

Utah's PY 2004 WIA Annual Report

# Online & One Stop *Services*



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# Director & Chair Letter

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We are pleased to present Utah's PY 2004 WIA Annual Report of the Department of Workforce Services (DWS). Utah's economy enjoyed robust activity. The previous year's rebound carried its momentum forward into this year. This year, DWS developed a State Plan to meet the strategic direction laid out by Governor Huntsman and the State Council on Workforce Services to prepare the citizens of Utah to meet the economic challenges of the future.

Illustrated in this report are accomplishments of DWS' workforce development efforts, complimented by data that portray Utah's workforce, economy and outlook for the future. A few significant events and honors follow.

DWS was awarded \$561,367 by U.S. Department of Agriculture, Food and Nutrition Services, for its payment accuracy rate. DWS is officially ranked fourth in the nation among states with the best payment error rate (up from 52nd in 2002). Utah was one of only 16 states in the country so recognized.

National recognition by the U.S. Department of Labor for the DWS Unemployment Insurance (UI) Division in meeting performance measures in some of the most important core measures required in year ending March 31, 2005:

- Number one in the nation in "Payment Time Lapse of both initial and continued UI claims" (This measures the percentage of UI claimants that are paid timely.)
- Number one in the nation in "Non-monetary Separation Quality Score" (This measures the relative quality of the decisions the staff make to allow or disallow UI benefits.)
- Number three in the nation in "New Status Determinations" (This measures the percentage of employers that are registered with the UI Tax Division within 90 days from when they became liable.)

DWS continues to be a national leader in workforce development. DWS encompasses more than just employment or supportive services. DWS helps maintain a vibrant economy in Utah. DWS wholeheartedly supports the U.S. Department of Labor's concept of E<sup>3</sup> — power in the partnership of *Employment, Education and Economic Development*. We look to the future with confidence in the strength of our partnerships and the knowledge that as an agency we can deliver services recognized as among the best in the country. We believe the residents of Utah deserve no less.

