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Department of Employment
ECONOMICS & ADMINISTRATIVE SERVICES DIVISION

(307) 235-3200

February 26, 2003

U. S. Department of Labor
Employment and Training Administration
Division of USES/ALMIS
Room S-4231
200 Constitution Avenue, NW
Washington, D.C. 20210
Attn: Olaf Bjorklund

Dear Mr. Bjorklund:

Enclosed is one (1) original of the PY 2002 Workforce Information grant prepared in accordance with TEGL 18-02. Two (2) originals have been sent to Mr. David S. Lipnicky, Region IV, Dallas Office.

Any questions should be directed to Tom Gallagher, Assistant Administrator, at (307) 473 - 3801.

Sincerely,

A handwritten signature in black ink, appearing to read "John Linton Green".

John Linton Green
Assistant Administrator
Fiscal & Administrative Services Section
(307) 235-3291

Enclosures

cc: Gallagher


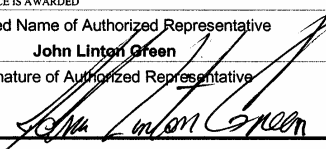
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**WYOMING DEPARTMENT OF EMPLOYMENT
ECONOMICS & ADMINISTRATIVE SERVICES DIVISION**

PY 2002 Workforce Information Grant

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APPLICATION FOR FEDERAL ASSISTANCE		2. DATE SUBMITTED 2/26/03	APPLICANT IDENTIFIER
1. TYPE OF SUBMISSION: Application () Construction (X) Non-Construction	Preapplication () Construction () Non-Construction	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER 0215
		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:
			
5. APPLICANT INFORMATION		b. Organizational Unit: ECONOMICS & ADMINISTRATIVE SERVICES DIVISION	
a. Legal Name: STATE OF WYOMING, DEPARTMENT OF EMPLOYMENT		d. Name and telephone number of the person to be contacted on matters involving this application (give area code): Thomas N. Gallagher (307) 473 - 3801	
c. Address (give city, county, state and zip code): 100 West Midwest P. O. Box 2760 Casper, WY 82601 Casper, WY 82602		7. TYPE OF APPLICANT: (Enter appropriate letter in box) (A)	
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 83-0208667		A. State H. Independent School District	
8. TYPE OF APPLICATION: (X) New () Continuation () Revision If Revision, enter appropriate letter(s) in box(es): ()		B. County I. State Controlled	
A. Increase Award B. Decrease Award		C. Municipal J. Private University	
C. Increase Duration D. Decrease Duration		D. Township K. Indian Tribe	
Other (Specify):		E. Interstate L. Individual	
10. CAT OF FED DOMESTIC ASSISTANCE #: 17.207		9. NAME OF FEDERAL AGENCY: U.S. Department of Labor, ETA	
TITLE: Employment Service		11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Provide Workforce Information data.	
12. AREAS AFFECTED BY PROJECT (cities, counties, states, etc.):		State of Wyoming	
13. PROPOSED PROJECT: Start Date: 7/1/2002 Ending Date: 09/30/2003		14. CONGRESSIONAL DISTRICTS OF: a. Applicant Ms. Barbara Cubin b. Project Same	
15. ESTIMATED FUNDING:		16. IS APPLICANT SUBJECT TO REVIEW BY THE STATE EXECUTIVE ORDER 12372 PROCESS?	
a. Federal	\$ 324,516	a. YES, THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: _____	
b. Applicant	\$	b. NO, () PROGRAM IS NOT COVERED BY E.O. 12372 (X) OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW	
c. State	\$	17. IS THIS APPLICANT DELINQUENT ON ANY FEDERAL DEBT? () Yes (if "Yes", attach an explanation) (X) No	
d. Local	\$		
e. Other	\$		
f. Program Income	\$		
g. TOTAL	\$ 324,516		
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED			
a. Typed Name of Authorized Representative John Linton Green		b. Title Assistant Administrator	c. Telephone Number (307) 235 - 3291
d. Signature of Authorized Representative 		e. Date signed February 26, 2003	

SECTION A - BUDGET SUMMARY						
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	TOTAL (g)
1. Workforce Information	17.207			324,516		324,516
2.						
3.						
4.						
5. TOTALS				324,516		324,516
SECTION B - BUDGET CATEGORIES						
6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				TOTAL	
	(1)	(2)	(3)	(4)	(5)	
a. Personnel						
b. Fringe Benefits						
c. Travel						
d. Equipment						
e. Supplies						
f. Contractual						
g. Construction						
h. Other						
i. Total Direct Charges						
j. Indirect Charges						
k. TOTALS (Sum of 6(i) and 6(j))						
7. Program Income						
SECTION C - NON-FEDERAL RESOURCES						
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS		
8.						
9.						
10.						
11.						
12. TOTALS (Sum of 8 - 11)						
SECTION D - FORECASTED						
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
	13. Federal	324,516	81,129	81,129	81,129	81,129
14. Nonfederal						
15. TOTAL (Sum of lines 13 and 14)	324,516	81,129	81,129	81,129	81,129	
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT						
(a) Grant Program	(b) First	(c) Second	(d) Third	(e) Fourth		
16.						
17.						
18.						
19.						
20. TOTALS (Sum of lines 16 - 19)						
SECTION F - OTHER BUDGET INFORMATION						
21. Direct Charges	22. Indirect Charges					
23. Remarks						

PY2002 STATEWIDE EMPLOYMENT STATISTICS PROGRAM (PART A)

Preface:

The 2001-2002 Legislative session produced a new State agency. The Department of Workforce Services (DWS) was formed from the Workforce Investment Act (WIA), training, Wagner-Peyser labor exchange, and Vocational Rehabilitation programs from the Department of Employment (DOE) and programs from other agencies on July 1, 2002. While Research and Planning (DOE-R&P) continues to provide some services to DWS, other services are under negotiation. We continue, for example to match edited wage records to WIA participant records, and produce WIA customer satisfaction information. However, we have not negotiated the memorandum of understanding (MOU) that would formally sanction this work, nor added similar activities relating to labor exchange, or expanded our evaluation work to include WIA's section 136(e).

The absence of an MOU limits DOE-R&P's ability to relate the workforce development system (e.g., One Stop related job finding) to the market. At the same time, the amount and types of contact between Wyoming's Workforce Development Council (WWDC), Youth Council, individual Council members, and Council support DWS staff are expanding.

The reader is reminded that Wyoming's Workforce Council is charged with comprehensive responsibility for the workforce development system conceived of in its broadest sense under a Governor's Executive Order. Council representatives represent the interests of State and Federally funded programs. As a consequence, we include a description of some components of R&P's support for State initiatives that are financed by State and/or local entities.

Finally, DWS and DOE are in transition in a variety of ways. New leadership in both agencies under a new Governor will assert itself during the balance of the current and subsequent program years.

Description of the Statewide Employment Statistics Program:

Wyoming's employment statistics system has three goals: meeting existing customer demand for current information, research and development focused on long-standing knowledge gaps, and research and product development adapted to changing customer interest and an expanding customer base. Since June 30, 2002 R&P has added two new State contracts, and two federal contracts. We are also in negotiations with the University of Wyoming for an additional survey research contract, and the Wyoming Hospitality Association for program performance analysis using student training data and wage records. While we might describe the system in terms of outputs and delivery mechanisms (as we do in following sections) these represent artifacts of the system rather than the system itself.

The Statewide system is comprised of developmental, resource acquisition, networking, market segment information collection, outreach, and boundary maintenance strategies. From a developmental standpoint, our strategy is to design, generate, and maintain a set of key functions around the classical questions about the labor market. These key functions are then adapted to newly defined user needs and market segments that we have been able to identify and engage. Products and services that emerge from these developments and that meet the needs of a cross-section of customers become candidates for ongoing production. In this section of the Workforce Information grant application, we describe selected system elements, central strategies, and linkages of the employment statistics system as it develops in concert with other States.

Workforce Information funding permits us to develop basic program frameworks and background information that can be quickly adapted to more specialized needs. R&P has made a modest investment in the development of an ongoing employee benefits survey. This framework can be expanded or focused on more specific issues. For example, the State Department of Health has subcontracted with R&P through the University of Wyoming to expand the size of the benefits survey. We are also currently in negotiations to collect much more detailed benefits information that will also provide test information for the Benefits Consortium in which Wyoming participates. The One Stop grant allows us to lay a strata in the LMI foundation that can then be adapted to new or expanded State and local considerations. It also allows us to add value to ongoing program developments that are the responsibilities of inter-state workgroups, consortia, and other organized efforts in which we participate.

