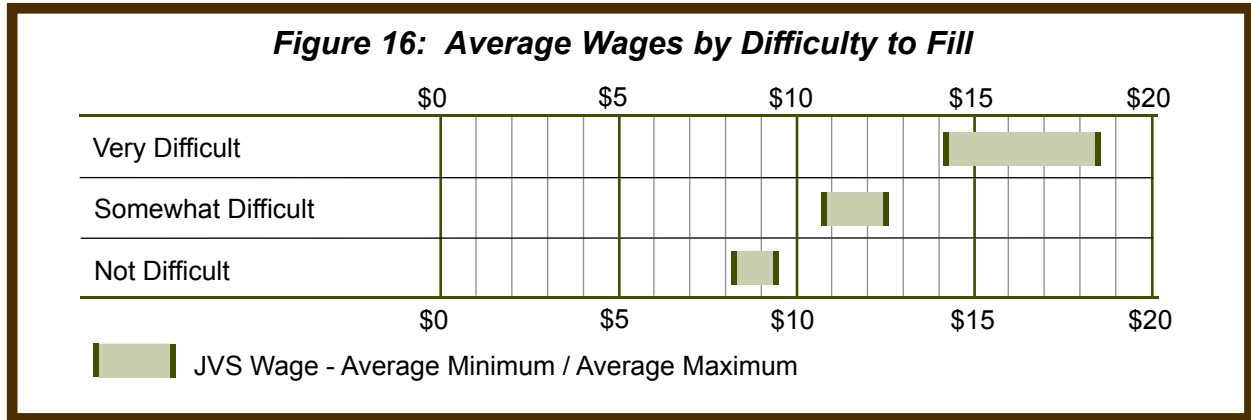
Employers are having a little more difficulty in filling vacancies in this survey as compared to last summer's survey results. Nearly the same proportion of vacancies (9%) is considered to be very difficult to fill. However, this year 47% of the vacancies are considered to be not difficult to fill when in last year's survey, 55% of the vacancies were not difficult to fill (*Figure 15*). Likewise, last year 35% of all vacancies were considered to be somewhat difficult to fill while in this survey, that increased to 44%.

Many times vacancies considered to be difficult to fill are occupations where the region is considered to have a shortage of trained individuals. Recently,

Figure 15:
Vacancies by Difficulty to Fill



skilled nurses have been the focus of attention due to a noticeable shortage in many regions across the state. However, for this survey only a very small percentage of difficult-to-fill vacancies are in nursing occupations. Difficult-to-fill positions can be found among higher paid positions such as senior level engineers and top executives as well as among positions ranging down to lower paid production workers, fabricators (with little or no formal education) and a variety of craft occupations associated with vocational training/certification levels of education.



Positions considered not difficult to fill offer lower wages, as would be expected, and positions employers report as difficult to fill offer higher wages. Vacancies considered somewhat difficult to fill offer average wages between \$10.80 and \$12.50 per hour—slightly less than the overall average wage rate for the region (\$12.70 per hour).

Vacancies considered not difficult to fill were found in all industries at various levels of experience, though most were lower-skilled occupations such as cashiers, wait staff, laborers and nursing assistants that are offered starting wages beginning at the minimum wage and increasing up to the region’s average wage offered. Vacancies considered somewhat difficult to

fill include occupations that require a little more education and experience and are offered starting wages as low as the minimum wage and up to some of the region’s top wages for this survey. These are occupations such as office clerks, receptionists, customer service representatives, mechanics, teachers, and engineers.

Positions considered difficult to fill, for this survey, tend toward occupational groups requiring more advanced levels of education and experience in the occupation though a small proportion did include some low skilled, low wage positions. A large proportion of the higher paid vacancies have been open for over 60 days. Average wages for positions considered difficult to fill range from \$14.20 to \$18.50 per hour.

Knowing how long a position has been open helps gauge how subjective the response to the question about how difficult it is to fill a vacancy. While some employers may consider a vacancy to be difficult to fill when it has been open for 30 to 60 days, another employer may consider a similar vacancy not difficult to fill given the same time frame.

For this survey, 39% of the vacancies are open for less than 30 days while in last summer's survey, nearly 60% of all vacancies were open for the same time period. While a small portion of highly technical vacancies are in this group (for example, various positions in healthcare and engineering), the majority of vacancies open for this short time period are those that require lower levels of education and experience, are variably full and part-time positions, and are found throughout all industries (Figure 17).

Vacancies reported as always open are, on average, entry-level positions requiring differing educational levels. These occupations are mostly in Services and Transportation, Communication and Public Utilities (TCPU) with wage ranges mostly below the overall average, although positions such as nursing assistants and others in healthcare are an issue here as well.

Only 8% of the vacancies are reported as open for 60 days or more. Although this is a small proportion of vacancies, this percentage doubled since last year's

survey. Most of these positions require postsecondary education and nearly half are for nursing positions. One-fourth of all vacancies are always open for hire and include lower skilled positions such as customer service representatives; more skilled such as certified nursing assistants; and highly skilled such as specialized nurses. The number of vacancies that are open 30 to 59 days increased slightly from 20% last year to 28% this year and include a wide variety of occupations in all industries and at all levels of education and experience.

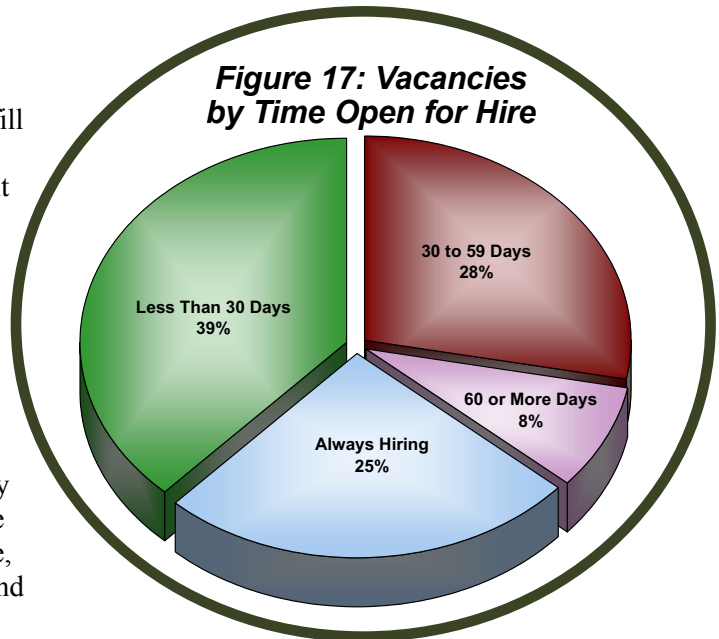
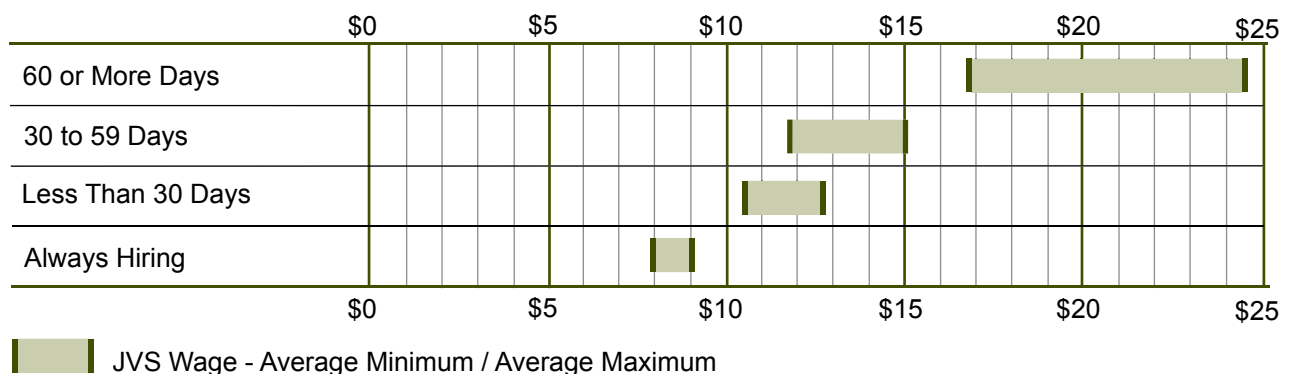


Figure 18: Average Wages by Time Open for Hire



The survey found that positions open for longer periods of time often have a higher associated wage. As higher wages usually accompany occupations that

require specialized skills, it may take an employer longer to recruit and hire a candidate with the desired background.

Vacancies: Additional Compensation

Medical Insurance

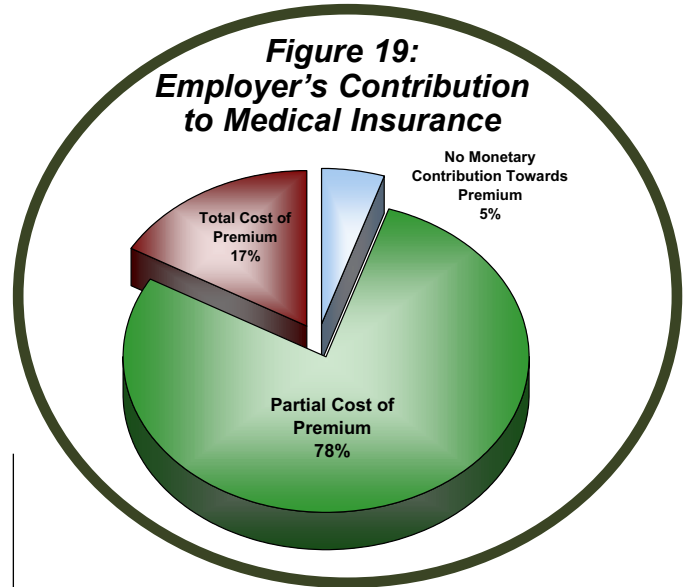
Employers frequently offer compensation related benefits to recruit qualified candidates. These may include paid time off, transportation, or parking vouchers. One important benefit offered to employees is medical insurance through an employer’s group plan. Employers may pay all or part of the monthly insurance premium. Eighty-four percent of the vacancies reported by employers include some form of medical insurance benefit.

Seventeen percent of the employers offer to pay the entire premium and 78% offer to pay a portion of the premium.

Of the vacancies associated with no monetary contribution toward the premium, 61% are full-time positions in low skilled positions as cashiers, general laborers, and food servers. The remaining positions are more specialized, for example, occupational therapists; however, these are part-time positions that usually do not offer reimbursement for medical insurance premiums.

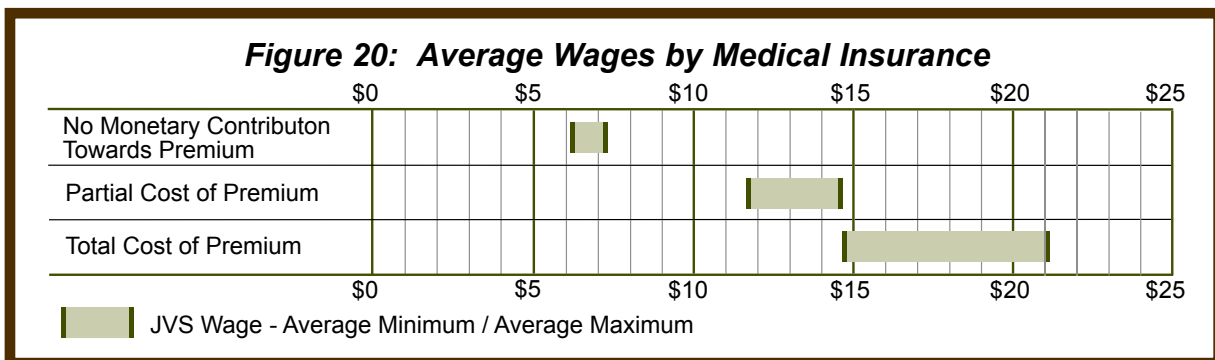
Compared to last year, fewer vacancies include as compensation the total cost of premium. Positions

Figure 19: Employer’s Contribution to Medical Insurance



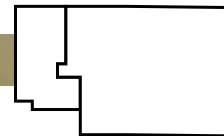
where the employer does offer to pay the entire premium are among many occupations including executive directors, top managers, senior engineers and analysts, safety and security officers, electricians and plumbers, pharmacists, nurses, and nurse’s assistants, among others.

Figure 20: Average Wages by Medical Insurance



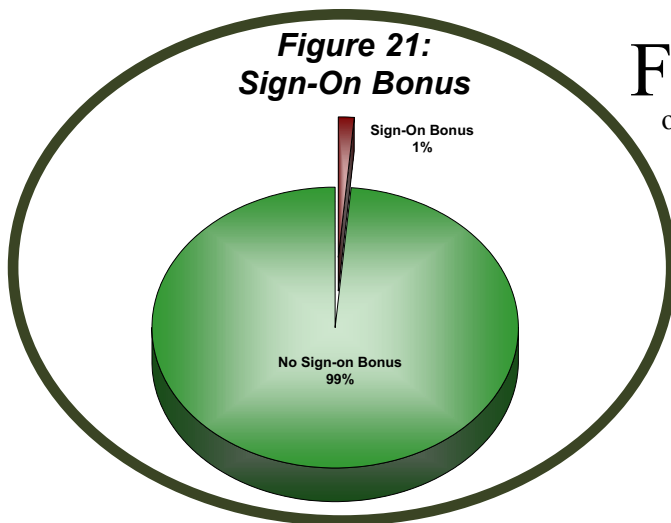
Survey results reveal a positive relationship between wages offered and employers’ contributions towards medical insurance premiums (Figure 20). On average, as higher paying jobs require higher levels of education and experience, employers offer better medical insurance packages to attract qualified candidates. Not only has the overall average wage offered increased with this mix of vacancies, medical premium

coverage has also increased compared with last summer’s report. For the vacancies associated with premiums paid in part, wages offered are close to the overall average wage offered for this survey, and in many cases the wages are above average. In last year’s survey, only vacancies associated with the employer paying the total cost of the premium offered higher than the overall average wage.