Sincerely,

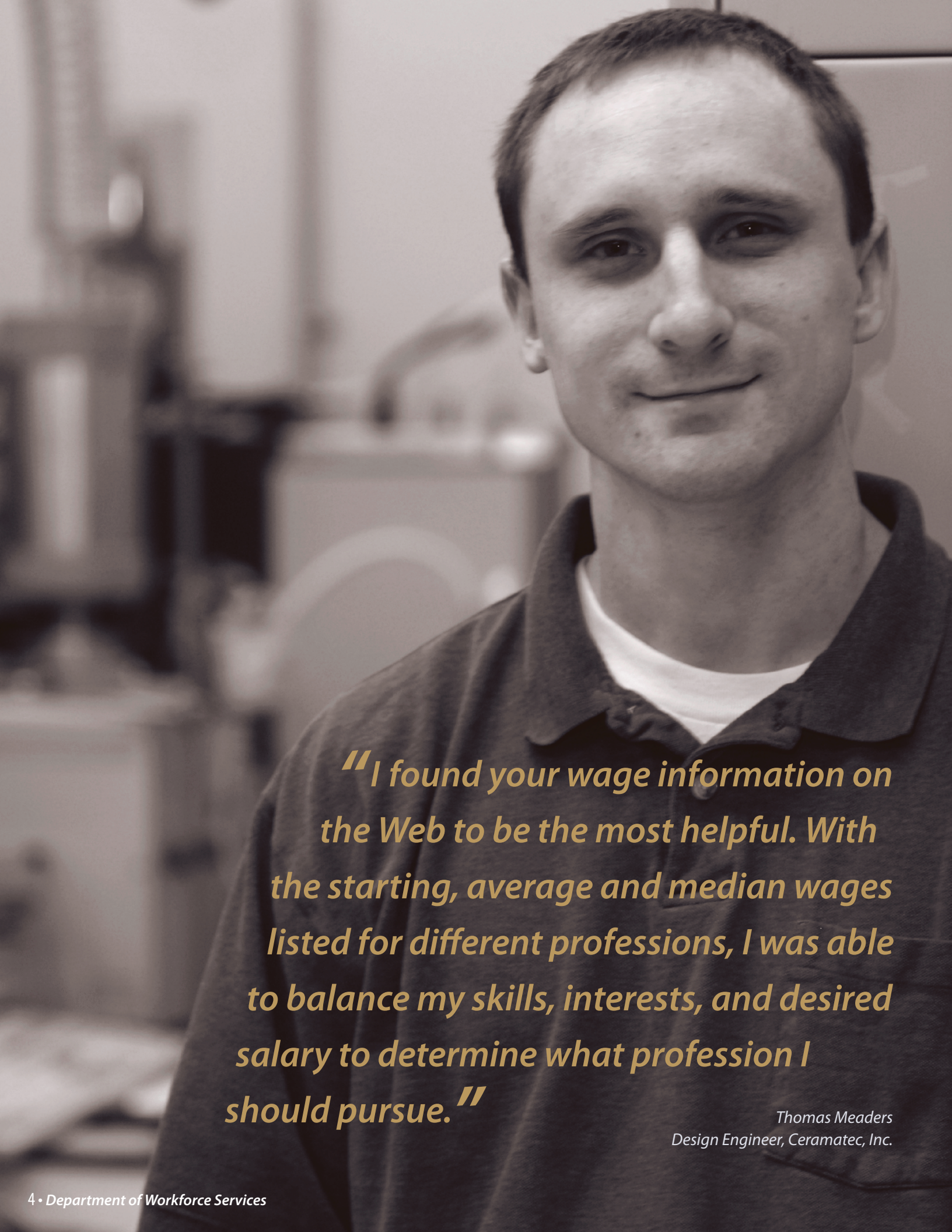


*Tani Pack Downing*  
**Tani Pack Downing**  
Executive Director,  
Department of  
Workforce Services



*Kevin Crandall*  
**Kevin Crandall**  
Chair, State Council on  
Workforce Services





*“I found your wage information on the Web to be the most helpful. With the starting, average and median wages listed for different professions, I was able to balance my skills, interests, and desired salary to determine what profession I should pursue.”*

*Thomas Meaders  
Design Engineer, Ceramatec, Inc.*



# Introduction

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Performance accountability is the process of “linking what we do to what we measure.” The process begins with identifying customers served by DWS. There are two major groups of customers: job seekers and employers.

Job seekers are defined as all individuals documented in DWS database systems as having received one or more service related to finding and keeping employment or determining eligibility for supportive services such as public assistance. These services can be online or in one-stop centers.

Employers are those people and organizations looking for qualified applicants to fill job vacancies. Employers also include organizations seeking business services such as labor market information and/or data about unemployment insurance.

Customer expectations are solicited and described through personal contact, surveys, and input from various customer and advocacy groups. Federal and state programs also define customer requirements. These expectations and requirements lead to identification of customer outcomes and goals. Achievement of outcomes and goals is measured with key indicators. These goals and key indicators are the focal point of the performance accountability system.

Services rendered to each customer group are classified by function and process. Performance accountability is maintained through each of the DWS key business processes. Key business processes are those activities performed by the agency that produce the most critical results for customers and which, if not accomplished successfully, mean failure of the organizations mission. Emphasis on key business processes has the greatest impact on the department’s desired outcomes. Key indicators are

identified for each key business process. The five key business processes are:

- Employment Counseling
- Eligibility
- Business Services
- Unemployment Insurance
- Online Services

Customers have the ability to access services in two ways, providing choices in how they do business. Customers may either visit one of our 37 employment centers strategically located around the state, or the virtual office at [jobs.utah.gov](http://jobs.utah.gov). In either case a customer has the ability to access an incredible menu of information and services that do not require intervention by DWS staff.

Job seeking customers can access information for career counseling, preparation of job search materials, on-site employer recruitments, registration for job search, access to the largest bank of active job openings in Utah, as well as access to electronic resources such as computers, printers fax and copy machines at no charge.

Business clients can access a vast array of workforce information, recruit for applicants on-site or via our state of the art employment exchange system, and find information and services that are essential in operating a profitable business in today’s global economy. Services that require greater intervention by DWS staff are also located at employment centers and on the Web site. DWS’ goal is to eventually make all services available online 24/7 to be more efficient and effective. @

***“My DWS employment counselor was the difference between success and failure for me. The person behind the program really makes the difference in the outcome. Thanks a million!”***

*Wendee Yorgensen,  
Registered Nurse*





# Employment Counseling

## *key business processes*

Employment Counseling is defined as those services to job seekers needing employment-related core, intensive and/or training services funded by Wagner-Peyser, the Workforce Investment Act (WIA), Acts of Congress related to trade (NAFTA/TAA), Temporary Assistance to Needy Families (TANF), Food Stamps Employment and Training, etc. Functions include labor exchange (employment services) and case management. The strategic goal of employment counseling is increased earned income of individuals and families participating in employment-counseling services.

### Intensive and Training Services

DWS offers a variety of intensive and training services to assist customers with obtaining or retaining employment. These services may include career counseling, resource referrals, and/or supportive services. Also available for eligible customers, when appropriate, is assistance with upgrading basic skills and/or obtaining a high school diploma or equivalent, occupation skills training, apprenticeship and worksite learning opportunities, and incumbent worker training. DWS may use a variety of funding sources to administer these services; Workforce Investment Act (WIA), Trade Act, Temporary Assistance for Needy Families (TANF), Food Stamp Employment and Training, and Utah Displaced Homemaker (UDH).

As DWS trains and re-trains Utah workers, an investment is being made in a most precious asset, the labor pool. This is a win-win for Utah and its workforce because individuals are significantly more marketable. A highly skilled well-trained workforce is the corner stone of Utah's economic development.

### Youth Services

Youth services provide leadership by serving as a catalyst to connect youth with quality secondary and post-secondary educational opportunities and high-growth and other employment opportunities. Utah formed a partnership with education, human services, community based organizations, and economic development to implement strategies for the youth most in need.