Workforce Information funding permits us to lay the wage records foundation that not only allows us to meet Carl Perkins reporting needs and participate in the WIA section 172 (ETA funded) evaluation program, but also allows us to respond to a contract with the Community College Commission to produce an accountability report for the Legislature, and to enter into negotiations with the Hospitality Association to evaluate an employer sponsored training program. A basic investment in wage records analysis makes available a tool that we are using in responding to information requests relating to Unemployment Insurance taxable wage base and tax rate issues in the current session of the Legislature. A wage records program and other skills allows us to plan and execute a Legislatively required and financed study relating to the impact of changing the state minimum wage that is due this November. The question of artificially raising wages represents a category of classical market questions and our strategy is to be prepared to meet and answer these questions.

Wage records foundation building has also permitted us to enter into contracts with the Bureau of Labor Statistics (BLS) to improve the local labor force handbook method, and to assist in the design of a wage records program that will be national in scope. Output from these activities will result in products that meet local need because they produce uniform and consistent local information that is comparable on a state, regional, and national basis. Wage records systems, as we have designed them, are flexible and adaptable to locally unique circumstances and interests e.g., describing local place of work – place of residence commuting analysis, offering statistical explanations for the

relationship between benefits availability and employee turnover, and explaining the effect on the local wage market of rapid natural resource development. Strategic principles from the development of wage records as an analytical resource underlies the *Market Dynamics from Administrative Records; Seven State Project Report*. Wyoming's participation in the seven state project, the OES Policy Council, Benefits Consortium, and the WIC's Customer Satisfaction Workgroup represents Wyoming's investment in our Statewide system. It is apparent that Wyoming's employment statistics system is in a state of development across an array of economic, social, and geopolitical environments.

Our overall strategy is based primarily on the development of administrative databases and the linkage of administrative data to survey based collections from employers. This effort is supported by staff with backgrounds in a range of disciplines. The strategy allows us to respond to Wyoming Workforce Development Council (WWDC), and Council member needs and at the same time positions us to address the range of issues raised by their strategic planning process and the policy issues that face the State as a whole.

The strategy is embodied in such practices as obtaining Memoranda of Understanding (MOU) with each of Wyoming's community colleges. These MOUs represent an element in the employment statistics system. They permit their sharing of student specific records with R&P from which we can then produce a report on job holding with wage records and surveys of employers who have hired students. The employer questionnaire includes questions about employer satisfaction with student skills and other learned attributes students bring to the work setting, as well as questions about the adequacy of labor supply. The report includes documentation of R&P's ongoing dialogue with the Colleges as R&P's customers.

Connecting Business With the Wyoming Community College System is targeted to the interests of the Colleges, Councils, Legislature, and Community College Commission. It also represents a necessary step that then allows us to produce analysis relating to broader Council issues such as whether or not graduates are obtaining jobs in projected growth occupations. With wage records, College MOUs, and outside funding, R&P can answer questions about the role of education in the workforce development system as a whole and describe the extent to which colleges meet employer needs. This activity has multiple customers and audiences who sometimes change their roles under different circumstances.

Adequately answering questions relating to College training, other training outcomes, employer satisfaction with skills and overall labor supply sometimes means developing agreements with licensing boards to share individually identifiable credential information. However, it also almost always means establishing data sharing agreements with other State LMI Offices. R&P currently has data sharing agreements with eight other LMI Offices. These agreements allow us to trace market outcomes for specialized cohorts, control groups, professionals deemed to be in scarce supply, and entire population segments. One measure of the development of the system of LMI is the number and types of agreements (MOUs) that allow us to link information together to

answer questions about training outcomes or labor supply issues (e.g., the supply of nurse) or that allow us to address more general issues.

Consultation Strategy:

R&P employs a variety of consultation strategies depending upon the circumstances, setting, customer characteristics, and resources available. A telephone call from local economic development staff regarding a finite, short-term project produces an opportunity for a single consultation. On the other hand, an invitation to present to a statewide meeting of economic development professionals precipitates a brief questionnaire and survey approach to develop a responsive agenda item. And a request for research into local turnover, commuting, and multiple job holding characteristics in support of local economic development planning generates several research meetings with the customer to develop the product's profile before a contract is written. At any particular point in time, R&P may have several customer feedback mechanisms in various stages of execution with a range of internal and external customers.

The strategy of enhancing our capacity to provide services to the Commission and the colleges relative to market outcomes for students uniquely positions us to develop our understanding of the needs of these workforce development professionals as well as the needs of students for an understanding of outcomes associated with post-high school training. Networking with educator contacts results in discussion of a cross-section of customer needs and interests. However, since the Workforce Information Grant does not fund the development of customer feedback as a distinguishable core product or service, the development of customer feedback becomes an integral part of the development of products and services that is often only distinguished from the product itself through the exercise of abstraction.

We plan to meet later this month with a local Chapter of the Society of Human Resource Managers. Our intent is to gain input on our OES and employee benefits program publications, share what we have learned about employee turnover, and describe our work with the University and the Health Department relating to health insurance availability, participation, and cost. However, our ultimate goal is a partnership that can be applied to a range of labor market issues. A "trip report" on this meeting represents the abstraction and record relating to our longer-term goal. (Obviously, one of the products they would like is an integrated, current report on compensation practices and trends in health care costs. We really do not need to make the trip to learn that we need an integrated OES/benefits program. However, we will learn other things and engage in the most important activity which is networking.)

Our consultation strategy is to meet the customer on their ground. We attend, and often do presentations, to employer groups such as associations of manufacturers, personnel officers, the transportation industry, and economic development professionals. The manager of R&P is a member of the Wyoming Economic Development Association and monitors their agenda and initiatives.

R&P staff network with customers and operate under more formal arrangements and often encounter the customer in a variety of environments. Wyoming Business Council (economic development) Regional staff have received customized training in our offices. The state Business Council (WBC) is represented on the Workforce Development Council. R&P, Economic Analysis (State revenue forecasting, fed-state cooperative population estimates) and WBC staff meet monthly to discuss Wyoming's economic course, and are bound by MOU to jointly produce economic indices on a quarterly basis. The same customer may play a variety of roles in a number of circumstances.

The pending MOU with DWS includes a requirement that DWS provide R&P with feedback on products and services on a quarterly basis. This requirement of DWS may be accompanied by guidelines to the extent that feedback overlooks customers segments (e.g., the business community) or vehicles (e.g., the One-Stop service delivery system). This is (or will be) the most formal arrangement of all for purposes of obtaining customer feedback.

As we have indicated, the Community Colleges become not simply a source of data for Council reports, but a customer of R&P. We conduct both site visits and contact the college operating officers and institutional researchers on an as needed basis. Community college executives also serve on the Youth and Workforce Development Councils. The staff of R&P frequently encounter the same customer in a variety of settings and roles.

More general and aggressive strategies include creating awareness of our products and services through our monthly *Trends* magazine. *Trends* is targeted to public and private human resource staff, One Stop staff, State agency executives, Council members, College and University staff, legislators and the Legislative Service Office. The Governor's chief of staff has requested and receives an electronic draft before the final version is sent to the printers. *Trends* represents the primary vehicle for the announcement of new and regularly produced electronic and hard copy publications and all media are included in its distribution.

One of our goals is sustained and integrated contact with the Youth and Workforce Councils. The manager of R&P met with both Councils early in December 2002 and provided an overview of R&P's functioning, products, and capabilities. R&P has since met twice with Council staff (DWS) and shared many communications to assist in defining what information already exists to facilitate the Council's emerging agenda, and to assist DWS staff in developing the Council's planning strategies. We have also been involved with Council staff in developing the program evaluation strategy for a State incumbent worker training program. This incumbent worker program is funded through State legislative appropriation and is considered critical to the State's economic development efforts.

DWS staff have been apprised of the fact that Council staff and Council input is a regularly sought element supporting R&P's annual Workforce Information grant application and we have planned a meeting to support the PY 03 grant application

process. Our strategy is to continue to seek feedback on products from this constituency, make staff available for Council meetings and projects, and incorporate them into the planning process for Workforce Information and evaluation (e.g., WIA sec 172) grant applications.

Lastly, we have implemented a web monitoring system that permits us to identify customer search and download activities on our web site. While we have begun working with this system, it appears that there is a need for a coordinated regional and national effort to understand how to interpret web statistics.

It should be apparent from this brief description, and from the narrative on this issue to follow in the next section, that R&P employees a range of techniques to generate information about customer needs and interests, and the underlying economic, social, demographic, trade, and policy concerns that drive them. It is also apparent that considerable resources are devoted to these tasks. We fall short, however, in failing to produce a formal process of documenting the cumulative flow of expressed need. Nor do we establish procedures to compare what we have learned with other State LMI Offices to ascertain transcendent crosscutting themes among all interests expressed by customers. It appears that these steps need to be taken if the whole is to become greater than the sum of the parts.