Sign-On Bonus

**Figure 21:
Sign-On Bonus**



For this survey, sign-on bonuses accompany only 1% of all vacancies. Most employers offer sign-on bonuses to attract qualified candidates during tight employment conditions. So it is expected that with the availability of workers during the cooling economy, there is less incentive to offer bonuses to job seekers.



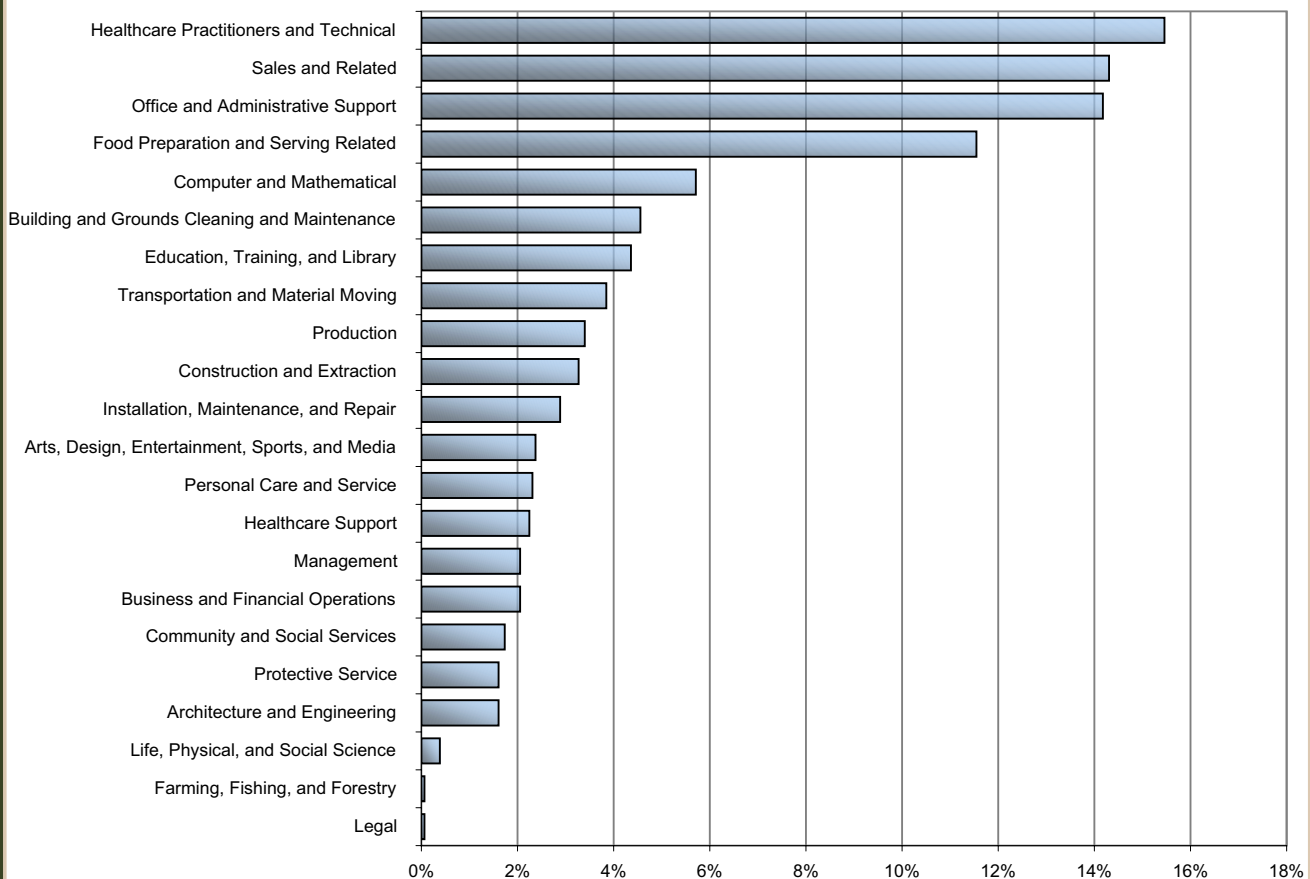
Occupations

The information reported in the Job Vacancy Survey is intended to provide job seekers and employers with useful and current information to help them make informed labor market decisions. Estimating the number of overall vacancies in a region and breaking those numbers down by categories such as industry and size provides a useful overview of the vacancy market, but when it comes down to filling a particular opening, the more detailed the information the better. Reporting vacancies at the individual occupation level is the most detailed information the survey can provide without breaking confidentiality with those employers who participated in the survey.

In order to help make comparisons between the results of this survey and other sources of employment statistics easier, all jobs reported are assigned an occupation code based on the *2000 Standard Occupational Classification Manual* published by the Executive Office of the President, Office of Management and Budget. The Standard Occupational Classification (SOC) system contains 821 detailed occupation titles that fall into 23 major occupation groups.

Vacancies found in this survey were coded into 22 of the 23 major occupation groups. Not surprisingly, the most frequently occurring job vacancies fall into occupational groups most often associated with the largest industries in the region: Services and Retail Trade.

Figure 22: Proportion of Actual Vacancies by Major Occupational Group



Healthcare Practitioners and Technical occupations had the highest proportion of vacancies for this year's survey, while last summer, the highest proportion of vacancies was found in Office and Administrative Support. Food Preparation and Serving Related as well as Sales and Related remain among the top five most demanded occupations. The least demanded occupations are found in the Legal; Farming, Fishing, and Forestry; and Life, Physical, and Social Science occupational groups that are consistent with last summer's survey as well. Proportions of vacancies found in popular occupational groups such as Computer and Mathematical as well as Education, Training, and Library increase or decrease depending upon circumstances at the time of the survey.

Survey results show that the major occupation groups with the most vacancies are not necessarily the groups offering the highest wages. This indicates that vacancy characteristics other than the level of unfulfilled employer demand must influence wages. The groups offering the highest wages in this survey typically require higher levels of education and experience: Architecture and Engineering; Management; Computer and Mathematical Science; and Healthcare Practitioner and Technical occupations command the highest wage ranges.

Figure 23: Average Wages by Major Occupational Group

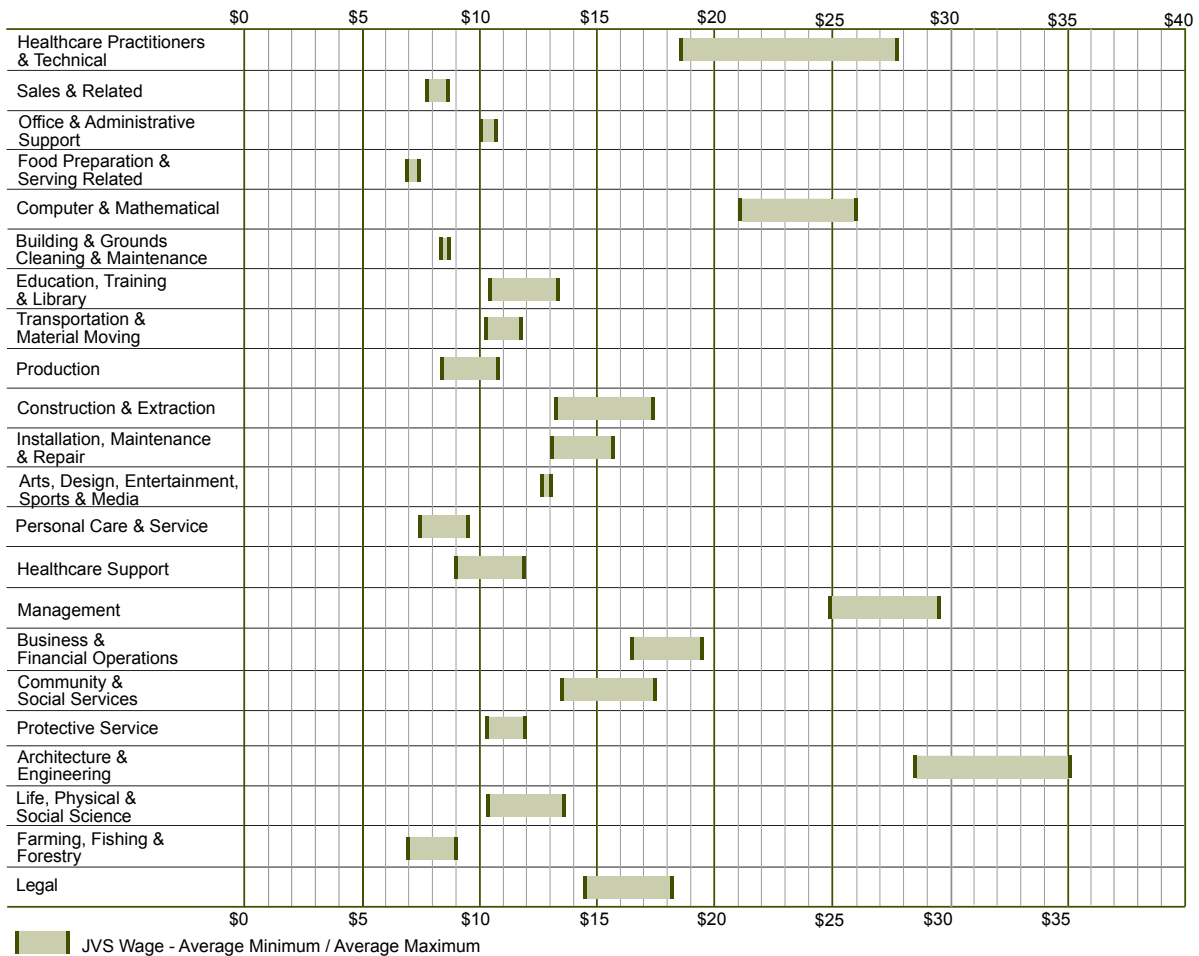


Table 3 contains a list of the entire detailed SOC job titles that were assigned to vacancies reported in this survey. Because a census of large employers and Government agencies is conducted, the list contains titles for nearly all of the vacancies available at the time of the survey for those employers. Approximately one-fourth of all small to mid-size employers were contacted for the random sample. Naturally, the list contains occupations reported by those employers. Given the large size of the random sample collected the list of occupations should be fairly comprehensive; however, it is not exhaustive. Most likely, if a different random sample had been drawn there would be some differences in the job titles reported, but there would also be many of the same.

Vacancies are ranked based on the total number reported for each occupation. The top 25% of occupations are ranked as high demand because they are the most frequently occurring vacancies. The bottom 25% are ranked as low demand and the medium demand vacancies include everything in-between.

The average wages found in the survey are also reported for each occupation. The reported averages

are based on information provided by employers and do not reflect information not gathered in the survey or wages paid to currently filled positions. Wage information in this survey was provided for 68% of reported vacancies.

Occupational Employment Statistics (OES) wage data are also provided for each occupation. OES data are based on a national survey of employers and refers to filled positions, not vacancies. The data provided here are reported for El Paso and Teller counties when available and statewide otherwise. It was collected in 1999 and 2000 and aged to 2001 using the Employment Cost Index (ECI). A complete description of the OES survey and the ECI is available on the Internet at: <http://www.bls.gov/>.

Neither the Job Vacancy Survey average wages nor OES wage data provide comprehensive description of wages either being offered to fill vacancies or paid to currently employed workers at the time of the survey, however using them together can provide employers and job seekers with a good indication of the competition they will face in the job market.