Through this partnership, the Transition to Adult Living (TAL) initiative was created. The vision established through this partnership is "Youth who age out of foster care will live successfully as adults." A framework for improved services and outcomes was developed for at-risk youth as they become adults. The focus of this initiative is on youth in foster care, those aging out of foster care, and youth involved in the juvenile justice system.

The infrastructure built for improved services and outcomes for these populations, also improves

# Employment Counseling cont.

services and outcomes for other high-risk youth as identified in the Department of Labor's Employment and Training Administration (ETA) guidance.

## Recognition of Excellence

The Assistant Secretary of ETA, Emily DeRocco, initiated a Recognition of Excellence process in 2004 to honor programs of the nation's workforce investment system that demonstrated admirable performance. This annual process recognizes state and local programs, projects and initiatives that demonstrate innovation, collaboration, quality performance, linkages to business, education and community needs, and "replicability." Utah's Transition to Adult Living initiative received honorable mention in the category of "Recognizing Special Populations in the Workforce."

## Veteran Services

As federal law directs, the highest level of preference is awarded to veterans in the provision of employment and training services, with priority given to disabled veterans.

Each employment center has a Local Veterans' Employment Representative (LVER) or Disabled Veterans' Outreach Program (DVOP) representative assigned to help the harder to place veterans with employment counseling services.

In addition to their regular duties LVER and DVOP also provide coverage for a federally mandated Transition Assistance Program (TAP). This program targets separating or retiring military members and their spouses who have been out of the job market from four to 30 years.

In December 2004, Governor Olene Walker launched a new Veterans' Web Portal designed to provide easy access to information regarding veterans' status and records, veterans' benefits, employment and training, re-employment rights, and veterans' service organizations.

More recently, Governor Jon Huntsman, Jr. proclaimed June to be "Hire the Veteran Month" in Utah. In support of Governor Huntsman's proclamation, DWS mailed over 45,000 letters to Utah employers promoting the hiring of veterans. Additionally, numerous press conferences were held including one at Hill Air Force Base that highlighted the Transition Assistance Program. @

## Utah's One-Stop Enhancement Grant

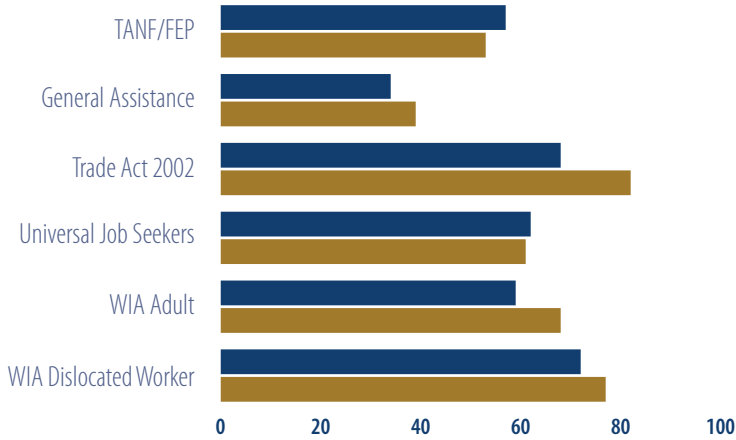
This grant reached a successful conclusion on June 30, 2005 and achieved the following objectives:

- Established comprehensive One-Stop Employment Centers that are welcoming and valuable to customers with disabilities.
- Ensured customers with disabilities the opportunity to significantly increase skill training and career and job development, resulting in self-sustaining employment and career advancements.
- Developed training for DWS employees on working with people with disabilities.
- Assisted customers in navigating the many diverse state and federal programs.