Employment Statistics System Support for the WIA/Wagner-Peyser Five Year Plan: R&P wrote the economic assumptions, trend forecast, and provided the demographic outlook information, which served as the market underpinnings for the first Five Year Plan. Subsequent publications (e.g., *Outlook 2010*), and research activity represent a return to, updating, and elaboration upon these basic labor market questions.

Subsequent to the preparation of the Five Year Plan, the Council developed more extensive goals and objectives, which are found at the end of this application. Further, the Workforce Information planned activities that address each Council goal or objective includes extracts from Council's goals in bold next to the planned work activity so that the pertinence of employment statistics activities to the Council's goals and objectives can be identified. Presenting the Information plan linked to the details of the Council's goals also allows us to identify knowledge gaps.

Some gaps will be filled with forthcoming State resources (e.g., electronic delivery of ALMIS database). However, we lack the resources to put into routine production some of the experimental research we have published that clearly meet customer need. We also lack the resources to localize products that customers want and have access to at the Statewide level. And finally, resources are needed to develop the narrative analysis customers need to interpret and apply the data.

As we have indicated earlier, we are assisting DWS staff in their efforts to facilitate the planning efforts of both Councils. And we have identified serving the informational needs of the Councils as the common DWS, DOE-R&P goal.

The Broad Strategic Approach for Information Delivery:

The strategic approach for information delivery focuses on identifying professional information customers, and brokers and targeting them for our monthly *Wyoming Labor Force Trends* publication. (The media also receives our monthly News Release.) The present discussion foregoes reference to many of the customers mentioned in previous sections. The purpose of this monthly document is substantive information delivery, and serves as a gateway document pointing to the availability of other hard copy reports, electronic documents, information, and electronic access to related websites. It also serves as the key communications vehicle for peer review and information sharing within the national LMI system.

Information brokers include One-Stop staff, researchers in State government such as the Legislative Service Office, public interest group staff, librarians, the Department of Education's Carl Perkins staff, instructors and researchers at the University of Wyoming, ETA, BLS, LMI Offices in other states, academics in other states who focus on the use of wage records, and selected special interest and media contingents, and private sector consultants to each of these constituencies (e.g., advisors to municipalities on competitive compensation policy.). Multiple copies of selected resource documents are often distributed or made available to information brokers. Outreach is also conducted with brokers through networking. R&P will, for example, present a background paper and participate in the next statewide meeting of Wyoming's Press Association. Brokers may be direct customers but are as often, involved in providing avenues for others seeking information.

Direct use customers include the State Building Commission, Industrial Siting Council, Congressional field staff, appointed officials, financial institutions, job seekers, legislators and their staff assistants, private and public sector economists and human resource officers, employers, transportation planners and budget staff, executive branch appointed officials and city fiscal and planning (human resource, budget, population, water and waste use) staff. Direct use customers, and selected brokers, are more likely to contract with R&P for specific customized products.

In the case of both direct use and brokers, a delivery objective is to move everyone possible to accessing our web site over the Internet. At this point, we anticipate approval of funds by the Legislature that will enable R&P to provide electronic access to the ALMIS database by fall 2003.

Staff research capacity has expanded beyond the long-standing goals for *Trends*. From time to time, the multiple tasks we expect this document to perform may create a dissonance for certain customer segments. We are considering a specialized quarterly publication directed to a more specialized clientele. This strategy would require a re-allocation of Workforce Information resources, which are declining in real terms, and plummeting BLS resources which also supports the *Trends* analysis and publication.

The *Trends* publication is over fifteen years old and its reach has long exceeded its grasp. The product needs to be available, relevant, timely and consumable; and characterized by process, or methodological integrity. Given the cutting edge and innovative nature of much of the work R&P's staff are engaged in, it is the staff's assessment that we now need to specialize our periodical publications function. The remaining months of PY 02 represent a period of planning a new publication, re-orientation of *Trends*, and a re-allocation of resources.

How Information and Service are Delivered Through the One-Stop System:

As we indicated earlier, responsibility for the operation of the One-Stop system was moved from DOE this past summer to DWS. Presently, and through mid-summer, DWS is upgrading One- Stop computer equipment. Following these up-grades and installation of the Informer system, R&P and DWS plan support training for One-Stop staff.

At this time, we plan to separate resource room electronic activity, or web site contact, from One-Stop staff electronic activity in an attempt to identify the way job seekers interact electronically with our web site and Informer in comparison to the pattern of One-Stop staff usage. If we can separate job seeker resource room use from One Stop staff use, we should be able to better plan training.

Until these initiatives are undertaken, the delivery of information to the One-Stops will be completed through hard copy delivery of LMI, and encouraging web literacy among One-Stop staff through hard copy gate keeping activity (i.e. *Trends*). DWS Council support staff play a lead role in alerting One-Stop staff to pertinent LMI products and their awareness of available products is encouraged through personal contact.

PY 2002 CORE PRODUCTS AND SERVICES NARRATIVE (PART B)

I. Internet dissemination of ALMIS Database Information TOTAL COSTS: \$112,000

The activities outlined under number I are consistent with the WIA/Wagner-Peyser Strategic Unified Plan and facilitate the Wyoming Workforce Development Council (WWDC) objectives (see Appendix A). The WWDC serves as both the State and Local WIB. Representatives of the WWDC were consulted in May 2002 regarding the content of this grant application. We hold annual meetings (in May) with representatives of the WWDC to discuss the content of the grant application as it concerns their needs. We are also in regular contact with the WWDC as they frequently solicit our services to gather labor market information. As an example, the Department of Employment, Research and Planning (R&P) recently conducted a series of analyses determining who has access to benefits in Wyoming and the relationship between benefits and turnover (forthcoming in the February and March 2003 editions of *Wyoming Labor Force Trends*). The WIA/Wagner-Peyser plan calls for the dissemination of LMI through the One Stop locations. Internet dissemination of this will be provided to the One Stop centers once R&P is able to bring a new ALMIS delivery application on-line. The goal is a direct link to the ALMIS application as part of the Wyoming Job Network system, an application administered by our partner agency, the Wyoming Department of Workforce Services (DWS).

Specific WWDC Challenge and Objectives supported by this section are as follows (from Appendix A):

Challenge One: The Skills Gap. Objective 1.1 Provide high quality LMI. Objective 1.2, Enhance and Expand Career Planning. Objective 1.2 [Facilitate] professional teacher development opportunities that link classroom instruction to career preparation.

Workforce Information PY2002 Grant Items addressed in this section include: 1) Continue to populate the ALMIS Database with State data; 5) Provide an employer name and address list that can be accessed by the public; 7) Improve and deploy electronic state workforce information delivery systems; 8) Support State workforce information training activities.

Dissemination of the ALMIS database is one of the key ways R&P intends to distribute labor market information to a general audience. R&P's web site is another mode of Internet dissemination but, unfortunately, is more attuned to the avid seeker of LMI or those with greater research training. Currently, R&P's web site serves as the electronic state LMI delivery system. It does not allow access to the ALMIS database. This will be accomplished with the deployment of an ALMIS Internet application (discussed below), which we are currently pursuing. Recent research conducted by R&P, and posted on R&P's web site, demonstrates our desire to move

LMI beyond the State boundaries and incorporate both data and methodology from other states in an examination of regional labor market issues (<see http://doe.state.wy.us/lmi/w_r_research/MarketDynamics1202.pdf>). Our intention is to create a “virtual” regional LMI shop through the process of sharing data and conducting coordinated analyses across state boundaries.

There is a significant lack of usability in LMI for lay persons in the State and we at R&P are excited about the possibility of Internet dissemination of a more user-friendly LMI application. Thus, dissemination of the ALMIS database via the Internet would serve to fill a significant gap in our State’s Labor Market Information delivery system. With the intended distribution of WyWins (discussed below) we did significant training of local office staff and they were prepared to disseminate the information to a larger general audience of job seekers and employers. In the future, as we disseminate whatever program we are able to purchase or negotiate utilizing (also discussed below) we may need to repeat the training of local office staff. We also envision greater use of LMI, via the Internet application, to mid-range (those with an elementary or mid-level background in research) consumers of data such as economic developers, teachers, and school counselors.

ACTIVITY (TIMETABLE)

- A.) The Internet version of the Wyoming Workforce Information System (WyWins), a WebSARAS application is in complete Internet ready database format. Important issues have complicated the final release of the database to the Internet. We were prepared to go live on April 1, 2002. Selected users from the State office and the field were scheduled to start remote testing of the site on this date. The Wyoming Online Government Commission developed and implemented several web based application standards that took effect January 1, 2002. WyWins does not meet these standards. There was some indication initially that WyWins would be grand-fathered but the Director of the Wyoming Department of Employment made an executive decision to require WyWins to meet State standards. To illustrate, WyWins is out of compliance with ADA requirements. As such, releasing WyWins was stopped. This represents a major setback in our intentions and efforts to make State-level LMI more accessible to both governmental consumers and the general public.