Table 3: Job Vacancy Survey Occupations with OES Wages

Occupational Employment Statistics Wage Data (2001)											
SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Average Wages			Percentile Distribution				
				Entry Level	Overall	Experienced	10th	25th	50th	75th	90th
11-0000	Management Occupations			\$18.55	\$33.32	\$40.71	\$15.99	\$21.94	\$30.42	\$42.08	\$59.11
11-1011	Chief Executives	L	\$48.10	\$33.68	\$53.20	\$62.96	\$29.10	\$40.72	\$55.04	\$71.92	\$74.55
* 11-1031	Legislators	L	\$33.70	\$6.01	\$12.49	\$15.74	\$5.74	\$6.36	\$10.32	\$18.93	\$23.41
11-2011	Advertising and Promotions Managers	L	†	\$16.56	\$25.47	\$29.92	\$15.38	\$18.03	\$21.83	\$29.96	\$41.88
11-2021	Marketing Managers	M	\$28.40	\$20.96	\$35.32	\$42.51	\$18.65	\$24.16	\$32.05	\$45.00	\$59.11
11-2022	Sales Managers	L	\$26.40	\$21.02	\$41.19	\$51.27	\$19.40	\$23.59	\$35.68	\$59.12	\$71.93
11-2031	Public Relations Managers	L	\$50.50	\$15.30	\$32.68	\$41.38	\$14.20	\$16.74	\$22.73	\$59.11	\$59.12
11-3011	Administrative Services Managers	L	†	\$14.36	\$26.30	\$32.27	\$12.42	\$16.75	\$23.14	\$33.72	\$43.52
11-3021	Computer and Information Systems Managers	M	\$20.90	\$27.70	\$40.93	\$47.55	\$25.43	\$31.36	\$39.58	\$50.90	\$62.11
11-3031	Financial Managers	M	\$25.70	\$19.93	\$31.64	\$37.48	\$17.74	\$22.61	\$29.07	\$39.38	\$49.66
* 11-3042	Human Resources Managers	M	\$14.20	\$20.87	\$32.48	\$38.28	\$18.88	\$23.58	\$30.48	\$40.88	\$51.08
11-3051	Industrial Production Managers	L	\$24.60	\$18.69	\$34.73	\$42.75	\$16.83	\$21.27	\$31.73	\$47.29	\$59.11
11-9033	Education Administrators, Postsecondary	M	\$33.70	\$16.48	\$30.09	\$36.91	\$15.25	\$18.56	\$24.29	\$36.58	\$62.03
11-9081	Lodging Managers	L	†	\$11.97	\$17.17	\$19.76	\$11.89	\$13.01	\$16.41	\$21.28	\$25.49
11-9111	Medical and Health Services Managers	M	\$29.50	\$18.20	\$25.69	\$29.43	\$17.72	\$19.72	\$23.56	\$29.91	\$38.93
11-9141	Property, Real Estate, and Community Association Managers	M	\$13.20	\$9.65	\$15.20	\$17.97	\$9.19	\$10.50	\$12.83	\$18.20	\$25.41
11-9199	Managers, All Other	M	\$16.40	\$22.23	\$32.10	\$37.03	\$19.49	\$26.41	\$31.83	\$37.79	\$46.96
13-0000	Business and Financial Operations Occupations			\$14.35	\$21.99	\$25.80	\$13.23	\$16.50	\$20.75	\$26.35	\$33.05
13-1022	Wholesale and Retail Buyers, Except Farm Products	L	†	\$8.32	\$13.89	\$16.67	\$7.69	\$9.19	\$12.68	\$17.74	\$21.47
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	L	†	\$15.95	\$21.87	\$24.83	\$14.83	\$17.52	\$20.96	\$25.93	\$31.80
13-1072	Compensation, Benefits, and Job Analysis Specialists	L	†	\$11.73	\$17.87	\$20.94	\$11.21	\$12.77	\$16.47	\$22.40	\$27.18
13-1081	Logisticians	M	†	†	†	†	†	†	†	†	†
13-1199	Business Operations Specialists, All Other	M	†	\$14.69	\$23.66	\$28.15	\$13.80	\$17.74	\$23.43	\$29.10	\$34.96
13-2011	Accountants and Auditors	M	\$20.40	\$15.09	\$22.21	\$25.78	\$13.88	\$17.09	\$20.99	\$26.15	\$33.36
13-2053	Insurance Underwriters	L	\$21.20	\$15.36	\$23.35	\$27.35	\$14.28	\$16.97	\$23.24	\$29.39	\$33.51
* 13-2071	Loan Counselors	L	†	\$12.83	\$16.15	\$17.81	\$11.93	\$13.92	\$15.72	\$17.72	\$20.96
13-2072	Loan Officers	H	\$16.50	\$15.06	\$18.20	\$19.76	\$14.46	\$16.45	\$18.49	\$20.37	\$21.50
13-2099	Financial Specialists, All Other	L	†	\$14.51	\$23.22	\$27.58	\$12.26	\$17.61	\$23.06	\$26.80	\$34.21
15-0000	Computer and Mathematical Occupations			\$16.69	\$27.95	\$33.58	\$14.15	\$19.66	\$26.73	\$35.03	\$43.47
15-1021	Computer Programmers	L	†	\$22.45	\$28.83	\$32.02	\$21.58	\$23.82	\$26.87	\$33.55	\$42.09

* OES wages reported for Colorado statewide † Lowest 25% of actual vacancies

† No wage data available † Middle 50% of actual vacancies

† Highest 25% of actual vacancies

Table 3: Job Vacancy Survey Occupations with OES Wages – Page 2

Occupational Employment Statistics Wage Data (2001)											
SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Average Wages			Percentile Distribution				
				Entry Level	Overall	Experienced	10th	25th	50th	75th	90th
15-1031	Computer Software Engineers, Applications	M	†	\$22.11	\$31.44	\$36.11	\$20.06	\$24.48	\$30.59	\$37.54	\$44.34
15-1032	Computer Software Engineers, Systems Software	H	\$24.00	\$24.31	\$38.65	\$23.17	\$26.81	\$33.43	\$40.83	\$46.40	
15-1041	Computer Support Specialists	H	\$19.40	\$12.71	\$17.90	\$12.11	\$13.16	\$14.96	\$17.69	\$22.39	
15-1051	Computer Systems Analysts	M	\$29.20	\$19.83	\$33.87	\$18.06	\$22.54	\$29.39	\$34.96	\$42.51	
15-1061	Database Administrators	H	†	\$13.41	\$24.15	\$29.52	\$12.11	\$14.04	\$23.55	\$29.77	\$40.93
15-1071	Network and Computer Systems Administrators	M	†	\$19.40	\$33.20	\$40.10	\$17.00	\$22.02	\$27.87	\$39.42	\$75.20
15-1081	Network Systems and Data Communications Analysts	M	\$32.50	\$19.32	\$30.39	\$18.45	\$21.31	\$26.23	\$31.92	\$36.86	
15-1099	Computer Specialists, All Other	M	†	\$21.35	\$32.22	\$37.64	\$19.32	\$24.69	\$31.24	\$38.98	\$49.24
15-2031	Operations Research Analysts	M	†	\$27.56	\$34.78	\$38.39	\$25.01	\$29.94	\$35.06	\$40.46	\$44.20
15-2091	Mathematical Technicians	M	†	†	†	†	†	†	†	†	†
17-0000	Architecture and Engineering Occupations			\$15.43	\$25.91	\$31.15	\$13.60	\$17.58	\$24.76	\$32.89	\$41.43
17-1011	Architects, Except Landscape and Naval	M	†	\$18.99	\$25.63	\$28.95	\$18.04	\$21.38	\$25.26	\$28.33	\$33.37
17-2061	Computer Hardware Engineers	M	†	\$28.17	\$38.81	\$44.14	\$25.94	\$31.11	\$39.43	\$46.71	\$53.76
17-2071	Electrical Engineers	M	\$25.40	\$21.34	\$28.99	\$19.32	\$23.49	\$29.03	\$33.98	\$39.48	
17-2072	Electronics Engineers, Except Computer	M	\$57.70	\$26.24	\$35.37	\$24.32	\$29.10	\$34.10	\$42.06	\$50.75	
17-2112	Industrial Engineers	M	\$36.10	\$21.33	\$31.01	\$18.89	\$24.53	\$31.35	\$37.84	\$43.68	
17-2141	Mechanical Engineers	L	\$24.00	\$23.92	\$29.57	\$23.22	\$25.92	\$29.85	\$33.45	\$35.87	
* 17-2171	Petroleum Engineers	L	†	\$30.82	\$41.39	\$46.69	\$27.19	\$35.35	\$41.71	\$48.58	\$57.05
17-2199	Engineers, All Other	M	\$18.00	\$26.67	\$34.79	\$23.87	\$30.01	\$34.51	\$40.99	\$46.30	
17-3029	Engineering Technicians, All Other	M	\$18.00	†	†	†	†	†	†	†	†
19-0000	Life, Physical, and Social Science Occupations			\$15.73	\$24.21	\$28.46	\$14.53	\$17.76	\$23.11	\$28.60	\$35.26
19-1021	Biochemists and Biophysicists	L	†	†	†	†	†	†	†	†	†
19-2031	Chemists	L	\$17.90	\$17.37	\$27.79	\$15.80	\$19.24	\$24.21	\$28.78	\$34.26	
* 19-3022	Survey Researchers	L	\$7.80	\$8.03	\$12.84	\$7.59	\$8.14	\$9.08	\$11.55	\$16.65	
* 19-4011	Agricultural and Food Science Technicians	L	\$10.30	\$11.79	\$16.60	\$11.03	\$12.26	\$13.65	\$16.71	\$21.18	
19-4021	Biological Technicians	M	†	\$11.15	\$15.61	\$10.19	\$12.21	\$15.07	\$17.92	\$22.75	
21-0000	Community and Social Services Occupations			\$11.13	\$18.46	\$22.12	\$9.99	\$12.84	\$17.63	\$23.82	\$27.34
21-1012	Educational, Vocational, and School Counselors	L	†	\$16.47	\$22.53	\$25.57	\$14.99	\$17.96	\$21.62	\$27.33	\$32.43
21-1019	Counselors, All Other	L	\$18.50	†	†	†	†	†	†	†	†
21-1021	Child, Family, and School Social Workers	M	\$17.30	\$13.04	\$21.50	\$12.12	\$14.08	\$16.84	\$21.58	\$27.65	
21-1022	Medical and Public Health Social Workers	M	\$23.00	\$12.97	\$19.41	\$12.38	\$13.87	\$17.26	\$20.10	\$22.06	

* OES wages reported for Colorado statewide † Lowest 25% of actual vacancies

† No wage data available † Middle 50% of actual vacancies

† Highest 25% of actual vacancies

Table 3: Job Vacancy Survey Occupations with OES Wages – Page 3

SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Average Wages					Percentile Distribution				
				Entry Level	Overall	Experi-enced	10th	25th	50th	75th	90th		
21-1023	Mental Health and Substance Abuse Social Workers	L	†	\$9.64	\$12.04	\$13.23	\$9.18	\$9.98	\$11.31	\$14.29	\$16.67		
21-1029	Social Workers, All Other	M	†	†	†	†	†	†	†	†	†		
21-1091	Health Educators	M	†	\$12.41	\$14.11	\$14.96	\$11.73	\$12.42	\$13.55	\$14.90	\$17.92		
21-1092	Probation Officers and Correctional Treatment Specialists	M	\$17.10	\$17.39	\$23.60	\$26.71	\$15.86	\$19.50	\$24.13	\$27.55	\$32.13		
21-1099	Community and Social Service Specialists, All Other	M	\$13.40	†	†	†	†	†	†	†	†		
* 21-2021	Directors, Religious Activities and Education	M	\$10.60	\$12.25	\$15.72	\$17.46	\$10.31	\$14.23	\$15.59	\$16.97	\$21.46		
21-9099	All Other Counselors, Social and Religious Workers	M	\$9.20	\$10.57	\$17.19	\$20.51	\$9.31	\$12.13	\$16.78	\$22.41	\$26.43		
25-0000	Education, Training, and Library Occupations			\$10.22	\$17.81	\$21.60	\$8.79	\$12.12	\$16.45	\$21.99	\$28.05		
25-1021	Computer Science Teachers, Postsecondary	L	†	\$31,683	\$38,451	\$41,833	\$30,408	\$33,832	\$39,052	\$43,443	\$46,078		
* 25-1067	Sociology Teachers, Postsecondary	L	†	\$32,764	\$54,201	\$64,919	\$29,981	\$37,474	\$51,799	\$68,300	\$87,881		
25-2011	Preschool Teachers, Except Special Education	H	\$10.10	\$7.43	\$10.70	\$12.34	\$7.10	\$7.96	\$9.58	\$11.01	\$18.11		
25-2012	Kindergarten Teachers, Except Special Education	M	\$8.30	\$22,334	\$37,467	\$45,034	\$18,873	\$27,071	\$36,052	\$47,352	\$57,194		
25-2021	Elementary School Teachers, Except Special Education	H	†	\$27,167	\$38,614	\$44,339	\$25,199	\$29,505	\$35,886	\$45,403	\$55,586		
25-2022	Middle School Teachers, Except Special and Vocational Education	M	†	\$28,583	\$38,266	\$43,108	\$26,227	\$30,446	\$36,015	\$44,864	\$54,512		
25-2031	Secondary School Teachers, Except Special and Vocational Education	M	†	\$26,289	\$41,864	\$49,651	\$24,134	\$29,433	\$38,697	\$52,819	\$66,927		
25-2032	Vocational Education Teachers, Secondary School	L	†	\$30,336	\$39,319	\$43,812	\$27,686	\$32,471	\$38,708	\$46,043	\$53,428		
25-2042	Special Education Teachers, Middle School	L	\$7.80	\$28,808	\$37,561	\$41,938	\$26,253	\$30,663	\$36,473	\$43,938	\$52,177		
25-2043	Special Education Teachers, Secondary School	L	\$19.60	\$33,738	\$44,617	\$50,057	\$30,927	\$36,889	\$44,750	\$53,147	\$58,321		
25-3999	All Other Teachers, Primary, Secondary, and Adult	M	†	\$25,022	\$48,499	\$60,237	\$20,985	\$30,551	\$45,951	\$63,416	\$82,565		
25-4031	Library Technicians	L	\$8.90	\$9.72	\$12.24	\$13.50	\$9.26	\$10.16	\$11.82	\$13.71	\$16.49		
25-9041	Teacher Assistants	H	\$12.30	\$14,908	\$19,472	\$21,754	\$13,774	\$15,910	\$18,518	\$22,484	\$27,151		
* 25-9099	Education, Training, and Library Occupations, All Other	M	\$9.60	\$10.72	\$20.52	\$25.43	\$9.60	\$12.74	\$21.33	\$27.68	\$32.55		
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations			\$9.53	\$18.22	\$22.56	\$8.99	\$10.72	\$15.05	\$22.00	\$33.28		
27-1014	Multi-Media Artists and Animators	L	\$14.40	\$13.45	\$22.46	\$26.95	\$12.27	\$14.72	\$22.60	\$28.88	\$36.07		
27-1019	Artists and Related Workers, All Other	L	\$6.50	†	†	†	†	†	†	†	†		
27-1023	Floral Designers	M	†	\$7.23	\$9.75	\$11.01	\$6.78	\$7.89	\$9.65	\$11.43	\$13.31		
27-1026	Merchandise Displayers and Window Trimmers	M	\$9.50	\$8.93	\$11.30	\$12.48	\$8.22	\$9.24	\$10.35	\$13.04	\$16.68		
27-2012	Producers and Directors	L	\$16.30	\$27,755	\$66,183	\$85,396	\$25,161	\$30,972	\$52,604	\$90,639	\$135,176		
27-2022	Coaches and Scouts	M	†	\$19,309	\$35,842	\$44,109	\$17,557	\$22,195	\$32,043	\$48,355	\$57,887		
27-2042	Musicians and Singers	L	\$4.80	\$19,970	\$61,482	\$82,238	\$13,340	\$27,279	\$69,647	\$85,117	\$95,540		