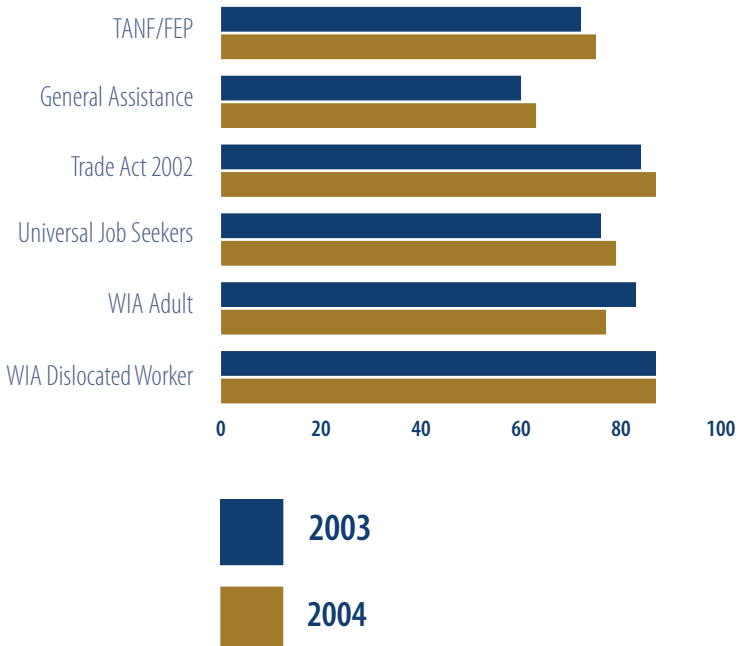


# Key indicators

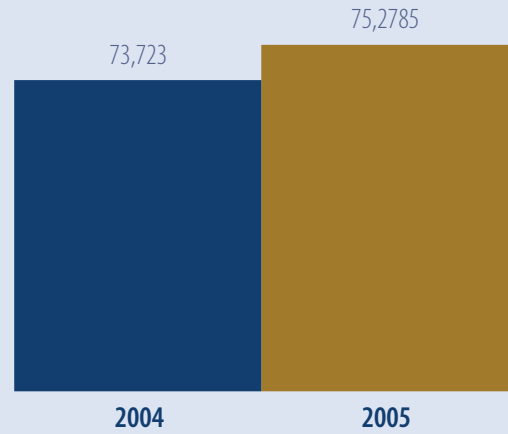
## Entered Employment



## Employment Retention



## Universal Job Seekers with One or More Services



The Workforce Investment Act of 1998 (WIA) created a performance accountability system that mandated the use of Unemployment Insurance wage records to measure performance indicators. Wage Record Interchange System (WRIS) is a nationwide system to facilitate the performance accountability system by providing a means for exchanging interstate requests for wage record data among states. Utah began participating in WRIS in 2005. As a result of this participation, Utah experienced between a 6 to 8 percent increase in our performance measures for WIA Program Year 2004.



***“DWS benefits made my efforts and success possible. Thanks!”***

*Amber Atkins, Wheeler Machinery*





# Eligibility

## *key business processes*

Eligibility for funded programs – defined as those services to job seekers needing supportive services such as financial assistance (funded by Temporary Assistance to Needy Families – TANF or General Assistance – GA), Food Stamps, Child Care, or Medicaid related to determination and issuance of benefits. The strategic goal of eligibility is to provide appropriate, accurate and timely supportive services to all eligible job seekers and their families.

### Food Stamps

The Food Stamp Program is the cornerstone of the federal food assistance programs and provides crucial support to needy households and to those making the transition from welfare to work. The program serves as the first line of defense against hunger. It enables low-income families to buy nutritious food with Electronic Benefits Transfer (EBT) cards. Food stamp recipients spend their benefits to buy eligible food in authorized retail food stores.

The amount of Food Stamp benefits issued to eligible households continues to increase. In fiscal year 2005, Utah issued \$125,742,503 in food stamp benefits to a monthly average of 53,923 households. The dollar amount issued is a 5.8 percent increase from the previous year. In July 2005, 55,648 households received food stamps.

### Food Stamp Payment Accuracy

Food Stamp payment accuracy is achieved when the correct amount of benefits are issued to a household based on household circumstances. Utah attained a historic high 96.25 percent overall food stamp pay-

ment accuracy rate for federal fiscal year 2004. Utah was among 16 states honored by the U.S. Department of Agriculture for its exemplary administration of the Food Stamp Program based on this achievement. DWS officially ranked fourth in the nation for payment accuracy and was awarded \$561,367 for this achievement. DWS was below the federal Food Stamp payment accuracy tolerance level in federal fiscal year 2000. In just four years, DWS achieved the goal of receiving Food Stamp Performance Bonus Money.

### General Assistance

The state funded General Assistance Program serves single adults and married couples without dependent children who have physical and mental health issues that keep them from earning \$500 per month at a job in the Utah labor market. The program continues to struggle in keeping within the general fund appropriations.

The caseload experienced tremendous growth over the years; and with diminishing resources, staff are challenged to find an appropriate resource for treatment options as well as other community resources

# Eligibility cont.

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to assist these customers in becoming self reliant and obtaining gainful employment. The average caseload from July 1, 2004 through June 30, 2005 was 2,292.

Although many of these customers apply for Social Security benefits, the process often takes longer than the 24 months time limit on General Assistance. Therefore, customers may lose their financial support before their application with Social Security is approved. This is a very vulnerable population and sensitive to the economy in general, which means that the caseload will continue to fluctuate over the next year.

## Family Employment Program (FEP)

The Temporary Assistance for Needy Families Block Grant (TANF) funds the Family Employment Program (FEP). The goal of FEP is to increase family income through employment, and where appropriate, child support and disability payments. Two important aspects of the program are its 36-month lifetime limit and its emphasis on universal participation. This means that most parents are expected to negotiate an employment plan that includes 34 or more hours a week in employment or other eligible activities that lead to employment.

An employment plan may include job search, adult education or job skills training, worksite learning or community service. When assessment information suggests the parent is unable to perform at the expected level of participation, an employment plan is negotiated to support progress toward achieving the program participation expectation. These parents' employment plans may require activities such as counseling to remove identified barriers such as mental health or substance abuse issues.