At this point it is R&P’s intention, under the direction of the Director of the Department of Employment, to purchase a different application that is in compliance. This is a substantial departure from our previous grant applications. Currently, we are looking into the possibility of joining the Workforce Informer Consortium and purchasing Workforce Informer [using largely State monies] and have IT develop/test the application this year or to do the same with Geographic Solutions as another alternative. Realistically, this will cause a redo or recreation of some of the initial

steps that we have taken with the development of WyWins. R&P is currently working under version 1.1 of ALMIS and plans to move to 2.2 as soon as we have permission to disseminate the data on a working application (Our Director is currently attempting to secure monies from the State Legislature during the 2003 session. If monies are secured, we will purchase Workforce Informer or a comparable software in Spring 2003 and begin the steps for implementation. Realistically, even with available monies we will not be able to bring the ALMIS database on-line during the PY2002 year. If monies are not forthcoming from the State, we will have to re-evaluate how a new application will be paid for or if WyWins will become acceptable to the Director. As such, a more realistic timeframe for distribution via the Internet is PY2003. R&P will be in a better position to evaluate the specific timing of dissemination once we have funds to purchase a new application.).

15% estimates for cost (\$16,800).

- B.) Continue to develop a customer service, training, trouble shooting and customer satisfaction strategy with our department's Information Technology (IT) unit (utilizing customized modifications to the WebTrends Internet statistics package and other methods), and the DWS One Stop program administrators. Specifically, we will identify the One Stop Business practices to be supported by Workforce Informer or another platform (e.g., through interviews, participant observation, and WebTrends data) and develop training around those staff functions. (Dependent upon the timing of decision regarding Workforce Informer or another platform)

20% estimates for cost (\$22,400)

- C.) Monitor availability of, and obtain, Decennial Census data. (Ongoing)

5% estimates for cost (\$5,600)

- D.) Monitor legislative changes to licensed occupations and transmit to NCSC as appropriate. (March/April 2003)

20% estimates for cost (\$22,400)

- E) Update ALMIS database with the employer database and other information on an ongoing basis. Successful updates of data tables are tracked on table source files within ALMIS. Data will be available to the public once our Internet application is on-line. (Ongoing)

5% estimates for cost (\$5,600)

- G) A priority once our chosen Internet ALMIS delivery system is functional will be to provide initial usage training to the following customer segments: 1. selected One Stop staff, 2. Department of Administration and Information Economic Analysis, 3. Wyoming Economic Development Association, 4. Legislative Service Office, 5. Workforce Development staff, 5. UI and Workers Compensation field auditors, 6. Wyoming Business Council. We intend one training session per group specifically targeted to a demonstration of how to access data on our chosen ALMIS Internet database application. (To begin as soon as our chosen Internet ALMIS delivery system becomes operational).

- 30% estimates for cost (\$33,600)
H) Attend ALMIS database training for IT staff and/or WyWINs administrator as appropriate. (when available and needed)
5% estimates for cost (\$5,600)

PRINCIPAL CUSTOMERS: Individuals trained at item AG@One Stops and their communities, high school teachers and students. The Workforce Development Council.

OUTCOMES: Enhanced Internet based access to LMI; ease of access should increase frequency of use. Measured by hits on the Internet.

II. Industry and Occupational Employment Projections/Forecasts
TOTAL COSTS: \$112,000

Specific WWDC Challenge and Objectives supported by this section are as follows (from Appendix A):

Challenge One: The Skills Gap. Objective. 1.1 Determine the needs of existing and prospective employers. Identify and anticipate occupational shortages. Objective 1.2 Enhance and expand career planning and guidance for youth. Objective 1.3 [Facilitate] partner[ing] with industries to provide facilities, faculty, and equipment in high-wage, high demand fields.

Workforce Information PY2002 Grant items 2) and 3) Produce and disseminate long-term, industry and occupational employment projections and short-term forecasts.

The questions of labor demand and shortages can be answered partly by occupational and industry projections/forecasts. However, vacancies and unmet skills needs occur for a variety of reasons including retirement and competition from other states. Further, the ability of occupational and industry projections to illuminate deeper issues of supply and demand such as inter and intrastate mobility, turnover, etc. are limited and have to be augmented by additional analysis to become meaningful at the level of specific occupations. Given this, not only will R&P produce basic level-change analyses but will delve deeper into the projections foray with additional analyses. This supports a contention of the Workforce Development Council to understand how the labor market works in Wyoming including projected demand and associated labor supply for that demand. Base and additional industry and occupational projections support the Vision and Goals of the Wyoming Unified Plan by supporting broad economic, education, training, workforce development and related goals by encouraging individual persons, employers and customer segments to make decisions about their role in the labor market in a manner more consistent with their interests, needs and wishes. The Unified Plan specifies that projections

information will be disseminated at the One Stop centers to job seekers and employers.

- A) Produce a publication similar to *Outlook 2000: Joint Economic and Demographic Forecast to 2008*, with projections from 2002 to 2010 entitled "*Outlook 2010*." This is a joint publication with State of Wyoming, Administration and Information (A&I) Economic Analysis incorporating strengths of both specializations. (March 2003)

For the industry projections:

1. Chapter 2 in the industry projections publication will identify projected growth for statewide industry and sub-state industry employment for the 2002-2010 period. This will provide our base demand picture. (Spring 2003)
2. Chapter 3 will show population projections for statewide and sub-state areas. This will provide our base supply picture. (Spring 2003)
3. Incorporate chapter(s) that augment the basic projections by examining underlying flow and turnover dynamics for selected industries/occupations utilizing Wage Records. A deeper analysis of turnover will provide a richer picture of demand and supply issues. This chapter is important in illuminating what is obscured in the level-change analyses presented in 1 and 2 above. (Spring 2003)
4. In the future, for 1, 2, and 3 above we will need to transition away from the use of SIC to NAICS. Given the lack of a significant historical time-series, this may complicate the projections process somewhat so that the base projections specified above may take longer to produce than before.

40% estimates for cost (\$44,800)

- B) Given the difficulties with MicroMatrix, we have yet to produce occupational projections for 2002-2010 (see Appendix B). Our plan is to abandon the use of the MicroMatrix and to develop our own Excel tool for occupational projections once a third year of SOC-OES data become available (Spring 03). We will adopt this strategy until the MicroMatrix stabilizes and adequate documentation can be provided to assist us in understanding what is being produced from this application. We plan to continue monitoring MicroMatrix development and will assign staff to attend training to maintain currency so that if and when the difficulties with the software are resolved we can produce meaningful occupational projections per ETA guidelines. One of our staff attended short-term

forecast training during the 01 program year and another attended MircoMatrix training.

We will follow the general strategy of goals outlined below. Occupational findings will then be published as an addendum publication to the industry projections publication (*Outlook 2010*) currently nearing completion. As the Council advises, "We should not be doing a whole lot with short-term projections." We will also include in the addendum short-term forecasts.

At the Workforce Development Council's request, the occupations piece should focus on the top 25 growth occupations in Wyoming which also: 1) require some level of educational credential beyond High School; 2) have earnings at 185% of the poverty level and above; and 3) projections, at least for the selected 15 occupations, should be done at the MSA, four regions, and Balance of State geographic levels. (Spring 2003)

For the industry projections:

- 1) Chapter 1 Introduction
- 2) Chapter 2 Statewide top 25 (growth) occupations paying 185% of the poverty level (for a family of four) and requiring some post HS education.
- 3) Chapter 3 Top 15 occupations by region and MSA using the same criteria for Chapter 2.
- 4) Chapter 4 Occupational demand as turnover.
- 5) Chapter 5 Occupational demand as replacement need utilizing nurses as a demonstration.

40% estimates for cost (\$50,400)

- C) Occupational projections are incorporated into the ALMIS database and as they become available, they will be included in the training described in I. G. Chapters identified in II. B. 1, 2, and 3 may be distributed in the monthly *Trends* publication and included in the training identified in I.G. In addition, Occupational projections *2002 to 2010* and executive summaries will be published and distributed to 1,500 State and local educators, One Stops, employers, career counselors, WIA providers, policy makers, legislators, and the Workforce Development Council. (Spring 2003)

20% estimates for cost (\$22,400)

PRINCIPAL CUSTOMERS: see II.C.