* OES wages reported for Colorado statewide † Lowest 25% of actual vacancies
 † No wage data available M - Middle 50% of actual vacancies
 H - Highest 25% of actual vacancies

Table 3: Job Vacancy Survey Occupations with OES Wages – Page 4

SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Occupational Employment Statistics Wage Data (2001)							
				Average Wages				Percentile Distribution			
				Entry Level	Overall	Experi-enced	10th	25th	50th	75th	90th
* 27-3011	Radio and Television Announcers	L	\$13.70	\$7.68	\$14.09	\$17.28	\$6.49	\$9.02	\$11.48	\$15.62	\$21.85
* 27-3021	News Analysts, Reporters and Correspondents	L	\$20.30	\$9.99	\$21.88	\$27.83	\$8.44	\$11.87	\$16.77	\$26.48	\$42.77
27-3022	Reporters and Correspondents	M	\$13.60	†	†	†	†	†	†	†	†
27-3031	Public Relations Specialists	M	\$13.70	\$12.94	\$22.56	\$27.36	\$12.03	\$14.51	\$20.01	\$27.05	\$40.76
27-3041	Editors	M	\$28.90	\$13.52	\$19.15	\$21.96	\$12.32	\$14.99	\$17.80	\$22.13	\$27.55
27-3042	Technical Writers	M	†	\$16.23	\$23.01	\$26.41	\$15.53	\$17.32	\$21.56	\$27.35	\$33.25
27-3099	Media and Communication Workers, All Other	L	\$10.10	\$10.84	\$15.70	\$18.13	\$9.71	\$12.15	\$13.86	\$17.29	\$25.97
27-4011	Audio and Video Equipment Technicians	M	†	\$7.10	\$12.04	\$14.50	\$6.62	\$7.93	\$11.71	\$14.73	\$17.41
27-4012	Broadcast Technicians	L	\$15.00	\$11.81	\$14.74	\$16.20	\$11.33	\$12.13	\$13.48	\$17.53	\$20.79
27-4013	Radio Operators	L	\$8.50	†	†	†	†	†	†	†	†
27-4021	Photographers	L	†	\$8.02	\$12.15	\$14.21	\$7.67	\$8.47	\$11.17	\$14.55	\$17.41
27-4099	Media and Communication Equipment Workers, All Other	M	\$13.00	\$14.19	\$24.54	\$29.72	\$10.70	\$18.66	\$25.24	\$30.70	\$34.66
29-0000	Healthcare Practitioners and Technical Occupations			\$13.07	\$23.74	\$29.06	\$11.78	\$15.10	\$20.11	\$25.97	\$40.15
29-1051	Pharmacists	M	\$35.00	\$31.12	\$34.54	\$36.25	\$29.50	\$31.38	\$34.53	\$38.48	\$42.75
29-1071	Physician Assistants	L	\$12.80	\$24.36	\$27.74	\$29.43	\$22.95	\$24.34	\$26.65	\$31.55	\$35.65
29-1111	Registered Nurses	H	\$24.60	\$17.46	\$21.26	\$23.16	\$15.97	\$18.41	\$20.96	\$24.41	\$27.19
29-1121	Audiologists	L	†	\$12.48	\$20.22	\$24.09	\$7.98	\$16.56	\$21.15	\$25.52	\$28.11
29-1122	Occupational Therapists	M	\$23.00	\$18.91	\$24.64	\$27.51	\$18.22	\$20.48	\$24.02	\$27.24	\$35.58
29-1123	Physical Therapists	H	\$23.00	\$19.06	\$25.09	\$28.11	\$18.27	\$20.83	\$24.38	\$27.61	\$35.86
* 29-1124	Radiation Therapists	M	\$22.90	\$21.51	\$25.12	\$26.91	\$19.38	\$22.87	\$25.27	\$27.67	\$32.08
* 29-1126	Respiratory Therapists	H	\$18.50	\$14.47	\$17.60	\$19.17	\$13.53	\$15.29	\$17.77	\$20.23	\$21.72
29-1127	Speech-Language Pathologists	H	\$23.00	\$20.49	\$25.70	\$28.31	\$18.76	\$22.45	\$24.91	\$27.38	\$38.66
* 29-2011	Medical and Clinical Laboratory Technologists	M	\$20.50	\$16.58	\$20.34	\$22.22	\$15.10	\$17.96	\$20.18	\$22.43	\$26.46
* 29-2012	Medical and Clinical Laboratory Technicians	H	\$11.40	\$10.57	\$14.62	\$16.64	\$9.83	\$11.40	\$13.87	\$17.39	\$20.76
* 29-2031	Cardiovascular Technologists and Technicians	L	\$18.90	\$11.51	\$17.37	\$20.29	\$10.35	\$13.04	\$16.80	\$21.45	\$26.01
* 29-2032	Diagnostic Medical Sonographers	M	\$23.00	\$21.58	\$26.06	\$28.30	\$19.55	\$22.96	\$25.39	\$27.82	\$36.93
* 29-2033	Nuclear Medicine Technologists	L	†	\$18.91	\$21.93	\$23.44	\$17.98	\$19.64	\$22.18	\$24.96	\$26.99
29-2034	Radiologic Technologists and Technicians	H	\$17.20	\$13.26	\$16.37	\$17.91	\$12.52	\$14.04	\$16.10	\$18.85	\$21.13
* 29-2053	Psychiatric Technicians	L	†	\$11.39	\$14.45	\$15.99	\$10.57	\$12.68	\$14.89	\$16.50	\$17.47
29-2055	Surgical Technologists	M	\$15.40	\$11.91	\$14.21	\$15.37	\$11.28	\$12.16	\$13.59	\$15.81	\$17.46
29-2056	Veterinary Technologists and Technicians	M	\$11.80	\$9.48	\$11.47	\$12.47	\$8.89	\$10.22	\$11.87	\$13.12	\$13.87
29-2061	Licensed Practical and Licensed Vocational Nurses	H	\$15.80	\$12.05	\$15.16	\$16.73	\$11.52	\$12.99	\$15.16	\$16.92	\$18.25

* OES wages reported for Colorado statewide
 † No wage data available
 ‡ L - Lowest 25% of actual vacancies
 M - Middle 50% of actual vacancies
 H - Highest 25% of actual vacancies

Table 3: Job Vacancy Survey Occupations with OES Wages – Page 5

SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Occupational Employment Statistics Wage Data (2001)							
				Average Wages			Percentile Distribution				
				Entry Level	Overall	Experi-enced	10th	25th	50th	75th	90th
29-2081	Opticians, Dispensing	L	\$17.00	\$11.40	\$15.80	\$17.99	\$10.21	\$12.10	\$13.40	\$16.75	\$30.41
29-2099	Health Technologists and Technicians, All Other	M	\$13.50	†	†	†	†	†	†	†	†
31-0000	Healthcare Support Occupations			\$7.97	\$10.68	\$12.04	\$7.58	\$8.62	\$10.04	\$11.99	\$14.48
31-1012	Nursing Aides, Orderlies, and Attendants	H	\$10.30	\$7.93	\$9.62	\$10.45	\$7.56	\$8.44	\$9.61	\$10.74	\$12.13
31-2011	Occupational Therapist Assistants	L	†	\$13.93	\$15.90	\$16.88	\$12.66	\$14.45	\$15.79	\$17.15	\$19.61
* 31-9011	Massage Therapists	L	†	\$9.33	\$20.62	\$26.27	\$9.15	\$10.19	\$13.56	\$35.52	\$40.93
31-9091	Dental Assistants	L	\$12.50	\$9.43	\$13.77	\$15.95	\$7.93	\$11.13	\$13.03	\$15.95	\$22.65
31-9092	Medical Assistants	M	\$10.70	\$9.22	\$10.21	\$10.70	\$8.75	\$9.23	\$10.03	\$10.83	\$12.55
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	L	\$9.50	\$7.78	\$8.39	\$8.70	\$7.34	\$7.71	\$8.33	\$8.95	\$10.30
31-9099	Healthcare Support Workers, All Other	M	†	\$8.05	\$11.05	\$12.55	\$6.69	\$9.21	\$10.66	\$12.89	\$15.27
33-0000	Protective Service Occupations			\$7.49	\$14.11	\$17.42	\$7.21	\$8.19	\$10.66	\$19.78	\$26.43
* 33-1021	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	L	†	\$19.98	\$28.43	\$32.64	\$18.51	\$23.05	\$29.89	\$33.93	\$37.19
* 33-3041	Parking Enforcement Workers	L	\$15.00	\$9.18	\$11.72	\$12.98	\$8.81	\$9.68	\$11.01	\$13.59	\$16.33
* 33-3051	Police and Sheriffs Patrol Officers	L	\$8.30	\$15.62	\$21.21	\$24.01	\$14.55	\$17.42	\$21.53	\$25.38	\$27.73
* 33-9032	Security Guards	H	\$14.40	\$8.46	\$11.12	\$12.46	\$7.69	\$9.10	\$10.28	\$11.99	\$17.03
33-9091	Crossing Guards	M	\$8.70	\$9.60	\$11.20	\$12.00	\$9.19	\$9.69	\$10.53	\$11.39	\$15.90
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	M	†	†	†	†	†	†	†	†	†
33-9099	Protective Service Workers, All Other	H	\$8.70	\$7.22	\$10.43	\$12.03	\$6.79	\$7.69	\$9.01	\$10.89	\$16.38
35-0000	Food Preparation and Serving-Related Occupations			\$6.00	\$8.47	\$9.71	\$5.71	\$6.28	\$7.49	\$9.75	\$12.12
35-1011	Chefs and Head Cooks	M	\$11.00	\$7.92	\$12.58	\$14.91	\$7.50	\$8.36	\$11.55	\$14.45	\$20.36
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	H	\$9.30	\$8.60	\$12.35	\$14.21	\$7.30	\$10.17	\$12.17	\$13.80	\$16.64
35-2012	Cooks, Institution and Cafeteria	L	\$10.30	\$7.38	\$10.11	\$11.47	\$7.02	\$8.17	\$9.86	\$11.99	\$13.74
35-2014	Cooks, Restaurant	H	\$8.50	\$7.43	\$9.42	\$10.42	\$7.09	\$7.83	\$9.18	\$11.02	\$12.71
35-2019	Cooks, All Other	M	\$6.50	†	†	†	†	†	†	†	†
35-2021	Food Preparation Workers	H	\$7.30	\$7.19	\$8.92	\$9.78	\$6.70	\$7.51	\$8.44	\$10.21	\$12.44
35-3011	Bartenders	M	\$7.10	\$6.01	\$8.17	\$9.25	\$5.74	\$6.34	\$7.61	\$9.81	\$11.40
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	H	\$6.40	\$5.99	\$7.27	\$7.91	\$5.59	\$6.01	\$6.72	\$8.26	\$10.16

* OES wages reported for Colorado statewide † L - Lowest 25% of actual vacancies
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Table 3: Job Vacancy Survey Occupations with OES Wages – Page 6

SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Occupational Employment Statistics Wage Data (2001)							
				Entry Level	Overall	Experi-enced	Percentile Distribution				
							10th	25th	50th	75th	90th
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	H	\$7.00	\$6.05	\$7.20	\$7.78	\$5.71	\$6.17	\$6.93	\$8.22	\$9.48
35-3031	Waiters and Waitresses	H	\$5.50	\$5.99	\$8.94	\$10.42	\$5.58	\$5.97	\$6.62	\$9.91	\$12.21
35-3041	Food Servers, Nonrestaurant	H	\$5.40	\$5.99	\$7.11	\$7.68	\$5.57	\$5.95	\$6.60	\$8.15	\$10.00
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	H	†	\$6.01	\$6.72	\$7.07	\$5.59	\$5.96	\$6.58	\$7.49	\$8.44
35-9021	Dishwashers	H	\$7.60	\$6.01	\$7.14	\$7.70	\$5.68	\$6.18	\$7.05	\$8.14	\$8.84
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	H	\$8.90	\$5.99	\$7.08	\$7.61	\$5.65	\$6.17	\$7.08	\$8.07	\$8.64
37-0000	Building and Grounds Cleaning and Maintenance Occupations			\$6.81	\$9.29	\$10.53	\$6.27	\$7.28	\$8.47	\$10.64	\$13.43
37-1011	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	M	\$16.00	\$8.86	\$13.10	\$15.23	\$7.85	\$9.89	\$12.73	\$15.42	\$17.87
37-1012	First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers	L	†	\$11.73	\$16.11	\$18.30	\$10.10	\$13.96	\$15.98	\$18.17	\$22.57
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	H	\$8.10	\$6.70	\$8.69	\$9.69	\$6.19	\$7.17	\$8.21	\$9.92	\$12.09
37-2012	Maids and Housekeeping Cleaners	H	\$8.30	\$6.25	\$7.67	\$8.37	\$5.94	\$6.75	\$7.61	\$8.45	\$9.68
37-2019	Building Cleaning Workers, All Other	H	\$7.90	†	†	†	†	†	†	†	†
37-3011	Landscaping and Groundskeeping Workers	H	\$8.40	\$7.37	\$9.97	\$11.27	\$6.95	\$8.20	\$9.77	\$11.11	\$13.52
39-0000	Personal Care and Service Occupations			\$6.21	\$8.94	\$10.30	\$5.95	\$6.76	\$8.10	\$10.10	\$13.27
39-2021	Nonfarm Animal Caretakers	M	\$7.00	\$6.77	\$9.16	\$10.35	\$6.22	\$7.36	\$8.67	\$10.46	\$12.30
39-3091	Amusement and Recreation Attendants	H	\$6.70	\$6.11	\$6.71	\$7.01	\$5.70	\$6.04	\$6.63	\$7.25	\$8.46
39-5011	Barbers	L	\$9.10	\$6.11	\$9.62	\$11.37	\$5.85	\$6.44	\$8.12	\$13.25	\$16.03
39-5012	Hairdressers, Hairstylists, and Cosmetologists	M	\$8.50	\$7.77	\$10.16	\$11.36	\$7.08	\$8.74	\$9.92	\$11.00	\$13.25
* 39-6012	Concierges	M	†	\$9.25	\$11.43	\$12.53	\$8.70	\$9.57	\$10.80	\$13.01	\$15.86
39-9011	Child Care Workers	M	\$6.40	\$6.01	\$7.05	\$7.56	\$5.70	\$6.23	\$7.10	\$7.98	\$8.52
39-9021	Personal and Home Care Aides	L	†	\$7.89	\$8.39	\$8.64	\$7.31	\$7.64	\$8.19	\$8.75	\$9.88
39-9031	Fitness Trainers and Aerobics Instructors	M	\$24.50	\$8.23	\$12.97	\$15.35	\$7.74	\$8.72	\$11.12	\$16.38	\$19.12
39-9099	Personal Care and Service Workers, All Other	L	†	\$6.36	\$8.77	\$9.99	\$6.01	\$6.92	\$8.06	\$9.60	\$13.39
41-0000	Sales and Related Occupations			\$6.83	\$12.55	\$15.40	\$6.26	\$7.42	\$9.11	\$14.35	\$22.69
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	M	\$10.60	\$9.60	\$15.76	\$18.84	\$8.97	\$10.70	\$13.78	\$17.20	\$24.76
41-1012	First-Line Supervisors/Managers of Non-Retail Sales Workers	L	\$26.40	\$12.99	\$24.37	\$30.06	\$11.99	\$14.74	\$18.78	\$28.62	\$49.73

* OES wages reported for Colorado statewide
 † No wage data available
 ‡ L - Lowest 25% of actual vacancies
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Table 3: Job Vacancy Survey Occupations with OES Wages – Page 7

Occupational Employment Statistics Wage Data (2001)												
SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Average Wages				Percentile Distribution				
				Entry Level	Overall	Experienced	10th	25th	50th	75th	90th	
41-2011	Cashiers	H	\$6.90	\$6.50	\$8.60	\$9.66	\$6.01	\$7.01	\$7.96	\$9.07	\$13.80	
* 41-2012	Gaming Change Persons and Booth Cashiers	L	\$10.00	\$6.80	\$9.57	\$10.95	\$6.21	\$7.44	\$9.28	\$11.18	\$13.66	
* 41-2021	Counter and Rental Clerks	M	\$6.10	\$6.00	\$9.00	\$10.49	\$5.81	\$6.49	\$7.95	\$10.21	\$14.03	
41-2022	Parts Salespersons	L	\$7.00	\$7.51	\$10.55	\$12.07	\$7.25	\$8.14	\$9.64	\$11.92	\$16.13	
41-2031	Retail Salespersons	H	\$9.50	\$6.54	\$10.15	\$11.95	\$6.03	\$7.05	\$8.20	\$10.73	\$17.28	
41-3011	Advertising Sales Agents	M	\$18.40	\$11.47	\$20.64	\$25.23	\$10.21	\$13.13	\$17.62	\$23.02	\$36.01	
41-3021	Insurance Sales Agents	H	†	\$11.64	\$20.29	\$24.60	\$10.82	\$12.41	\$14.76	\$21.78	\$39.16	
41-9022	Real Estate Sales Agents	M	\$9.00	\$7.53	\$13.71	\$16.80	\$7.14	\$8.24	\$10.70	\$18.13	\$21.69	
41-9031	Sales Engineers	L	\$31.30	\$22.62	\$30.52	\$34.47	\$22.69	\$24.48	\$27.47	\$35.25	\$47.16	
41-9041	Telemarketers	H	\$7.60	\$6.06	\$8.12	\$9.15	\$5.83	\$6.42	\$7.53	\$8.93	\$11.31	
* 41-9091	Door-to-Door Sales Workers, News and Street Vendors, and Related Workers	H	†	\$8.30	\$12.57	\$14.70	\$6.86	\$9.18	\$10.41	\$14.89	\$21.52	
41-9099	Sales and Related Workers, All Other	L	\$10.00	\$7.84	\$15.73	\$19.68	\$6.59	\$9.38	\$13.17	\$19.73	\$27.64	
43-0000	Office and Administrative Support Occupations			\$8.77	\$13.05	\$15.19	\$8.01	\$9.65	\$11.99	\$15.77	\$19.79	
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	L	\$10.00	\$11.95	\$19.43	\$23.17	\$11.16	\$13.37	\$17.48	\$22.73	\$32.09	
43-2011	Switchboard Operators, Including Answering Service	M	\$8.70	\$8.12	\$9.96	\$10.88	\$7.65	\$8.59	\$9.83	\$10.96	\$12.79	
* 43-2021	Telephone Operators	L	\$7.50	\$6.90	\$10.92	\$12.92	\$6.37	\$7.74	\$11.71	\$13.68	\$15.62	
43-3021	Billing and Posting Clerks and Machine Operators	M	\$11.30	\$9.36	\$11.62	\$12.74	\$9.08	\$10.03	\$11.53	\$13.13	\$14.75	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	M	†	\$9.51	\$12.53	\$14.05	\$9.21	\$10.19	\$11.94	\$14.39	\$17.08	
43-3051	Payroll and Timekeeping Clerks	L	†	\$11.34	\$13.80	\$15.03	\$10.55	\$12.06	\$13.61	\$15.85	\$17.57	
43-3071	Tellers	M	\$9.50	\$7.79	\$9.16	\$9.84	\$7.42	\$8.02	\$8.98	\$10.25	\$11.12	
43-4011	Brokerage Clerks	L	\$13.30	\$12.70	\$14.89	\$15.97	\$11.87	\$13.80	\$15.19	\$16.56	\$17.38	
43-4021	Correspondence Clerks	L	†	\$9.31	\$11.49	\$12.58	\$9.01	\$9.87	\$11.14	\$13.11	\$15.86	
43-4031	Court, Municipal, and License Clerks	M	\$14.60	\$11.36	\$14.46	\$16.03	\$10.38	\$11.96	\$13.70	\$16.91	\$20.05	
43-4041	Credit Authorizers, Checkers, and Clerks	L	\$14.00	\$10.01	\$16.30	\$19.45	\$9.48	\$10.72	\$13.01	\$16.77	\$38.27	
43-4051	Customer Service Representatives	H	\$10.10	\$8.66	\$13.05	\$15.24	\$7.86	\$9.68	\$12.42	\$15.79	\$19.70	
43-4071	File Clerks	L	\$10.60	\$8.40	\$9.90	\$10.66	\$7.81	\$8.96	\$9.88	\$10.81	\$12.24	
43-4081	Hotel, Motel, and Resort Desk Clerks	M	\$5.50	\$7.90	\$8.37	\$8.60	\$7.29	\$7.64	\$8.23	\$8.82	\$10.14	
* 43-4121	Library Assistants, Clerical	M	\$7.20	\$7.22	\$9.94	\$11.30	\$6.73	\$7.98	\$9.88	\$12.00	\$13.62	
43-4131	Loan Interviewers and Clerks	M	\$19.20	\$11.39	\$14.13	\$15.50	\$10.39	\$12.25	\$14.10	\$16.22	\$17.61	

* OES wages reported for Colorado statewide

† No wage data available

‡

L - Lowest 25% of actual vacancies

M - Middle 50% of actual vacancies

H - Highest 25% of actual vacancies

Table 3: Job Vacancy Survey Occupations with OES Wages – Page 8

SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Average Wages					Percentile Distribution				
				Entry Level	Overall	Experienced	10th	25th	50th	75th	90th		
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	M	\$11.90	\$11.17	\$14.00	\$15.42	\$10.23	\$11.88	\$13.80	\$16.07	\$17.51		
43-4171	Receptionists and Information Clerks	H	\$8.80	\$7.74	\$10.58	\$12.01	\$7.33	\$8.59	\$10.12	\$12.05	\$15.60		
43-5021	Couriers and Messengers	L	\$10.60	\$7.60	\$9.57	\$10.56	\$7.29	\$8.18	\$9.63	\$10.69	\$11.43		
43-5031	Police, Fire, and Ambulance Dispatchers	L	\$18.70	\$12.50	\$15.43	\$16.89	\$12.03	\$13.71	\$15.51	\$17.15	\$19.07		
43-5032	Dispatchers, Except Police, Fire, and Ambulance	L	\$7.00	\$8.71	\$12.19	\$13.93	\$7.93	\$9.58	\$12.36	\$14.33	\$16.59		
43-5071	Shipping, Receiving, and Traffic Clerks	M	\$9.50	\$8.37	\$11.05	\$12.40	\$7.82	\$8.99	\$10.61	\$12.94	\$15.51		
43-5081	Stock Clerks and Order Fillers	H	\$7.70	\$7.63	\$11.36	\$13.23	\$7.15	\$8.49	\$10.28	\$13.88	\$18.17		
43-6011	Executive Secretaries and Administrative Assistants	H	\$14.10	\$12.05	\$16.08	\$18.09	\$11.47	\$13.21	\$15.66	\$18.27	\$21.76		
43-6013	Medical Secretaries	M	\$10.20	\$9.85	\$11.99	\$13.06	\$9.35	\$10.13	\$11.42	\$13.99	\$16.08		
43-6014	Secretaries, Except Legal, Medical, and Executive	H	\$14.20	\$9.10	\$12.51	\$14.22	\$8.88	\$10.12	\$12.21	\$14.90	\$17.08		
43-9011	Computer Operators	L	†	\$11.49	\$16.41	\$18.86	\$10.92	\$12.93	\$16.13	\$20.02	\$22.14		
43-9021	Data Entry Keyers	M	\$9.50	\$7.81	\$9.94	\$11.01	\$7.31	\$7.86	\$8.76	\$10.99	\$14.04		
43-9041	Insurance Claims and Policy Processing Clerks	M	†	\$8.78	\$10.51	\$11.37	\$8.14	\$9.21	\$10.23	\$11.27	\$13.18		
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	M	\$9.00	\$7.37	\$9.96	\$11.26	\$7.03	\$7.90	\$9.74	\$11.90	\$13.58		
43-9061	Office Clerks, General	H	\$11.00	\$8.63	\$12.01	\$13.70	\$7.81	\$9.44	\$11.03	\$13.84	\$18.68		
43-9199	Office and Administrative Support Workers, All Other	M	\$8.00	†	†	†	†	†	†	†	†		
45-0000	Farming, Fishing, and Forestry Occupations			\$7.59	\$10.88	\$12.53	\$7.33	\$8.48	\$10.15	\$12.37	\$16.33		
45-2093	Farmworkers, Farm and Ranch Animals	L	\$8.00	\$6.19	\$10.16	\$12.16	\$5.98	\$6.64	\$9.40	\$14.92	\$16.93		
47-0000	Construction and Extraction Occupations			\$10.63	\$16.38	\$19.27	\$9.63	\$12.05	\$15.85	\$20.24	\$24.55		
47-2031	Carpenters	M	\$13.30	\$10.02	\$14.76	\$17.14	\$9.03	\$11.41	\$15.00	\$18.16	\$20.87		
47-2051	Cement Masons and Concrete Finishers	M	\$13.50	\$11.40	\$15.72	\$17.88	\$10.43	\$13.01	\$15.58	\$18.26	\$21.74		
47-2061	Construction Laborers	H	\$9.50	\$8.96	\$11.94	\$13.42	\$8.20	\$9.66	\$11.61	\$13.79	\$16.63		
47-2111	Electricians	H	\$21.70	\$13.90	\$20.10	\$23.20	\$12.35	\$16.20	\$20.56	\$24.76	\$27.43		
47-2141	Painters, Construction and Maintenance	M	\$12.30	\$11.77	\$13.91	\$14.99	\$11.25	\$12.24	\$13.67	\$15.81	\$17.32		
47-2152	Plumbers, Pipefitters, and Steamfitters	M	\$16.70	\$13.38	\$18.03	\$20.36	\$11.84	\$15.04	\$18.20	\$21.22	\$23.86		
47-2211	Sheet Metal Workers	M	\$11.20	\$10.82	\$16.58	\$19.47	\$9.85	\$11.75	\$14.58	\$22.37	\$26.71		
47-3012	Helpers--Carpenters	L	†	\$8.77	\$12.41	\$14.24	\$7.31	\$11.19	\$13.05	\$15.18	\$16.61		
* 47-5041	Continuous Mining Machine Operators	H	\$20.80	\$15.05	\$18.70	\$20.52	\$14.22	\$15.23	\$16.91	\$23.35	\$26.25		
49-0000	Installation, Maintenance, and Repair Occupations			\$10.65	\$17.06	\$20.26	\$9.68	\$12.18	\$16.34	\$21.14	\$26.11		