FEP supports targeted training opportunities for parents in specific industries such as medical, busi-

ness, finance and construction fields that normally offer better opportunities for career advancement and wage growth. FEP also utilizes a case staffing model that supports collaboration between child welfare, substance abuse, mental health, justice, community organizations, and workforce services. Employees from these various departments work collaboratively on a case in order to determine the most effective services to assist families with special needs or barriers to employment.

Utah served an average of 9,304 TANF families in state fiscal year 2005.

FEP also provides supportive services, such as occupational skills training, child care, transportation or tools, to help the customer become employed. Cash assistance and supportive services for the FEP families totaled approximately \$52,000,000 in 2005 state fiscal year.

## Utah Refugee Resettlement Program

The objective of the Utah Refugee Resettlement Program is to provide for the effective resettlement of refugees. The program assists refugees in achieving economic self-sufficiency within the shortest possible time after entrance to the state through employment and acculturation using coordinated support services and cash/medical assistance. DWS contracts with local refugee resettlement agencies and other service providers including English language training and mental health services.

In 2005, Utah resettled approximately 706 refugees, mostly women and children. The African continent continues to be one of the largest generators of refugees as over half the African countries are engaged in civil war or oppression. Several hundred Somali Bantus, an extremely marginalized population of African refugees, were received in Utah. Other areas



# Key indicators

## Utah Awarded Bonuses

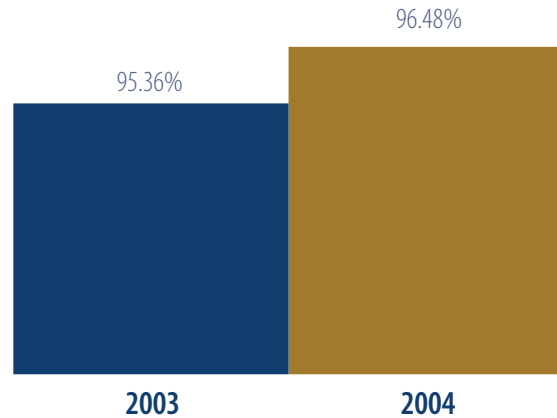
•DWS officially ranked fourth in the nation in Food Stamp Accuracy and will be awarded \$561,367 for this achievement.

of concern in the world for refugees and internally displaced people are the Middle East, Near East, Asia, Indonesia, parts of Europe, Central and South America.

In 2005, the refugee resettlement program placed 774 refugee adults into employment, of which 668 were full-time positions. Many were newly arriving refugees while others were refugees seeking to increase their income through higher paying jobs. The average hourly wage of full time jobs at the time of placement was \$7.15 per hour. Sixty-six percent of the full-time job placements had health benefits available to the refugees.

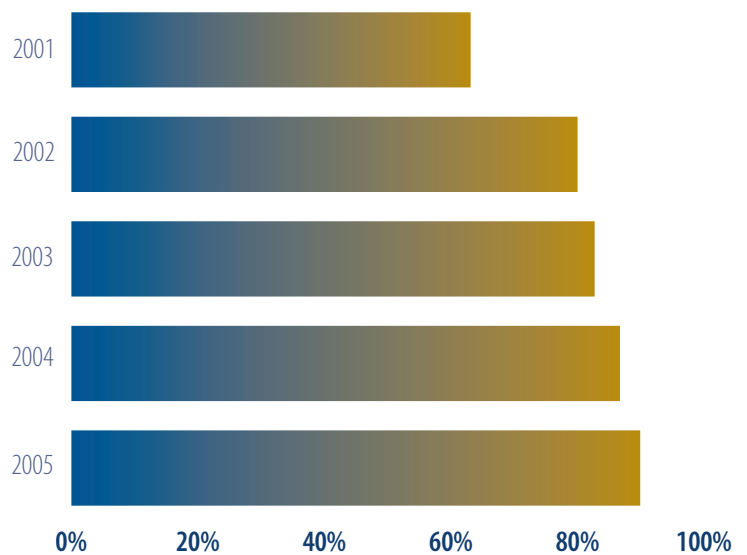
Increased refugee arrivals are expected for 2005, returning to pre-September 11, 2001 levels. As in the recent past, there will be an increase in diversity of the ethnicities, cultures, and languages of the refugees that will arrive. With each new refugee population, the refugee resettlement program continues to re-invent itself to address and serve each new population's unique needs. @

## Food Stamp Accuracy



*Food Stamp payment accuracy is achieved when the correct amount of benefits are issued to a household based on household circumstances.*

## Timeliness of Applications Child Care 2001-2005



*Number of "timely" determinations (7 days for expedited and 30 days for regular issuances) divided by the total number of determinations. Includes approvals and denials.*

***“Thank you for developing a Web site that allows us to manage prospective employees. The personal attention given by DWS staff is unsurpassed. It’s a valuable recruiting tool for Convergys.”***

*Julie Colby, Sr. Associate, Convergys*





# Business Services

## *key business processes*

Business Services are defined as those services to employers related to fulfilling their demand for labor and providing information about Utah's labor market; and products to employers experiencing layoffs and terminations. Funding sources for business services include Wagner-Peyser and WIA. The strategic goal of business services is to increase access to all external job opportunities for Utah's labor force.