OUTCOMES: Provide the Community Colleges, the College Commission, Carl Perkins planning staff, private sector training entities, and WIA providers with sufficient lead-time to develop or adjust educational and training activity to the structure of changing occupational demand. Provide part of the framework for the Workforce Development Council's policy and management functions. Produce a tool

for dislocated workers, individuals returning to the labor market, One Stop staff, students, teachers, and counselors to use in making decisions about training and job search activities. Application use will be monitored at our web site.

III Development of Occupational Analysis Products.
TOTAL COSTS: \$11,516

Specific WWDC Challenge and Objectives supported by this section are as follows:

Challenge One: The Skills Gap. Objective 1.1 Determine the needs of existing and prospective employers. Objective 1.2 Support state education policies that foster an educational environment that links classroom learning with work.
Challenge Two: Worker Training and Education – Increase the connection between business and the Wyoming Community College System.

Workforce Information PY2002 Grant item 4) Provide occupational and career information products for public use.

- A) Foster the dissemination of our Customized Staffing pattern matrix on our Internet site. The site permits anyone with Internet access to produce customized tables for any industry (2 & 3 digit SIC) of any size and obtain the relevant occupational staffing pattern and associated wage rates. The system can be used to train individuals in the concepts of industry and occupation, identify most likely staffing patterns for potentially re-locating firms, develop proxy staffing patterns for any geographic area and for any time period. Training and dissemination should be developed in conjunction with activity I.G. (Once the ALMIS Internet system is functional, anticipated in PY2003)
40% estimates of cost (\$4,600)
- B) Work with community college completer's data from all seven of Wyoming's community colleges (see for a recent similar report on four community colleges *Connecting Business With the Wyoming Community College System*). Research will facilitate knowledge about occupations that community college graduates find work in, their length of tenure, occupations associated with the highest earnings, and the connection between instructional programs and occupation. Data will not only help consumers of community college services but will also aid community colleges in knowing what/how to emphasize in their particular educational niche. The analysis of retention and wage progression of community college completers supports the Unified Plan in its call for evaluation research regarding training programs conducted in the State. Report to be distributed to legislators, the Workforce Development Council, community colleges, and distributed in summary form in *Trends*. (Spring 2003)

60% estimates of cost (\$6,900)—the bulk of this project was funded from WIA funds until the formation of DWS.

PRINCIPAL CUSTOMERS: students, dislocated workers, economic development, academic planning, and One Stop staff assessment of the match between current applicants and the potential needs of re-locating firms and existing firms planning expansion.

OUTCOMES: A more marketable consumer friendly occupational analysis tool. Use of the application will be monitored on website hits.

IV. Respond to the Workforce Development Council's Information Requirements.

TOTAL COSTS: \$89,000

Specific WWDC Challenge and Objectives supported by this section are as follows:

Challenge Two: Worker Training and Education. Objective 2.2 Promote management practices that enhance competitiveness, including human resources policies addressing wages, employee benefits, education, and incentive packages to attract workers.

Challenge Three: Economic Opportunity for Low-Income, Under-Employed, or Unemployed Workers. Objective 3.2 Assist unemployed individuals to gain and retain employment, develop a more effective labor exchange.

Challenge Four: Integration of Workforce Development Programs. Objective 4.2 Define the role of each entity that makes up Wyoming's workforce development system. Determine the effectiveness, efficiency, and equity of the workforce development system.

Grant Item 6) Provide information and support to Workforce Investment Boards and produce other State information products and services.

- A) As a general policy of R&P, we will tailor our work products to the extent possible to the informational issues raised by the Council. (Ongoing)
5% estimates of cost (\$4,450)
- B) Maintain Administrative databases and continue basic research into program performance, labor dynamics issues related to labor turnover (**to include a one-half time position to assist in the production of the turnover project by Wyoming, Alaska, Nebraska, New Mexico, Minnesota, South Dakota, and Oklahoma entitled "Market Dynamics from Administrative Records"**), labor retention, employee mobility, employee migration. Maintaining our capacity allows us to do the work

we are frequently called upon to do from outside sources. For example, the ability to respond to the needs of the Community College Commission regarding the outcomes of college graduates. Unfortunately, resources for doing such work are limited beyond maintaining currency and often rely upon overtime bids and outside funding. (Ongoing)
45% estimates of cost (\$40,000)

OUTCOMES: The consequences of this activity are that we maintain the capacity to meet the goals and objectives of the Workforce Development Council. Wage records are used to measure the “connection between business and the ... College System” (see Appendix A, Objective 2.1), “(e)stablish a reporting system regarding the effective use of ... (the State’s incumbent worker) Training fund” (Obj. 2.4), measure the effectiveness of labor exchange, identify programs with demonstrated success in wage progression, identify target populations that fail to have wage progression (Obj. 3.2), identify commuting patterns when used in conjunction with place of residence data from DVM files (Obj. 3.3), and to assist in defining the workforce development system and the role of each entity making up the system (Obj. 4.2). Further, wage records can be used to measure the WIA strategic plan’s objectives including “Placement and retention in unsubsidized employment, increase Wyoming’s median wage, (measuring) productivity, (identify) employers and workers (for satisfaction surveys) and compute return on investment.” Wage records are also required to measure other potential outcomes such as reducing turnover among high technology firms. Such activity supports the Unified Plan’s assertion of a need for an overarching, coordinated system of evaluating training programs in the State.

C) Continue Benefits research. Benefits information is needed to provide for a full accounting of compensation within Wyoming’s labor market. Collection is conducted and published quarterly with Annual Average industry and geographic area data published annually in July. This project has three components: the continued development of the benefits survey, participation in the Health Department-UW Data Collection work group, and participation in the Benefits Consortium. (Ongoing on a quarterly basis)

30% estimates of cost (\$26,700)

1. Publish the Wyoming Benefit Survey. (Spring 2003)
2. Wyoming State Health Department administration of a Health and Human Services State Planning Grant. The project collects data, conducts policy analysis and evaluation of insurance strategies in order to develop a plan to provide health insurance for all residents of Wyoming. Discussion thus far has involved the project’s use of existing reports produced from our current Employee Benefits survey program, the merger of current and prior years data to conduct a more exhaustive analysis, the merger of demographic data to survey data to produce a more comprehensive understanding regarding which types of persons have access to

health insurance, the modification of the survey to include more complex cost information, and the potential for maintaining ongoing expanded collection. The project is interested in current, comprehensive, and objective information regarding employer provided access to health insurance and its cost, to inform the underlying decision making processes and policy proposals. (Summer 2003) This project is funded by the Wyoming Department of Health

3. Consortium. The Benefits Consortium was formed under the Workforce Information Council. Its 19 member states are charged with the responsibility of developing the design for a benefits survey that would be administered consistently in each state. The potential exists for a better understanding of total interstate competition for labor if benefits results were used in conjunction with OES wage results and the average weekly wage. Wyoming is working with BLS's National Compensation Survey (NCS) staff assigned to the consortium to identify where data integrity can be improved. We are in contact with HHS and SHADAC to further explore their interest in working with us. (Ongoing)

The BLS presently has not published any technical standards or methods for a mail survey of employer provided benefits. The process of collection and the strategy we employ (based on Census documentation) has been discussed with BLS=George Werking and received input from NCS' Francis Harris. Further, the WIC has identified Benefits Information as among the Priority 2 *Critical Data Gaps* in the FY 2001-2005 System Plan distributed at the national BLS conference in Asheville. We provide full support to the consortium being established pursuant to this Priority.

4. When used in conjunction with Wage Records and Department of Transportation files the information is used to provide guidance to the Workforce Development Council and businesses on compensation strategies associated with worker retention (see February *Trends*)

OUTCOMES: The information has been requested by Workforce Development Council members in order to determine whether or not Title I completers (and prior to that JTPA) were entering industries and occupations offering full benefits.

- D) Pilot job finding and employee seeking analysis. This is a response to the Workforce Development Council. Council members want to know how the market works and how the workforce development system interacts with the market.

20% estimates of cost (\$17,800)

Although some states (e.g., Oregon) have done some survey work relating to employer recruitment problems, most information on recruitment and job seeking strategies have been measured at the national level and for selected populations. Job finding strategies are measured in the household Current Population Survey. But these questions are asked only for the unemployed and estimates are only prepared on a national basis. Similarly, National Employer Surveys (NES) are conducted by the Census Bureau for the U.S. Department of Education. “The NES 2000 survey will provide specific and unique information on employers’ recruiting, hiring, [and] training ...” However, the relevance of this national collection is unclear for Wyoming.