* OES wages reported for Colorado statewide

† No wage data available

‡

L - Lowest 25% of actual vacancies

M - Middle 50% of actual vacancies

H - Highest 25% of actual vacancies

Table 3: Job Vacancy Survey Occupations with OES Wages – Page 9

SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Occupational Employment Statistics Wage Data (2001)							
				Average Wages		Percentile Distribution					
				Entry Level	Overall	Experi-enced	10th	25th	50th	75th	90th
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	M	\$18.40	\$16.00	\$21.01	\$23.51	\$15.15	\$16.99	\$19.42	\$21.86	\$31.44
* 49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	L	\$29.70	\$20.34	\$23.89	\$25.66	\$16.93	\$23.16	\$25.08	\$27.01	\$28.16
49-2098	Security and Fire Alarm Systems Installers	L	†	\$15.64	\$19.04	\$20.74	\$12.77	\$18.56	\$20.08	\$21.61	\$22.53
49-3011	Aircraft Mechanics and Service Technicians	L	\$5.50	\$15.51	\$18.14	\$19.46	\$14.65	\$15.80	\$17.86	\$20.46	\$21.94
49-3023	Automotive Service Technicians and Mechanics	M	\$17.00	\$10.24	\$16.48	\$19.60	\$9.34	\$11.40	\$16.12	\$20.50	\$25.46
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	M	†	\$13.88	\$16.71	\$18.13	\$12.75	\$14.53	\$16.25	\$18.43	\$21.69
* 49-3052	Motorcycle Mechanics	L	\$13.20	\$9.90	\$15.85	\$18.82	\$8.66	\$11.54	\$13.99	\$19.01	\$28.43
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	H	\$16.30	\$10.79	\$14.80	\$16.80	\$9.90	\$11.61	\$14.61	\$16.77	\$20.81
* 49-9041	Industrial Machinery Mechanics	M	\$15.30	\$13.25	\$18.63	\$21.32	\$11.81	\$14.98	\$18.51	\$22.24	\$26.44
49-9042	Maintenance and Repair Workers, General	H	\$10.20	\$9.00	\$14.00	\$16.50	\$8.47	\$10.28	\$13.02	\$17.22	\$21.70
49-9051	Electrical Power-Line Installers and Repairers	M	\$25.10	\$18.34	\$22.55	\$24.66	\$16.70	\$20.15	\$23.53	\$25.93	\$27.38
* 49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	M	\$8.30	\$9.69	\$13.30	\$15.11	\$8.37	\$11.34	\$13.61	\$15.91	\$17.39
49-9099	Installation, Maintenance, and Repair Workers, All Other	M	\$9.80	\$10.35	\$16.31	\$19.29	\$8.98	\$11.82	\$15.61	\$21.28	\$25.20
51-0000	Production Occupations			\$8.17	\$12.23	\$14.25	\$7.57	\$8.85	\$10.86	\$14.07	\$19.17
51-2022	Electrical and Electronic Equipment Assemblers	H	\$10.00	\$7.67	\$9.97	\$11.13	\$7.33	\$8.11	\$9.52	\$11.17	\$13.72
51-2023	Electromechanical Equipment Assemblers	M	\$10.50	\$8.02	\$11.35	\$13.00	\$7.66	\$8.39	\$10.31	\$13.33	\$17.56
51-2099	Assemblers and Fabricators, All Other	M	\$7.50	\$7.96	\$9.68	\$10.54	\$7.41	\$8.76	\$9.82	\$10.75	\$11.35
51-3021	Butchers and Meat Cutters	L	†	\$12.11	\$14.69	\$15.98	\$11.25	\$13.39	\$15.25	\$16.58	\$17.39
51-3022	Meat, Poultry, and Dish Cutters and Trimmers	L	\$12.00	†	†	†	†	†	†	†	†
51-3092	Food Batchmakers	M	\$6.50	\$6.02	\$11.78	\$14.67	\$5.76	\$6.40	\$9.63	\$17.95	\$21.11
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	M	\$12.80	\$7.83	\$10.56	\$11.93	\$7.48	\$8.27	\$9.77	\$11.90	\$15.53
51-4041	Machinists	H	\$7.70	\$8.98	\$12.47	\$14.22	\$8.18	\$9.52	\$11.31	\$15.39	\$18.22
51-4121	Welders, Cutters, Solderers, and Brazers	M	\$9.50	\$9.34	\$13.44	\$15.49	\$8.86	\$10.24	\$12.80	\$16.07	\$19.66
51-5011	Bindery Workers	M	\$10.30	\$6.34	\$9.13	\$10.52	\$5.98	\$6.87	\$8.04	\$10.57	\$14.74
51-5022	Prepress Technicians and Workers	H	\$10.10	\$10.79	\$15.95	\$18.54	\$9.57	\$12.59	\$16.54	\$19.68	\$21.48
51-6011	Laundry and Dry-Cleaning Workers	M	\$9.50	\$6.07	\$7.58	\$8.33	\$5.87	\$6.59	\$7.61	\$8.51	\$9.61

* OES wages reported for Colorado statewide
 † No wage data available
 ‡ L - Lowest 25% of actual vacancies
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 H - Highest 25% of actual vacancies

Table 3: Job Vacancy Survey Occupations with OES Wages – Page 10

SOC Code	SOC Occupation Title	Vacancy Rank	Average JVS Wage	Occupational Employment Statistics Wage Data (2001)							
				Average Wages		Percentile Distribution					
				Entry Level	Overall	Experienced	10th	25th	50th	75th	90th
* 51-6099	Textile, Apparel, and Furnishings Workers, All Other	M	\$8.00	\$7.21	\$9.99	\$11.38	\$6.52	\$8.25	\$9.89	\$11.10	\$12.98
* 51-8013	Power Plant Operators	L	\$17.70	\$18.16	\$22.85	\$25.20	\$16.36	\$20.58	\$24.14	\$26.39	\$27.74
51-8031	Water and Liquid Waste Treatment Plant and System Operators	L	\$13.20	\$15.02	\$21.00	\$23.99	\$13.93	\$17.02	\$21.22	\$25.45	\$28.02
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	L	\$10.60	\$9.21	\$11.83	\$13.15	\$8.48	\$9.77	\$11.58	\$13.37	\$14.81
53-0000	Transportation and Material Moving Occupations			\$7.23	\$11.44	\$13.56	\$6.54	\$8.19	\$10.41	\$13.53	\$17.44
* 53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	M	\$10.80	\$7.70	\$10.67	\$12.16	\$7.40	\$8.32	\$10.10	\$12.42	\$13.85
53-3022	Bus Drivers, School	M	\$11.20	\$9.37	\$11.63	\$12.76	\$9.15	\$10.00	\$11.39	\$13.22	\$15.31
53-3031	Driver/Sales Workers	H	\$10.20	\$6.02	\$9.15	\$10.72	\$5.66	\$6.15	\$7.29	\$12.04	\$13.76
53-3032	Truck Drivers, Heavy and Tractor-Trailer	H	\$13.50	\$11.33	\$15.01	\$16.84	\$10.49	\$12.08	\$14.00	\$17.22	\$21.41
53-3033	Truck Drivers, Light or Delivery Services	L	\$12.00	\$8.46	\$12.56	\$14.61	\$7.73	\$9.22	\$10.80	\$14.23	\$23.02
53-3041	Taxi Drivers and Chauffeurs	L	\$6.50	\$6.06	\$7.19	\$7.75	\$5.67	\$6.07	\$6.74	\$8.13	\$10.09
53-3099	Motor Vehicle Operators, All Other	H	\$8.00	\$6.41	\$10.20	\$12.10	\$6.10	\$7.00	\$10.00	\$12.51	\$15.90
53-6099	Transportation Workers, All Other	M	\$25.70	\$9.54	\$10.93	\$11.62	\$9.29	\$9.88	\$10.87	\$12.32	\$13.69
53-7051	Industrial Truck and Tractor Operators	M	\$11.10	\$9.49	\$11.60	\$12.65	\$8.97	\$9.68	\$10.81	\$13.16	\$16.09
53-7061	Cleaners of Vehicles and Equipment	L	†	\$7.33	\$9.18	\$10.10	\$6.97	\$7.58	\$8.46	\$10.79	\$12.95
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	H	\$8.40	\$7.37	\$9.89	\$11.15	\$6.85	\$8.25	\$9.79	\$10.94	\$13.58
53-7064	Packers and Packers, Hand	M	\$7.30	\$6.07	\$8.39	\$9.54	\$5.76	\$6.30	\$7.24	\$9.39	\$14.52

* OES wages reported for Colorado statewide

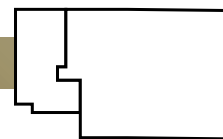
† No wage data available

‡

L - Lowest 25% of actual vacancies

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Methodology

Many challenges exist in collecting and analyzing the data for the Job Vacancy Survey. Because methods selected to carry out a survey impact the final results, great effort is put into

making this survey statistically viable and, most importantly, accurate. Methods used in this survey will continue to be reviewed and, where statistical viability and accuracy can be improved, modified.

Computer Assisted Telephone Interview

Our professional survey unit developed the Computer Assisted Telephone Interview (CATI) to maximize accuracy and usefulness, while minimizing length and survey bias. In accordance with

recognized survey research standards, the following selection of questions are taken directly from the phone interview script.

In General

1. *How many employees do you have working within the region?*
2. *Do you have any job vacancies for which your firm is actively recruiting?*
3. *How many job vacancies is your firm recruiting to fill?*

For Each Vacancy

1. *What is the job title?*
2. *Briefly, what are the job duties?*
3. *Which of the following best describes this vacancy?*
 - ♦ Full-time/Permanent
 - ♦ Full-time/Temporary
 - ♦ Part-time/Permanent
 - ♦ Part-time/Temporary
4. *What is the maximum wage offered for this vacancy?*
5. *What is the minimum wage offered for this vacancy?*
6. *Is a sign-on bonus offered? If yes, how much?*

7. *Is medical insurance offered?*

8. *If yes, does your firm pay the total cost of the premium, partial cost of the premium or do you make no contribution at all to the premium?*

9. *Which of the following best describes the education level required to fill this vacancy?*

- ♦ No diploma required
- ♦ High School or GED diploma
- ♦ Two-year degree
- ♦ Bachelor's degree
- ♦ Advanced degree

10. *What best describes the type of experience required to qualify for this vacancy?*

- ♦ No experience is required
- ♦ General work experience
- ♦ Experience in a related field
- ♦ Experience in this occupation

11. *How long has this vacancy been open?*

- ♦ Less than 30 days
- ♦ 30 to 59 days
- ♦ 60 or more days
- ♦ Always hiring for this position

12. *How difficult is this vacancy to fill?*

- ♦ Not difficult
- ♦ Somewhat difficult
- ♦ Very difficult to fill

Survey Sample Methodology

This survey is designed to estimate the number of vacancies in the region and to provide detailed vacancy characteristics. Employers with at least five employees are placed into either government or private industry categories. Firms with fewer than five employees make up a very large portion of all employers in the region, but a small proportion of total employment. The possibility of employing statistical methods to estimate vacancies for this group is currently being explored.

Private firms are grouped by employment level into either large or small to mid-size categories. Attempts are made to contact each large private employer and government agency in the region. Small to mid-size firms are further divided by major industry and randomly sampled until a representative response is obtained for each category.

The original list of private industry firms used for the survey, along with their contact information, staff size and industry classification is obtained from the America's Labor Market Information System (ALMIS) database. Government contact information is provided by the Colorado Department of Labor and Employment's ES-202 employer database.

Data Editing

Once data collection is complete, measures are taken to prepare the data for analysis. To ensure accuracy, follow-up phone calls are made when employer responses need clarification.

Occupational Coding

The job title and duties reported by employers are used to code vacancies in accordance with the latest release of the Standard Occupational Classification system. For more information on this occupational classification system, please refer to the definitions section.

Wage Conversion

Standard conversions are used to translate salaries into hourly wages: 2,080 hours for annual, 173.3 hours for monthly.

All wages reported below the federal minimum wage are adjusted to that amount. Currently, the federal minimum wage is \$5.15 per hour.

Definitions

These definitions are meant to clarify data gathered for the Job Vacancy Survey. For other data sources referenced in the document, please see that source for a complete definition.

Average

The arithmetic average (also called the mean) for a group of items is defined as the sum of the values of the items divided by the number of items.

Average Minimum and Average Maximum Wage

When surveyed employers report wages offered for current vacancies, both a minimum and a maximum wage are recorded. All minimum wages are averaged to determine the reported average minimum wage. The same is true for the reported average maximum wage.

Employer

A person or establishment that pays one or more people a wage or salary.

Employment

Includes people who did any work for pay or profit in the reference period, worked 15 hours or more without pay in a family business or farm, or were temporarily absent from their jobs.

Full-time and Part-time Employment

To be classified as full-time employment, a position must require a minimum of 35 hours of work per week. Part-time employment refers to cases where a position requires less than 35 hours of work a week.

Industry Classification

Employers are grouped into industries on the basis of their principal product or activity in accordance with the *1987 Standard Industrial Classification Manual*.

Job Seekers

People actively looking for employment or researching career options.

Job Vacancy

A specific position of employment at an establishment with the condition that there is work available for the position and the employer is actively recruiting for the position. The definition does not include positions that are anticipated, but not yet created.

Job Vacancy Rate

The number of openings in a specific industry or category expressed as a share of the total employment in that same industry.