### Mission

The mission of Business Services is to provide customized workforce solutions for business clients. Predicated on the same principles used in developing our employment centers, Business Services offers an information rich environment that Utah businesses can access online or locally. DWS offers solutions for recruitment and rightsizing. In support of Governor Jon M. Huntsman Jr.'s economic development goals, Business Services provides start up recruitment assistance to attract businesses to Utah and promotes growth in targeted industries.

Utah's economic formula continues to provide both challenges and opportunities for Business Services and the customers we serve. This was a milestone year. For the very first time in the history of DWS (and previously Job Service), we exceeded 10,000 available jobs listed in our employment exchange system. Over the past year we served 13,225 distinct Utah employers.

DWS continues to encourage businesses to list and manage their jobs in our online system, [jobs.utah.gov](http://jobs.utah.gov).

Since [jobs.utah.gov](http://jobs.utah.gov) was created in 2002, the number of distinct Utah employers utilizing it each year has doubled. Eighteen percent of all jobs posted are done solely by the businesses in a self-service environment.

DWS continues to strengthen relationships with companies that offer on-the-job training, intern and apprenticeship opportunities to the residents of Utah.

### Workforce Information Division

The Workforce Information (WI) Division has its finger on the pulse of the Utah economy. In order to administer the Unemployment Insurance (UI) program, DWS receives employment and wage data from all Utah employers subject to the unemployment insurance law. Each quarter DWS receives a census of employers and their employees, giving DWS the most complete and authoritative database on the Utah workforce.

The WI Division is the source of widely watched economic data such as the unemployment rate, job

# Business Services cont.

growth statistics, and occupational wage information. Much of the economic data is collected in cooperation with the Bureau of Labor Statistics (BLS), which compiles individual states' data to create the national economic statistics.

Utah is in the unique position of not only participating in the gathering of economic data but also in supporting national data gathering and analysis through contracts to produce and support software used across the country. Utah not only developed but maintains and supports the source code to collect, analyze and report the Quarterly Census of Employment and Wages mentioned earlier. In addition, the WI Division developed the software used by every state to project industry and occupational growth.

## Targeted Industry/Occupation Approach

DWS recognizes today's business moves at incredible speed. Today's economy requires the workforce system to provide businesses with a skilled and trainable workforce.

DWS continues to focus on moving intensive service customers who are either unattached or poorly attached to the workforce to an occupation in demand in Utah's economy. DWS provides tools to facilitate informed career decisions – decisions that will move customers from pre-employment knowledge and skills to entry-level positions for occupations in demand and beyond.

This year the Utah Business Relations Group expanded to include targeted occupations which provide family sustaining wages, a positive outlook for job growth, and a clear career ladder, even if the entire industry is not projected to grow. Consultation with labor economists determines what industries and

occupations will drive Utah's economy entering the 21st century. DWS also works with industry, education and economic development partners to support an infrastructure in Utah that will educate parents, students and those in the midst of a career change to the advantages of entering these industries and occupations.

DWS labor economists advise that the industry sectors and occupations driving Utah's economy over the next few years include health care, construction, computer programming, automotive, truck driving, manufacturing, banking, clerical and teaching. Two unique Utah industry needs have been identified as the mining, oil, and gas field and interpreters for the deaf.

### *University of Utah*

U.S. Secretary of Labor Elaine L. Chao announced an award of \$872,000 to the University of Utah (U of U) for its Clinical Faculty Associate (CFA) Model under the President's High Growth Job Training Initiative. The CFA model is a collaborative initiative



*Big Opportunities in Registered Nursing*



with DWS and University, Intermountain Health Care and Veterans Administration hospitals.

The U of U will use the grant to increase the number of clinical faculty available to train nurses at the baccalaureate level and to help retain clinical nurses and faculty by promoting career advancement. The openings for BSN students will be made available to those eligible for WIA training funds. Thirteen clinical faculty associates will enroll in the Teaching Nursing program over two years and 32 additional students will enter BSN programs.

### *BORN*

DWS continues in its successful partnership with the Hospital Corporation of America and two Utah nursing programs. The 20 Salt Lake Community College Big Opportunities in Registered Nursing (BORN) students continue toward graduation this December. Twenty additional nursing students are moving ahead at Utah Valley State College.

### *House Bill 145 Signed*

DWS partnered with Sorenson Media and the Office of Rehabilitation to develop a strategy for the workforce development of interpreters for the deaf. Governor Jon M. Huntsman Jr. signed HB145 (Amendments to Hearing and Speech Impaired Telecommunications Program), allowing the use of the Deaf and Hearing Impaired Fund monies for training of certified American Sign Language interpreters.