We intend to draw on these resources to construct a pilot employer and worker questionnaire which will attempt to identify and rank the importance of job seeking and recruitment strategies. A subset of information will be requested relating to worker and employer use of the workforce development system to meet their needs in these two arenas of behavior and their satisfaction with the system. A purposive sample will also be drawn from employers and workers known to have used one or more elements of the workforce development system (contingent on a MOU with DWS). Wage record and employer information will be used to classify respondents with respect to their patterns of turnover behavior (for employers) and job changing behavior (for workers). (In initial Phases of development and contingent upon an MOU with the new Department of Workforce Services. Likely to reach more significant levels of development during PY2003)

OUTCOME: Improved understanding of how the One Stops are utilized and satisfaction with the system, expansion of the pilot into a management tool, and an identification of the channels used in the market to obtain worker and employer employment goals that could be used to add efficiency to the functioning of the market.

PRINCIPAL CUSTOMERS: The Workforce Development Council. Benefits information is also used by employers, workers, economic development, counselors, industrial recruiters, day care planners, and policy makers and employer associations seeking alternative ways for small employers in a sparsely populated state to pool resources and produce competitive benefits packages.

COSTS, ALL CATEGORIES

- I. \$112,000
- II. \$112,000

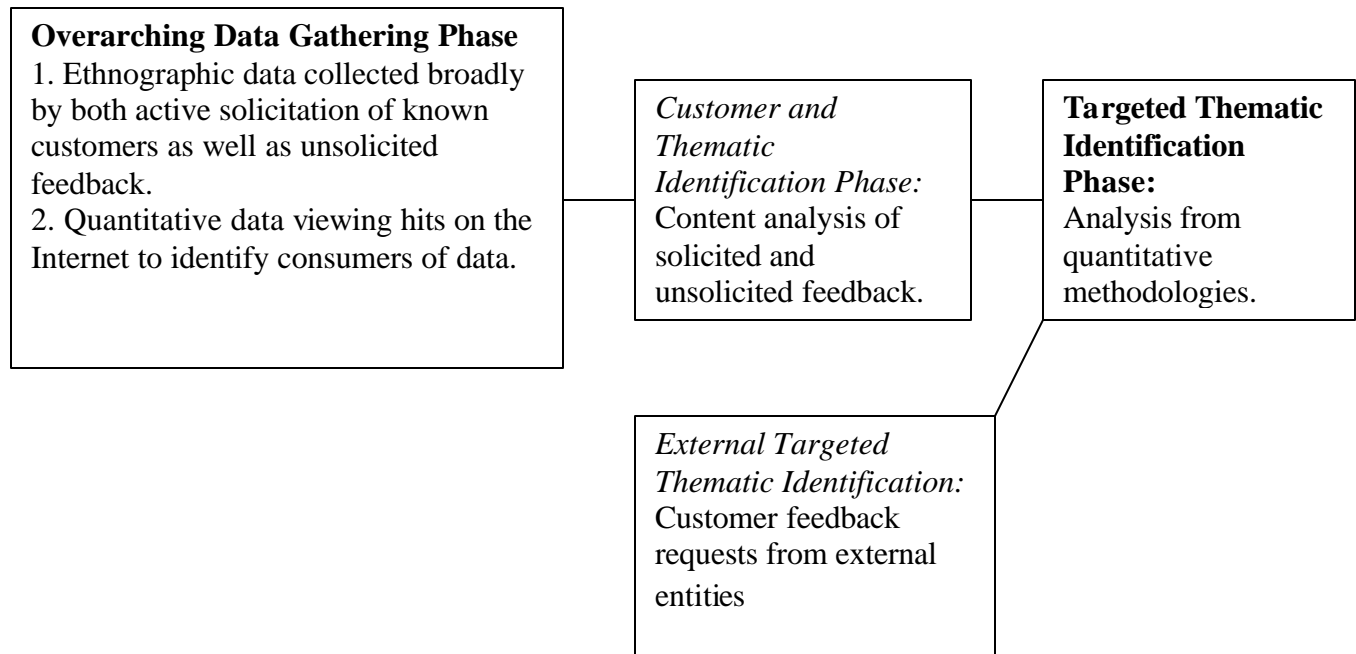
III. \$11,516
IV. \$89,000
Total \$324,516

Appendices

- A. Vision, Mission, Strategies and Outcome Measures of the Wyoming Workforce Development Council (WWDC)
- B. Memo to ETA from PY01 Annual Report regarding MicroMatrix situation.

PY2002 CUSTOMER SATISFACTION ASSESMENT (PART C)

Figure: Diagram of Wyoming's Customer Satisfaction System



Overall Strategy:

R&P employs a customer satisfaction strategy utilizing an ongoing overarching data-gathering phase (utilizing both qualitative and quantitative methods) followed by customer and thematic satisfaction identification from ethnographic techniques and targeted quantitative methods (see Figure). Obtaining, analyzing, and acting on customer feedback is an integral part of daily operations.

Overarching Data Gathering Phase

1. R&P's customer satisfaction strategy begins primarily with an ethnographic/qualitative data gathering methodology. Specifically, we actively seek input from LMI consumers in an open-ended fashion and then document the data. We also document unsolicited customer feedback given to R&P via our staff, administrators, and the media. We coach staff to continually ask for and document both positive and negative feedback from customers—in essence our staff serve as pseudo-anthropologists in the data-gathering phase. Currently an administrative assistant maintains electronic copies of ethnographic customer satisfaction feedback provided to R&P as well as chronological hard copy documentation in a three ring binder.

2. A compendium data-gathering method is that we analyze hits on R&P's web site (done through WebStats) to determine if there are identifiable customer segments recurrently utilizing R&P's web site and the documents or publications most frequently examined. This is a method where the ultimate customer—job seekers—is served by an intermediate delivery system. We can also meet job seeker needs as information brokers (e.g., DWS staff, librarians, the Workforce Development Council) become trained on both R&P's web site and the ALMIS database. One of the difficulties of relying strictly upon this methodology is that it limits the customer base to those who have access to and utilize the Internet. However, it is an invaluable and irreplaceable tool in determining the effectiveness of R&P's web site.

Customer and Thematic Identification Phase

Subsequent textual data records compiled in the data-gathering phase are culled to reveal emergent themes. Currently this is done through manual coding and examination of the data. This is an area that could utilize a software system upgrade. In the future, we may (depending upon funds and training) purchase qualitative analysis software, such as Nudist, to systematically search for recurring themes in the textual data. Recurring themes, either positive or negative in nature, are revealed in the data allowing us to understand what our customers want, what we are doing correctly as an organization, and what problems or difficulties in meeting the needs of our customers we need to address.

We utilize a qualitative methodology as our first step in customer satisfaction. We use this approach because we have not completely identified our customer base nor have we developed a sufficient theoretical understanding of that base to fully understand the appropriate satisfaction questions to ask. Even when we reach a broader understanding, and can move to greater reliance on quantitative methods, we will continue to utilize a qualitative data gathering strategy. Such initial qualitative investigations are commonplace in academia and are utilized and recommended as a means to develop theoretical understandings of new or unexplored phenomena. Specifically, it is difficult to use quantitative methods based on two factors: 1) when the sample universe is undefined, and 2) there is limited understanding of the relevant theoretical questions which should be addressed. Qualitative methods aid in the identification of what is known as “emergent theory” and to sensitize the analyst to what is relevant in terms of questions to be asked. We acknowledge the complexity of our customer base. Understanding this complexity would be limited by a strict reliance on closed end questions.

Reporting of Customer and Thematic Identification Phase

R&P will continue to compile customer feedback in an ethnographic methodology (ongoing) and to produce as part of the PY2002 annual report a written content analysis (annually) of the Customer and Thematic Identification Phase. The content analysis will be divided into two sections “positive feedback” and “negative feedback” and will be organized topically with counts of occurrences of feedback of similar or like nature where appropriate. Given past experience, the identification of customer satisfaction utilizing this methodology will be easiest among business and the workforce

development community. Comments from job seekers regarding satisfaction with LMI is much less prevalent in the mass of customer feedback accumulated at R&P.

Targeted Thematic Identification Phase

Once R&P has completed the customer and thematic identification phases of our customer satisfaction strategy we will begin to utilize targeted or directed quantitative studies as needed. This will not occur in PY2002 and may not be sufficiently developed to begin in PY2003.

Reporting of Targeted Thematic Identification Phase

Targeted quantitative studies will be produced as needed with no promise of longitudinal continuation of any given study. We will produce as part of the “annual report” a report on any targeted customer satisfaction surveys completed during a given Project Year. Contingent upon a Memorandum of Understanding with the newly formed Wyoming Department of Workforce Services (DWS), we will potentially gain access to the most comprehensive listing of job seekers to be found in the State through data passes from the Wyoming Job Network System. If available, this aggregation of job seekers can be surveyed to determine their awareness of and satisfaction with available LMI delivered through Research & Planning. It may be difficult, however, to distinguish satisfaction with specific LMI delivered through R&P and other information delivered via the local One Stop. ETA should understand that the MOU is not in place and our DOE/R&P’s ability to utilize DWS’s proprietary job seeker data is not fully negotiated at this point.