Labor Force

Consists of all employed or unemployed civilians who are eligible to work, plus members of the Armed Forces stationed in the United States.

Level of Education

Refers to completed education programs—high school diplomas, associate, professional, vocational, bachelor's, and graduate degrees all are examples of completed programs.

Medical Insurance Premium

Refers to payments that a holder of an insurance policy pays in order to keep his/her policy current.

Permanent and Temporary Employment

A vacancy is classified as permanent if it will be filled for more than six months. Temporary employment refers to those positions that will be filled for six months or less.

Sign-on Bonus

An additional financial incentive offered by a firm to a new employee to influence his/her decision to agree to employment with that firm. The bonus, for purposes of this survey, is a monetary lump sum.

SOC

The Standard Occupational Classification is a system for classifying all occupations in the economy, including private, public, and military occupations. This classification system replaces all occupational

classification systems previously used by federal statistical agencies. It will be used by all federal statistical agencies and programs collecting occupational data, providing a means to compare occupational data across agencies. It is designed to cover all occupations in which work is performed for pay or profit, reflecting the current occupational structure in the United States.

Survey Sample Universe

All private industry and government employers with five or more employees in the region. Government entities are drawn from ES-202 while private companies come from the ALMIS database.

Unemployment

Includes people 16 years of age and over who had no employment during the reference period, were

available for work (except for temporary illness), and have made specific efforts to find employment. People who did not look for work because they were on temporary layoff or waiting to start new jobs within the next 30 days are also counted among the unemployed.

Unemployment rate

The unemployment rate represents the number unemployed as a percent of the labor force.

Wage

The monetary return per hour of work. The definition does not include benefits (*e.g.*, insurance, retirement program, or stock plans).

COLORADO WORKFORCE DEVELOPMENT COUNCIL MEMBERS

Membership Category	WIA Specified Members
Governor	Governor Bill Owens
State Senator	Senator Dave Owen
State Representative	Representative Frana Mace
Membership Category	Governor's Appointments
Business Representative	Mark Pingrey, President, Heritage Bank Denver-Lodo (CHAIRMAN)
Business Representative	Joe Livingston, CEO, 7-Grain, Basalt
Business Representative	Jim Rowell, Regis University, Denver
Business Representative	Skip Paterson, VP, J.D. Edwards, Englewood
Business Representative	Mimi Roberson, CEO Presbyterian/St. Luke's Medical Center, Denver
Business Representative	Pam Pease, President, Jones International University, Englewood
Business Representative	Tom Flanigan, Joint Venture Partner, Outback Steak Houses, Louisville
Business Representative	Roger Smith, HCA/HealthOne, Denver
Business Representative	Gary Bien, Site Manager, Eastman Kodak Company, Windsor
Business Representative	Ron Montoya, CEO, Plasticom, Denver
Business Representative	Paul Read, VP, Trane Co., Pueblo
Business Representative	John Schafer, GM, Hyatt Regency Downtown, Denver
Business Representative	Mark Baisley, President, Enspherics, Denver
Business Representative	Patrick Carr, Program Manager, ITT Industries, Colorado Springs
Business Representative	Susan Carparelli, President, Center for Nursing Excellence, Denver
Chief Elected Officials	Nancy Stahoviak, Commissioner, Routt County, Steamboat Springs
Chief Elected Officials	Joe Rall, Commissioner, Fremont County, Canon City
Labor Representative	Dan Hernandez, Inter. Brotherhood of Electrical Workers, Montrose
Labor Representative	Mark Warne, President, Western Colorado Trades and Labor Assembly, Grand Junction
Youth Representative	Carol Hedges, The Bell Policy Center, Denver
Youth Representative	Jo Dawn Newlon, Executive Director, Women in Community Service/State Youth Council Chair, Denver
WIA Delivery Experience	Pat Buys, Director, AD Works!, Aurora

Membership Category	Additional WIA Specified Members
State agency head for required federal program	Tim Foster, Executive Director, Department of Higher Education
State agency head for required federal program	Marva Hammons, Executive Director, Department of Human Services
State agency head for required federal program	Bob Brooks, Executive Director, Department of Local Affairs
State agency head for required federal programs	Vickie Armstrong, Executive Director, Department of Labor and Employment
State agency head for required federal programs	Dr. William Moloney, Commissioner, Department of Education
Membership Category	Ex-Officio Members (Non-voting)
Community College President	Joe May, President, Community Colleges of Colorado
Economic Development	Bob Lee, Executive Director, Economic Development
Innovation and Technology	Marc Holtzman, Executive Director, Innovation and Technology
Senate	Senator John Evans
Local Elected Official	Duncan Bremer, Commissioner, El Paso County
Local Workforce Board Chair	Lucille Mantelli, Chair, Weld County Workforce Board

COLORADO WORKFORCE CENTER SYSTEM

II/20/02

ALAMOSA (719) 589-5118
 SOUTH CENTRAL FAX (719) 589-6762
 1016 West Avenue #6 81101

AURORA (303) 636-1160
 ARAPAHOE/DOUGLAS WORKS!
 Arapahoe CentrePoint Plaza
 14980 E. Alameda Drive
 Aurora 80012 FAX (303) 636-1250

AURORA (303) 363-9380
 ADAMS COUNTY FAX (303) 363-9381
 3508 Peoria St
 Aurora 80010

BASALT (970) 927-3825
 RURAL RESORT FAX (970) 927-3963
 234 Cody Lane, Unit B (notify prior to faxing)
 81621

BLACKHAWK (303) 582-5444
 TRI-COUNTY WORKFORCE CENTER
 2960 Dory Hill Rd. FAX (303) 582-5798
 Blackhawk 80403

BOULDER (303) 441-3985
 WORKFORCE BOULDER COUNTY
 2905 Center Green Court South
 80301 FAX (303) 939-0054

BRIGHTON (303) 659-4250
 ADAMS CO. FAX (303) 659-9178
 1931 E. Bridge 80601

BROOMFIELD (303) 464-5855
 BROOMFIELD WORKFORCE CENTER
 6650 W. 120th Ave, Unit A3
 80020 FAX (303) 465-0117

BURLINGTON (719) 346-5331
 EASTERN FAX (719) 346-7749
 1490A Martin Avenue
 PO Box 115 80807

CANON CITY (719) 275-7408
 UPPER ARKANSAS FAX (719) 275-8189
 172 Justice Center Road Ste. B.
 81212

COLO. SPRINGS (719) 667-3700
 PIKES PEAK WORKFORCE CENTER
 2306 E. Pikes Peak Ave. FAX (719) 667-3752
 80910

COMMERCE CITY (303) 227-2000
 ADAMS COUNTY FAX (303) 289-6539
 7190 Colorado Blvd., 5th Floor
 80022-1812

CORTEZ (970) 565-3759
 SOUTHWEST FAX (970) 565-0916
 217 W. Main 81321

CRAIG (970) 824-3246
 NORTHWEST FAX (970) 824-7108
 480 Barclay 81625

DELTA (970) 874-5781
 WESTERN FAX (970) 874-0991
 206 Ute St. 81416

DENVER (303) 376-6720
 DENVER WORKFORCE CENTER
 1391 N. Speer Blvd. FAX (303) 376-6739
 Suite 500
 Denver, CO 80204-2554

DENVER - BEAR VALLEY (303) 922-2450
 DENVER WORKFORCE CENTER
 3100 South FAX (303) 922-2618
 Sheridan Blvd., Denver 80227

DENVER - EAST (303) 295-1550
 EAST CAMPUS WORKFORCE CENTER
 3532 Franklin St. FAX (303) 295-4309
 80205

DENVER - NORTH (303) 458-4891
 QUIGG NEWTON WORKFORCE CENTER
 4440 Navajo St. FAX (303) 433-3547
 80211

DENVER - STAPLETON (720) 865-0060
 STAPLETON WORKFORCE CENTER
 3401 Quebec St. Suite 7700
 80207 FAX (720) 865-0091

DENVER – WEST (720) 944-3615
 WESTSIDE WORKFORCE CENTER
 1220 Federal Blvd FAX (720) 944-4131
 80204

DIVIDE (719) 687-5480
 PIKES PEAK WORKFORCE CENTER
 11505 Highway 24 – Ute Trading Post Unit 14
 PO Box 995 FAX (719) 687-5407
 Divide 80814

DURANGO (970) 247-0308
 SOUTHWEST FAX (970) 247-0328
 331 S. Camino del Rio, Ste C
 81301

EDWARDS (970) 926-4440
 RURAL RESORT
 0057 Edwards FAX (970) 926-7287
 Access Road, #19
 [Mail to PO Box 1389] 81632

FORT COLLINS (970) 223-2470
 LARIMER COUNTY WORKFORCE CENTER
 3842 South FAX (970) 223-6576
 Mason St. [Mail to PO Box 270127]
 80527-0127
 TOLL FREE (303) 534-2181

FORT MORGAN (970) 867-9401
 EASTERN FAX (970) 867-0226
 411 Main St., #200 80701

FRISCO (970) 668-5360
 RURAL RESORT (303) 825-8070
 602 Galena St. FAX (970) 668-3216
 80443 [Mail to PO Box 679]

GLENWOOD SPS (970) 945-8638
 RURAL RESORT
 Glenwood Springs Mall FAX (970) 928-0885
 51027 Hwy 6 & 24, Ste. 173
 81601

GOLDEN (303) 271-4700
 TRI-COUNTY WORKFORCE CENTER
 730 Simms FAX (303) 271-4708
 80401

GRAND JUNCTION (970) 248-7560
 MESA COUNTY FAX (970) 248-2702
 2897 North Avenue 80501

GRANBY (970) 887-1857
 NORTHWEST
 469 E. Topaz Ave.
 (Mail to PO Box 195) 80446

GREELEY (970) 353-3815
 WELD COUNTY WORKFORCE CENTER
 1551 North 17th Ave. FAX (970) 356-3975
 [Mail to PO Box 1805] 80632

GUNNISON (970) 641-0031
 WESTERN FAX (970) 641-5258
 109 E. Georgia 81230

IDAHO SPRINGS (303) 567-3131
 TRI-COUNTY WORKFORCE CENTER
 Clear Creek Community Center
 1531 Colorado Blvd. FAX (303) 567-3132
 80452

LA JUNTA (719) 383-3191
 SOUTHEAST
 215 Raton FAX (719) 384-8317
 La Junta 81050

LAMAR (719) 336-2256
 SOUTHEAST FAX (719) 336-2259
 405 East Olive Street 81052

LEADVILLE (719) 486-2428
 RURAL RESORT FAX (719) 486-2971
 505 Harrison 80461

LIMON (719) 775-2387
 EASTERN FAX (719) 775-2388
 201 D Avenue
 [Mail to PO Box 875] 80828-0875

LITTLETON (303) 734-5200
 ARAPAHOE/DOUGLAS WORKS!
 1610 W. Littleton Blvd
 80120

LONGMONT (303) 678-8103
 WORKFORCE BOULDER COUNTY
 1500 Kansas Ave., Ste. 4D 80501-6530 FAX (303) 651-0288

LOVELAND (970) 667-4261
 LARIMER COUNTY WORKFORCE CENTER
 418 E. 4th St. 80537 FAX (970) 663-7271

MEEKER (970)-878-4211
 NORTHWEST
 351 7th Street -Halandras Bldg 81641

MONTE VISTA (719) 852-5171
 SOUTH CENTRAL 81144 FAX (719) 852-3817

MONTROSE (970) 249-7783
 WESTERN 81401 FAX (970) 249-0445

PAGOSA SPRINGS (970) 264-4133
 SOUTHWESTERN 81147 FAX (970) 264-4134

PUEBLO (719) 253-7800
 PUEBLO WORKLINK 81003-3413 Fax (719) 253-7946

RANGELY (970) 675-5072
 NORTHWEST
 City Hall Building
 209 E. Main St. 81648

RIFLE (970) 625-5627
 RURAL RESORT 81650 FAX (970) 625-1120
 310 w. 3RD
 Rifle 81650

ROCKY FORD (719) 254-3397
 SOUTHEAST 81067 FAX (719) 254-3877
 801 Chestnut Ave. 81067

SALIDA (719) 539-6523
 UPPER ARKANSAS 81201 FAX (719) 539-1173
 141 E. 3rd
 81201

STEAMBOAT (970) 879-3075
 NORTHWEST 80488 FAX (970) 879-3547
 1250 South Lincoln, D-2
 [Mail to PO Box 881419] 80488

STERLING (970) 522-9340
 EASTERN 80751 FAX (970) 522-9341
 PO Box 2091
 100 College Drive, Walker Hall #1
 Northeastern Jr. College
 Sterling 80751

THORNTON (303) 452-2304
 ADAMS COUNTY 80229 FAX (303) 452-7072
 550 Thornton
 Pkwy., #200 80229

TRINIDAD (719) 846-9221
 SOUTH CENTRAL 81082 FAX (719) 846-7594
 309 North Commercial 81082

WALSENBURG (719) 738-2372
 SOUTH CENTRAL 81089-2116 FAX (719) 738-3616
 528 Main St. 81089-2116 Tues/Wed/Thurs 9-4

YUMA (970) 848-3760
 EASTERN 80759 FAX (970) 848-3857
 215 So. Main,
 P. O. Box 292 80759



Colorado Workforce Development Council

Mark Pingrey, Council Chair
Booker Graves, Executive Director
Joe Eitel, Program Manager
Nina Holland, CDLE Council Liaison

Office of Workforce Development
1313 Sherman, Room 323
Denver, CO 80203
Phone: 303-866-4937
Fax: 303-866-2251
Website: www.state.co.us/owd