### *National Student Nurses' Association*

DWS assisted in staffing a successful recruitment booth at the 53rd Annual Conference of the National Student Nurses' Association this year. Many out-of-state nurse students expressed their interest in the new Utah Health Careers Web site ( [MACRO-BUTTON HtmlResAnchor www.utahhealthcareers.com](http://MACRO-BUTTON.HtmlResAnchor.www.utahhealthcareers.com)) and in returning to Utah for employment after graduation.

## Economy

Utah's economy enjoyed robust activity in 2005. The previous year's rebound carried its momentum forward into this year. Employment growth in the three percent range is at the level where Utah historically sees the economy perform. It has been seven years since employment last expanded at this pace in Utah.

The national economy also continued to improve in 2005, but there are still areas nationwide where employment expansion is tepid at best. When evaluating all the states, Utah's employment growth places it within the top five. Much of the turnaround from recession and the current robust employment expansion is based on population growth. Population growth can drive economic growth, so when the nation's economic environment improved, Utah was poised for above-average gains in relation to most other states.

All industrial sectors are adding new jobs although some are adding them at a faster pace than others, such as construction and professional and business services. This diverse expansion suggests that most occupational categories (low, medium, and high-paying jobs) are expanding.

The state's unemployment rate was in the high 4 percent range most of the year. There are no indications that this rate will rise anytime soon, and the trend probably has a higher probability of going lower than it does of going higher.

# Business Services cont.

In the past, Utah health care facilities competed to recruit for vacant positions. This new collaboration will save thousands of dollars in recruitment costs and will send a powerful message that Utah health care providers are unified, that there are great opportunities for health care careers in Utah, and that candidates can choose which Utah facilities best match their employment desires.

## *Utah Interpreter Program Lab*

DWS accessed grant dollars to fund the upgrading of the Interpreter Lab at the Robert G. Sanderson Community Center of the Deaf and Hard of Hearing. This upgrade resulted in eight newly equipped practice workstations and additional study resources for the professional development of interpreters and for those preparing for their certification testing.

## *Incumbent Worker Training*

The Utah Incumbent Worker Training Program strives to create a world-class workforce in Utah, through continuous improvement to the skill levels of Utah workers in targeted industries/occupations. This complies with Utah Code 35A-5-201 Workforce Improvement Plan.

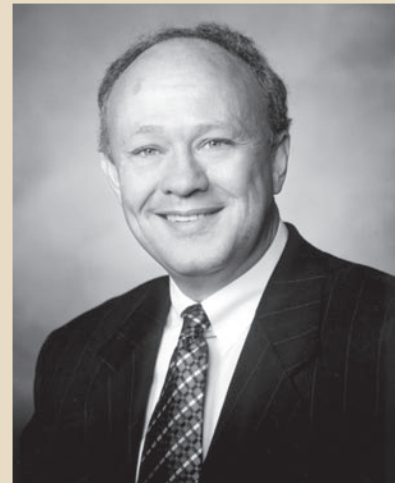
## *Industry Roundtables*

Regional roundtables are held for the manufacturing, healthcare and automotive industries. This unites the public workforce system, education and industry to work toward common goals.

## *Construction Career Days*

This program introduces the construction industry as a viable career option. Hands-on activities teach students about construction occupations and the training required. This along with professional demonstrations help students experience what the construction industry really has to offer.

The construction industry in Utah is expected to continue to grow at 3.4 percent per year, faster than the 3.1 percent state average for all industries, with 23,000 new positions added during the ten-year period of 2002-2012. Due to this immense growth and the retiring of the “baby boomers,” it is imperative that we use every means possible to build our workforce. @



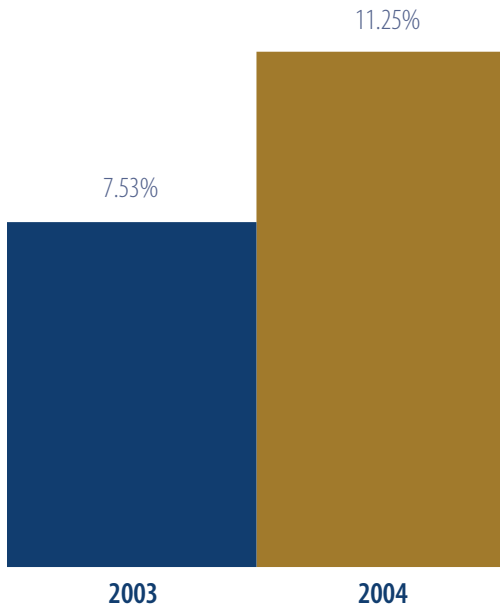
“To make good decisions you need good information. As Utah’s largest business association, the Salt Lake Chamber and its members need reliable and accurate data. DWS workforce information gives us what we need. We can use it with confidence because we know it has been researched meticulously.”