ETA should be aware that R&P has a demonstrated capacity in producing quantitative customer satisfaction surveys. Currently we have two selected or targeted surveys being conducted. These satisfaction surveys are driven by our own expertise and the input of other interested stakeholders in the State and Federal government. The first, the community college survey, seeks satisfaction data on graduates and employers of graduates from four of Wyoming’s seven community colleges. This survey provides needed satisfaction data on graduate outcomes to the Wyoming Workforce Development Council, Community Colleges, the Business Council, and potential students. Although this collection is not feedback on LMI products produced by R&P per se, it does represent customer satisfaction on part of the workforce development system of which R&P is an integral and functioning part. It also demonstrates our ability to conduct quantitative satisfaction surveys once thematic targeting has occurred. Continuation of this important survey in part or whole is contingent upon continued funding. We are currently soliciting funds from interested stakeholders in the State. R&P is publishing a comprehensive community college report on outcome data of the graduates of seven community colleges and customer satisfaction data from four colleges in the Spring of 2003. An electronic copy will be provided.

The second survey involves Federally mandated customer satisfaction on WIA participants and employers. Principally, this survey solicits customer satisfaction data from job seekers who qualify for WIA training programs. Again, this is technically not an assessment of satisfaction with LMI but instead is an assessment of satisfaction from consumers of WIA services (again a significant part of the workforce development

system). A report on the first two years of this study is contained in the December 2002 issue of *Wyoming Labor Force Trends*. This report provides customer satisfaction results as well as a thorough assessment of the difficulties involved in WIA customer satisfaction and how Wyoming has addressed those difficulties.

Recommendations:

Based on our tradition and Wyoming's active participation in the WIC's customer satisfaction work group, we recommend; 1) a state supported web analysis group, 2) annual regional meetings to document the feedback agenda for elected WIC representatives and others, and 3) social science based college credit training by the LMI institute in the collection and analysis of feedback from the Workforce Development System.

Appendix A

VISION

The Wyoming Workforce Development Council's vision of Wyoming is a state with a strong economy, where the people of Wyoming are educated, economically self-sufficient, have increasing economic opportunity, and a high quality of life today and in the future.

MISSION

The Wyoming Workforce Development Council's mission is to bring business, labor, and the public sector together to shape strategies to best meet the local workforce and employer needs in order to create and sustain a higher skill, higher wage economy.

To fulfill this mission, Board members, with the support of staff, work together to:

- Advise the Governor and the Legislature on workforce development policy.
- Promote a system of workforce development that responds to the lifelong learning needs of the current and future workforce.
- Advocate for the training and education needs of workers and employers.
- Facilitate new and creative solutions in workforce development policy and practices.
- Ensure system quality and accountability by evaluating results and supporting high standards and continuous improvement.
- Foster competitive opportunities which allow the sons and daughters of Wyoming to stay in or return to Wyoming.

GOALS

ONE -- To close the gap between the needs of employers for skilled workers and the supply of Wyoming workers prepared to meet those needs.

TWO -- Increase the levels of training and education among Wyoming workers.

THREE -- To increase economic opportunity and self-sufficiency for all Wyoming workers, including low-income, under-employed, and unemployed workers.

FOUR -- To integrate workforce development programs and ensure effective, customer-focused, service delivery.

*GOALS OF THE WYOMING
WORKFORCE DEVELOPMENT
SYSTEM*

**CHALLENGE ONE --
THE SKILLS GAP**

GOAL – To close the gap between the needs of employers for skilled workers and the supply of Wyoming workers prepared to meet those needs.

Objective 1.1 – Create private - public partnerships to enable individuals to improve professionally throughout their lives.

Strategies

Determine the needs of existing and prospective employers.

Lead organizations: Wyoming Business Council, Wyoming Workforce Development Council, Business, and Wyoming Community College System

Identify and anticipate occupational shortages.

Lead organizations: Department of Employment, Wyoming Workforce Development Council

Form industry skill panels to assess skill needs and develop training programs.

Lead organizations: Wyoming Workforce Development Council, Business, Wyoming Community College System

Provide high quality labor market information.

Lead organizations: Department of Employment, Wyoming Workforce Development Council

Develop curricula linked to industry skill standards.

Lead organizations: Department of Education, Wyoming Community College System

Objective 1.2 – Increase the number of young people who understand and act on career opportunities available to them, including vocational-technical education and training programs.

Strategies

Enhance and expand career planning and guidance for youth.

Lead organizations: Department of Education, State Youth Council, Business, School to Careers Partnerships

Develop secondary vocational-technical program standards.

Lead organization: Department of Education, Business

Provide work-based learning opportunities that are directly tied to classroom learning.

Lead organizations: Department of Education, Department of Employment, Wyoming Community College System, School to Careers Partnerships

Support state education policies that foster an educational environment that links classroom learning with work.

Lead organizations: Department of Education, State Board of Education, Business, State Youth Council, School to Careers Partnerships

Provide professional development opportunities for teachers that links classroom instruction to career preparation.

Lead organizations: Department of Education, Business, School to Careers Partnerships

Connect young people with supportive adults, mentors, and other role models.

Lead organizations: Department of Education, State Youth Council, School to Careers Partnerships

Objective 1.3 – Increase the capacity of the state's high schools, community colleges, and apprenticeship programs to provide high quality workforce education and training programs.

Strategies

Partner with industries to provide facilities, faculty, and equipment in high-wage, high-demand fields.

Lead organizations: Department of Education, Wyoming Community College System, Wyoming Workforce Development Council, Business

Expand apprenticeship training and apprenticeship preparation programs.

Lead organization: USDOL – Director of Apprenticeship Programs

Increase the number of individuals prepared to teach in high-wage, high-demand fields.

Lead organizations: Department of Education, Wyoming Community College System, University of Wyoming, Wyoming Workforce Development Council

Replicate best practices in vocational-technical education.

Lead organizations: Department of Education, Wyoming Community College System

CHALLENGE TWO: WORKER TRAINING AND EDUCATION

GOAL – *Provide training and education to increase the skill level among Wyoming workers.*

Objective 2.1 – Increase economic competitiveness and reduce dislocation.

Strategies

Evaluate the skill level of Wyoming's workforce and identify skill deficiencies.

Lead organizations: Wyoming Workforce Development Council, Wyoming Business Council, Business, Wyoming Community College System

Increase the connection between business and the Wyoming Community College System.

Lead organizations: Wyoming Community College System, Business, Wyoming Business Council

Increase customized incumbent worker training.

Lead organizations: Department of Employment, Wyoming Business Council, Wyoming Community College System Wyoming Workforce Development Council

Objective 2.2 – *Enhance business expansion and retention strategies.*

Strategies

Promote workplace practices that enhance competitiveness.

Lead organization: Wyoming Business Council

Promote management practices that enhance competitiveness, including human resources policies addressing wages, employee benefits, education, and incentive packages to attract workers.

Lead organization: Wyoming Business Council

Enhance early warning system of possible dislocations.

Lead organizations: Department of Employment, Wyoming Business Council

Market retention services to at-risk businesses and their workers.

Lead organizations: Department of Employment, Wyoming Workforce Development Council, Wyoming Business Council

Provide quality childcare programs at times and locations that are accessible to working people.

Lead organizations: Department of Family Services, Department of Employment, Businesses

Objective 2.3 – Return unemployed workers to suitable work in as short a time as possible.

Strategies

Identify and continue best practices.

Lead organization: Department of Employment

Invest resources, up front, so that One Stop services are of high quality.

Lead organizations: Department of Employment, Wyoming Workforce Development Council

Provide retraining for high-demand occupations.

Lead organization: University of Wyoming, Wyoming Community College System

Establish a coherent, flexible, and accessible dislocated worker service strategy.

Lead organizations: Department of Employment, Wyoming Business Council, Wyoming Community College System, Wyoming Workforce Development Council

Objective 2.4 -- Increase training funds and market their availability.

Strategies

Develop a 'pool' of training resources, accessible to individual workers.

Lead organizations: Wyoming Workforce Development Council, Department of Employment, Wyoming Business Council, Business.

Establish a reporting system regarding the effective use of Wyoming Workforce Development Training funds.

Lead organization: Department of Employment

Engage business leaders and business customers in advocating for increased training funding.

Lead organizations: Department of Employment, Wyoming Workforce Development Council, Wyoming Business Council

Engage and inform legislators regarding the effective use of training funds.

Lead organizations: Department of Employment, Wyoming Workforce Development Council, Wyoming Business Council

Develop a marketing plan regarding the availability of training funds.

Lead organizations: Department of Employment, Wyoming Business Council

Identify training needs and determine level of future funding required to address the needs.