Colorado Department of Labor and Employment Division of Employment and Training Programs

Vickie Armstrong, Executive Director
Jeffrey Wells, Deputy Executive Director
Drew T. Durham, Division Director
Tom Ivory, Director, Employment & Training Programs
Elise Lowe-Vaughn, Operations Manager,
Employment and Training Programs

1515 Arapahoe Street, Tower 2– Suite 400
Denver, CO 80202-2117
Phone: 303-318-8800
Fax: 303-318-8831
Website: www.coworkforce.com/emp



WIA Annual Report Data

State Name: CO

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	69	79.5	615	3,783	919	66.9
Employers	67	75	3,117	11,669	4,398	70.9

Table B: Adult Program Results At-A-Glan

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63.2	75.5	713
			944
Employment Retention Rate	72	79.2	716
			904
Earnings Change in Six Month	2,838	2,419	1,998,152
			826
Employment and Credential Rate	51	59.7	305
			511

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	72.7	173	65.1	28	62.9	39	71.8	28
		238		43		62		39
Employment Retention Rate	76.9	176	78.1	25	75.5	37	88.2	30
		229		32		49		34
Earnings Change in Six Months	2,360	495,688	-1,309	-37,949	360	15,828	-678	-18,298
		210		29		44		27
Employment and Credential Rate	55.1	87	37.5	9	54.5	24	60	12
		158		55		44		20

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	74.7	287	76.1	426
		384		560
Employment Retention Rate	83.5	329	75.9	387
		394		510
Earnings Change in Six Months	3,798	1,352,156	1,374	645,996
		356		470

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.5	82.6	815
			987
Employment Retention Rate	86	89	725
			815
Earnings Replacement in Six Months	89.8	87.1	9,217,937
			10,583,994
Employment and Credential Rate	51	64.2	343
			534

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	79.4	50	68.8	22	75.6	62	71.4	5
		63		32		82		7
Employment Retention Rate	88	44	90.9	20	88.7	55	100	5
		50		22		62		5
Earnings Replacement Rate	83.6	641,119	89.8	221,032	85.2	687,940	756.2	45,976
		766,506		246,085		807,758		6,080
Employment And Credential Rate	52.8	19	55	11	45.9	17	50	2
		36		20		37		4

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	81.6	436	83.7
534			453	
Employment Retention Rate	89	388	88.9	337
		436		379
Earnings Replacement Rate	86.6	4,892,229	87.6	4,325,708
		5,648,296		4,935,698

Table H: Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	55.7
Employment Retention Rate	69.8	74.2	133
			92
Earnings Change in Six Months	2,150	2,693	124
			306,970
Credential Rate	41	44	114
			77
			175

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	70	21	0	0	60	3	64.6
	30		1		5		65	
Employment Retention Rate	80	20	0	0	50	2	71.2	37
		25		1		4		52
Earnings Change in Six Months	3,069	67,522	0	0	1,817	7,269	2,293	107,772
		22		1		4		47
Credential Rate	52.8	19	0	0	33.3	2	41	32
		36		1		6		78

Table J: Younger Youth Results At-A-Glance

	Negotiated Performance Level		Actual Performance Level	
	Skill Attainment Rate	61	81.8	1,982
Diploma or Equivalent Attainment Rate	51			53.8
Retention Rate		45	56.8	

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals Disabilities		Out-of-School Youth	
Skill Attainment Rate	77.6	394	79.5	105	62.4	219
		508		132		351
Diploma or Equivalent Attainment Rate	49.6	57	57.9	22	48.8	82
		115		38		168
Retention Rate	56.9	29	66.7	10	56.3	36
		51		15		64

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	71.5	751	3,651	3,694,927	9.5	15	3,940	2,667,412	57	65
		1,050		1,012		158		677		114
Dislocated Workers	84.4	1,205	91.1	18,083,107	3.6	8	6,767	5,109,177	36.2	59
		1,428		19,840,133		223		755		163
Older Youth	66.7	132	2,990	541,244	0	0	2,825	248,602		
		198		181		11		88		

Table M: Participation Levels

	Total Participants Served	Total Exiters
Adults	3,420	1,514
Dislocated Workers	3,202	1,325
Older Youth	569	280
Younger Youth	1,953	724

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$5,575,097.00
Local Dislocated Workers		\$4,933,335.00
Local Youth		\$5,824,549.00
Rapid Response (up to 25%) 134 (a) (2) (A)		\$319,252.00
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		\$2,488,191.00
Statewide Allowable Activities 134 (a) (3)	Technical Assistance	\$21,888.00
	Statewide Training	\$80,288.00
	Maintain Elg. Prov. List	\$75,479.00
	Job Vacancy Survey	\$594,757.00
	Perf. Incentive/ C.B.	\$219,402.00
	ITA	\$450,000.00
	Enhanced Disl. Worker	\$395,424.00
	Evaluation/Cont. Imp.	\$4,500.00
	Workforce Coun. - Adult	\$202,621.00
	Workforce Coun. - Youth	\$215,011.00
	Other	\$91,061.00
Total of All Federal Spending Listed Above		\$21,490,855.00

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Adams County Workforce Development Board	Total Participants Served	Adults	207
		Dislocated Workers	394
		Older Youth	21
		Younger Youth	100
	Total Exiters	Adults	103
		Dislocated Workers	187
		Older Youth	2
		Younger Youth	19

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	76.3	
	Employers	67	72.2	
Entered Employment Rate	Adults	63.2	84.9	
	Dislocated Workers	72.5	85.8	
	Older Youth	55.8	100	
Retention Rate	Adults	72	76.9	
	Dislocated Workers	86	87.9	
	Older Youth	71.5	100	
	Younger Youth	45	100	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,838	2,313	
	Dislocated Workers	90	78	
	Older Youth (\$)	2,150	6,777	
Credential / Diploma Rate	Adults	56	72.7	
	Dislocated Workers	51	65.7	
	Older Youth	41	50	
	Younger Youth	51	80	
Skill Attainment Rate	Younger Youth	61	85.9	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	0	15

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Arapahoe/Douglas Workforce Board	Total Participants Served	Adults	262
		Dislocated Workers	522
		Older Youth	42
		Younger Youth	154
	Total Exiters	Adults	124
		Dislocated Workers	207
		Older Youth	20
		Younger Youth	77

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	76.7	
	Employers	67	68.3	
Entered Employment Rate	Adults	63.2	73.3	
	Dislocated Workers	72.5	84.5	
	Older Youth	55.7	75	
Retention Rate	Adults	72	80.2	
	Dislocated Workers	86	89.6	
	Older Youth	61.5	66.7	
	Younger Youth	45	66.7	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,838	2,894	
	Dislocated Workers	90	94	
	Older Youth (\$)	2,150	5,370	
Credential / Diploma Rate	Adults	52	56.5	
	Dislocated Workers	51	82.1	
	Older Youth	50	66.7	
	Younger Youth	51	53.8	
Skill Attainment Rate	Younger Youth	61	85.3	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	17

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Colorado Rural Workforce Consortium Board	Total Participants Served	Adults	1,209
		Dislocated Workers	620
		Older Youth	246
		Younger Youth	845
	Total Exiters	Adults	704
		Dislocated Workers	358
		Older Youth	143
		Younger Youth	421

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	81	
	Employers	67	77.9	
Entered Employment Rate	Adults	63.2	77	
	Dislocated Workers	72.5	84.5	
	Older Youth	60.7	72.3	
Retention Rate	Adults	72	83.8	
	Dislocated Workers	86	92	
	Older Youth	71.5	76.4	
	Younger Youth	45	56.4	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,838	2,891	
	Dislocated Workers	89.8	92.5	
	Older Youth (\$)	2,150	2,638	
Credential / Diploma Rate	Adults	56	65.2	
	Dislocated Workers	51	69.1	
	Older Youth	41	42.1	
	Younger Youth	52	54.2	
Skill Attainment Rate	Younger Youth	61	81.4	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	17

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Denver Mayor's Office Of Workforce Development	Total Participants Served	Adults	527
		Dislocated Workers	377
		Older Youth	93
		Younger Youth	237
	Total Exiters	Adults	223
		Dislocated Workers	65
		Older Youth	65
		Younger Youth	80

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	79.7	
	Employers	67	73.2	
Entered Employment Rate	Adults	63.2	71.4	
	Dislocated Workers	72.5	80.2	
	Older Youth	50.5	60	
Retention Rate	Adults	72	67.9	
	Dislocated Workers	86	86.3	
	Older Youth	69.8	67.6	
	Younger Youth	45	45.5	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,830	2,303	
	Dislocated Workers	90	75.7	
	Older Youth (\$)	2,150	1,852	
Credential / Diploma Rate	Adults	33	34.7	
	Dislocated Workers	51	43.7	
	Older Youth	35	28.8	
	Younger Youth	41	33.3	
Skill Attainment Rate	Younger Youth	61	70.9	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		8	0	9

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Larimer County Workforce Investment Board	Total Participants Served	Adults	130
		Dislocated Workers	271
		Older Youth	24
		Younger Youth	140
	Total Exiters	Adults	46
		Dislocated Workers	142
		Older Youth	10
		Younger Youth	49

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	83.1	
	Employers	67	77	
Entered Employment Rate	Adults	63.2	65.2	
	Dislocated Workers	72.5	79.2	
	Older Youth	42	42.9	
Retention Rate	Adults	72	68	
	Dislocated Workers	86	85.7	
	Older Youth	69.8	60	
	Younger Youth	45	69.2	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,838	498	
	Dislocated Workers	90	84.3	
	Older Youth (\$)	2,150	1,874	
Credential / Diploma Rate	Adults	52	52.4	
	Dislocated Workers	51	63.8	
	Older Youth	55	55.6	
	Younger Youth	51	62.2	
Skill Attainment Rate	Younger Youth	61	77	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		6	0	11

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Pikes Peak Workforce Board	Total Participants Served	Adults	652
		Dislocated Workers	509
		Older Youth	42
		Younger Youth	299
	Total Exiters	Adults	82
		Dislocated Workers	118
		Older Youth	2
		Younger Youth	24

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	79.5	
	Employers	67	74	
Entered Employment Rate	Adults	63.2	65.4	
	Dislocated Workers	72.5	79.7	
	Older Youth	55.8	66.7	
Retention Rate	Adults	72	78.3	
	Dislocated Workers	86	88.2	
	Older Youth	55	66.7	
	Younger Youth	45	50	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,838	2,955	
	Dislocated Workers	90	91.2	
	Older Youth (\$)	2,150	2,423	
Credential / Diploma Rate	Adults	52	52.6	
	Dislocated Workers	51	66.7	
	Older Youth	51	75	
	Younger Youth	52	57.1	
Skill Attainment Rate	Younger Youth	61	87	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	17

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Tri-County Workforce Center	Total Participants Served	Adults	169
		Dislocated Workers	238
		Older Youth	46
		Younger Youth	59
	Total Exiters	Adults	81
		Dislocated Workers	100
		Older Youth	24
		Younger Youth	21

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	79.2	
	Employers	67	73	
Entered Employment Rate	Adults	64.1	78.9	
	Dislocated Workers	72.5	82.3	
	Older Youth	55.7	63.6	
Retention Rate	Adults	72	78	
	Dislocated Workers	86	84.6	
	Older Youth	71.5	90.9	
	Younger Youth	45	64.3	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,851	911	
	Dislocated Workers	89.3	84.4	
	Older Youth (\$)	2,150	2,940	
Credential / Diploma Rate	Adults	52	74.3	
	Dislocated Workers	51	57.9	
	Older Youth	50	60	
	Younger Youth	51	69.2	
Skill Attainment Rate	Younger Youth	61	82.4	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		3	0	14

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Weld County Workforce Development Board	Total Participants Served	Adults	205
		Dislocated Workers	126
		Older Youth	41
		Younger Youth	102
	Total Exiters	Adults	132
		Dislocated Workers	76
		Older Youth	10
		Younger Youth	29

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	75.6	
	Employers	67	71.8	
Entered Employment Rate	Adults	63.2	79.5	
	Dislocated Workers	72.5	80.6	
	Older Youth	55.8	100	
Retention Rate	Adults	72	81.7	
	Dislocated Workers	86	92	
	Older Youth	71.5	66.7	
	Younger Youth	45	60	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,838	818	
	Dislocated Workers	87.9	88.2	
	Older Youth (\$)	2,150	3,629	
Credential / Diploma Rate	Adults	61	62.5	
	Dislocated Workers	51	70.8	
	Older Youth	41	100	
	Younger Youth	51	64.3	
Skill Attainment Rate	Younger Youth	61	89.2	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	0	15

WIA Annual Report Data

State Name: CO

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Workforce Boulder County	Total Participants Served	Adults	60
		Dislocated Workers	155
		Older Youth	14
		Younger Youth	18
	Total Exiters	Adults	19
		Dislocated Workers	74
		Older Youth	4
		Younger Youth	4

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	69	81.8	
	Employers	67	60.3	
Entered Employment Rate	Adults	59	62.5	
	Dislocated Workers	72.5	74.4	
	Older Youth	55.7	100	
Retention Rate	Adults	72	100	
	Dislocated Workers	86	86.2	
	Older Youth	69.8	100	
	Younger Youth	45	50	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,838	8,570	
	Dislocated Workers	89.8	91.2	
	Older Youth (\$)	2,150	11,466	
Credential / Diploma Rate	Adults	51	44.4	
	Dislocated Workers	51	56.7	
	Older Youth	41	50	
	Younger Youth	51	100	
Skill Attainment Rate	Younger Youth	61	96	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	0	15