Lead organizations: Department of Employment, Wyoming Business Council

Develop a plan to take to the legislature to appropriate additional funds for workforce development training.

Lead organizations: Department of Employment, Wyoming Workforce Development Council, Wyoming Business Council

CHALLENGE THREE: ECONOMIC OPPORTUNITY FOR LOW-INCOME, UNDER-EMPLOYED, OR UNEMPLOYED WORKERS

GOAL – To increase economic opportunity and self-sufficiency for all Wyoming workers, including low-income, under-employed, and unemployed workers.

Objective 3.1 – Keep kids in school.

Strategies

Prepare children to enter school ready to learn.

Lead organizations: Department of Family Services, Department of Health, Early Childhood Development Council, Department of Education, Head Start

Develop “hands-on” learning opportunities.

Lead organizations: Department of Education

Promote positive youth development.

Add Lead organizations: State Youth Council, Department of Family Services, Department of Education, Department of Employment, Department of Health, Wyoming Community College System, Wyoming Business Council, Business

Identify "at risk" youth, both in school and out-of-school, and develop appropriate interventions aimed at providing quality education, necessary skill development, and career planning.

Lead organization: Department of Education

Link “second chance” programs for out-of-school youth with the “first chance” system.

Lead organizations: Department of Education, State Youth Council

Objective 3.2 – Assist unemployed individuals to gain and retain employment.

Strategies

Develop a more effective labor exchange.

Lead organizations: Department of Employment

Remove barriers and disincentives for people with unique obstacles to employment.

Lead organizations: Department of Employment, Department of Family Services, Wyoming Workforce Development Council

Take advantage of programs with demonstrated success in wage progression.

Lead organizations: Department of Employment, Department of Family Services, Wyoming Business Council, community colleges

Expand access to support services.

Lead organizations: Department of Employment, Department of Family services

Identify and target populations that fail to have wage progression.

Lead organizations: Department of Employment, Department of Family Services, Wyoming Workforce Development Council

Objective 3.3 – Increase training for low-income individuals.

Strategies

Expand training opportunities for low-income individuals.

Lead organizations: Department of Employment, Wyoming Community College System, Wyoming Workforce Development Council, USDOL Director of Apprenticeship Programs

Provide training programs at times and locations that are accessible to working people.

Lead organizations: Wyoming Community College System

Create and offer incentives to increase training.

Lead organizations: Department of Employment, Department of Family Services, Wyoming Workforce Development Council

Increase instruction in basic skills required in the workplace and integrate into educational and training programs.

Lead organizations: Department of Education, Wyoming Community College System

Identify targeted industries and develop programs that are responsive to the unique needs of low-income workers, for example, in agriculture or service industries.

Lead organizations: Department of Employment, Wyoming Community College System

Objective 3.4 – Increase the basic knowledge and skills of Wyoming adults without a high school diploma or GED certificate.

Strategies

Identify and coordinate state literacy efforts.

Evaluate the effectiveness of current literacy programs at the increased funding levels.

Promote Wyoming's ABE/GED program.

Lead organizations: Department of Employment, Wyoming Community College System, Department of Family Services

CHALLENGE FOUR: INTEGRATION OF WORKFORCE DEVELOPMENT PROGRAMS

GOAL – *To integrate workforce development programs and ensure effective, customer-focused, service delivery.*

Objective 4.1 – Provide one-stop services to workforce development customers.

Strategies

Develop a plan of reorganization to ensure that workforce development programs are broadly accessible and meet the needs of the customers.

Lead organizations: Department of Family Services, Department of Employment, Department of Health, Department of Education, Wyoming Community College System, Wyoming Workforce Development Council

Establish the one-stop system as the common entry point for the state's workforce development programs.

Lead organizations: Department of Employment, Wyoming Workforce Development Council

Objective 4.2 – Establish a comprehensive and flexible system that integrates public and private programs.

Strategies

Define Wyoming's workforce development system.

Lead organizations: Wyoming Workforce Development Council

Define the role of each entity that makes up Wyoming's workforce development system.

Lead organizations: Wyoming Workforce Development Council

Determine the effectiveness, efficiency, and equity of the workforce development system.

Lead organizations: Wyoming Workforce Development Council

Objective 4.3 – Establish a communication plan to build awareness and promote utilization of the workforce development system

Strategies

Develop a marketing plan.

Lead organization: Wyoming Workforce Development Council

Conduct staff development and training to build awareness.

Lead organization: Department of Family Services, Department of Employment, Department of Health, Department of Education, Wyoming Community College System, Wyoming Workforce Development Council

Outcomes for Wyoming's Workforce Development System

Competencies

- All graduates have career plans.
- Decrease number of kids that drop out of school.
- Student attainment of State established career and vocational standards.
- Student attainment of State established academic proficiencies.
- Attainment of a secondary school diploma or its recognized equivalent.
- Attainment of postsecondary degree or credential.
- Attainment of industry skill standards.

Employment

- Placement and retention in unsubsidized employment that Results in self-sufficiency.

Reduced Poverty

- Wyoming's workforce lives above poverty.

Earnings

- Increase in Wyoming's median wage.
- Wyoming's workforce achieves a livable family-wage from earned income.

Productivity

- Wyoming's workforce is productive.

Customer Satisfaction

- Workforce development participants and their employers are satisfied with workforce development services and results.

Return on Investment

- Workforce development programs provide returns that exceed program costs.

Appendix B

DATE: July 17, 2002

TO: Tom Gallagher, Research & Planning Manager

FROM: Sara Saulcy, Economist; and Mark Harris, Workforce Information Supervisor

RE: Occupational Projections and MicroMatrix

As we reach the five-week timetable for publishing occupation and industry projections for 2000-2010, it has become apparent that, given the current MicroMatrix software and data sets, we will be unable to present reasonable estimates for occupational projections. A number of issues impede our ability to meet the deadline.

First, because of a change-over from Occupational Employment Statistics (OES) classification of occupations to the Standard Occupational Classification (SOC) system, only two complete years of SOC-based data on occupational staffing patterns are available. Lack of a third year of SOC-based data inhibits our ability to develop complete industry staffing patterns.

Second, MicroMatrix does not work properly on a number of fronts. The biggest problem is that total occupational estimates and total industry estimates for both the base and projected years do not match. Each time the estimates were produced, the occupation and industry employment numbers were different by approximately 10,000. Given our small employment base, this level of discrepancy is totally unacceptable.

Initially, we suspected the problem to be the nationally-determined change factors and replacement rates, so those figures were set to a constant (done in consultation with Utah). This had very little impact on the projected totals. Another area that R&P investigated as a potential error source was Self-Employed (SE) and Unpaid Family Workers (UFW). These were not calculated for the initial runs. Again, the impact of including these figures was negligible.

After exhausting the known alternatives, we contacted the Paul LaForge of the Utah Department of Workforce Services regarding the problem of industry and occupation totals not matching correctly. He stated in an e-mail dated July 3rd, 2002, "What we are finding with states with smaller employment levels is that this year's survey data is creating wide distributions of occupations within industries that make reconciling almost unbearable. Consequently, your occupational projections totals may not (easily) come in line with industry totals as in the past." In other words, software issues out of our immediate control are the major factors accounting for the discrepancies we've encountered. Mr. LaForge indicated that Utah was working on a patch that may address the issues raised. When the patch was made available, we used it to construct new occupational projections. The patch did little to remedy the problems. We notified Mr. LaForge on July 15th of the continued difficulties with the MicroMatrix, but have yet to receive a reply as of the date of this memo.

Furthermore, because of the frequent updates to MicroMatrix, data must be re-imported (both industry and occupation), and changes to components (such as the replacement rates and change factors) recreated to run occupation projections. Each iteration of projections is often a timely endeavor, particularly when reconciling and aggregating.

Finally, MicroMatrix is too much of a “black box.” That is, we do not understand how all of the components mesh in the software or what happens to the data once it is processed. We have looked through the training materials we were provided at the San Antonio conference, as well as the system Help files, and are unable to find a technical guide to how the software functions on a detailed level.

Because of the problems and issues with MicroMatrix, it is our recommendation that we discontinue using the software to construct occupational projections. The software has far too many technical problems, and is too much of a “black box” for us to thoroughly understand what the software is doing to construct reliable projections for Wyoming.

In place of MicroMatrix, we recommend two related courses of action. First, we should wait until a third year of complete SOC-based data is available. By having the third year of data, we will be able to thoroughly address the staffing patterns in each industry. Second, we recommend that we use Excel or another comparable program to construct staffing patterns. By using Excel, we will alleviate the “black box” nature of projections. Once the third year of SOC-based data is available this fall, we will be able to construct occupational projections in Excel and publish them as an appendix to industry projections.