*Lane Beattie, President and CEO  
of the Salt Lake Chamber*



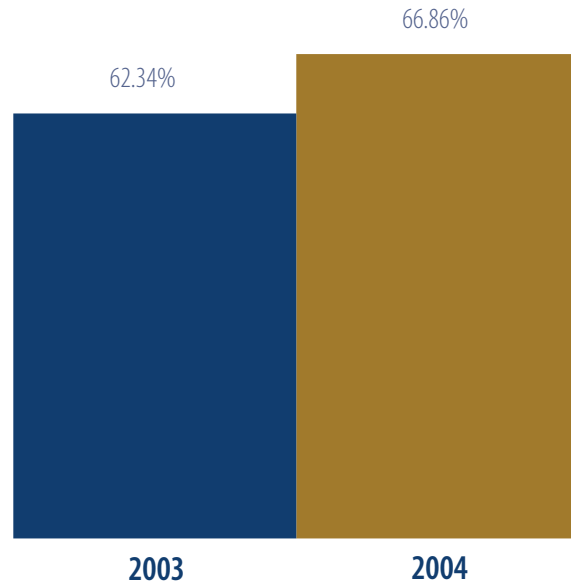
# Key indicators

## New Employers Engaged

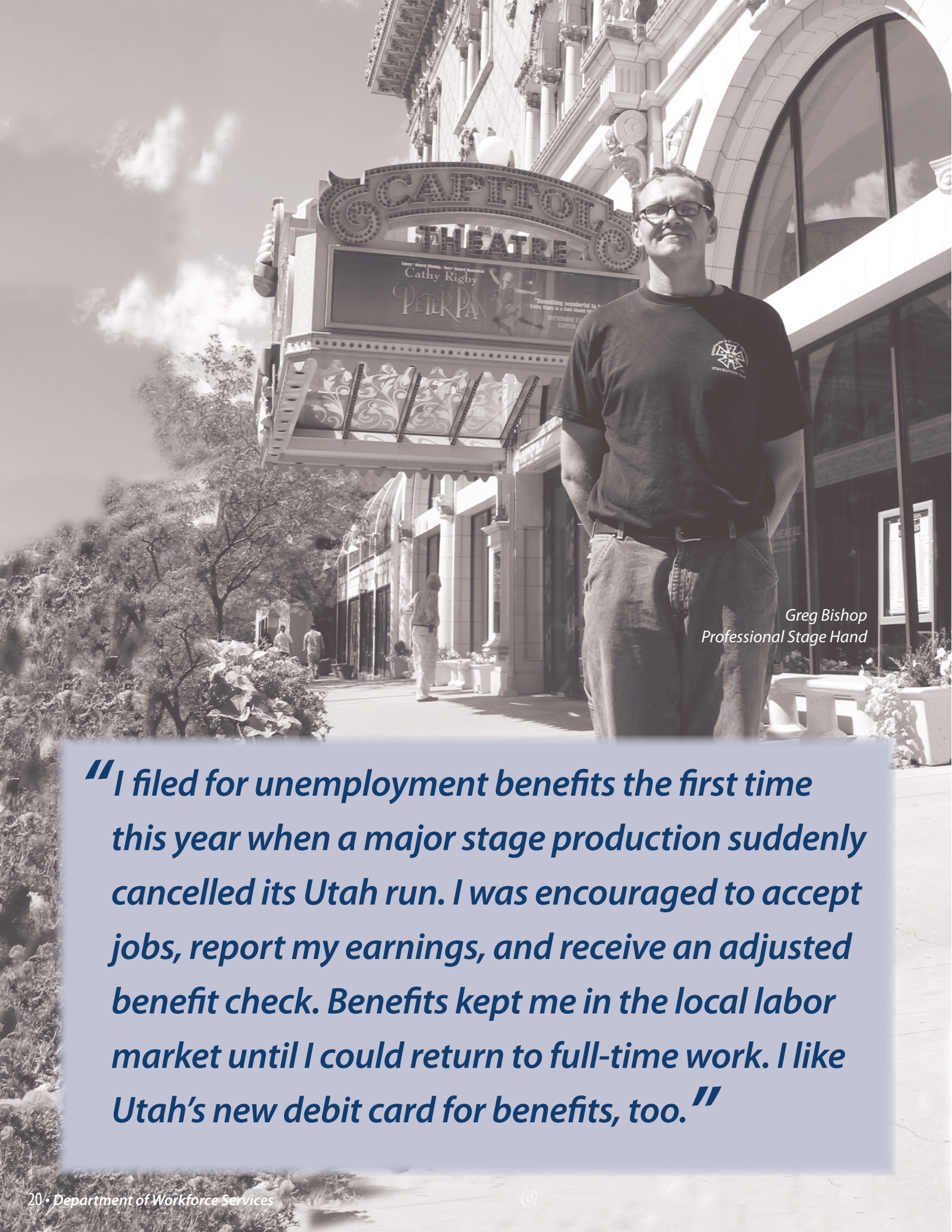


*Defined as the number of new employers (within six months) served with one or more job orders for the first time at DWS divided by the total number of new employers (within six months). Source of new employers is tax records.*

## Employers Retained



*Defined as the total number of employers that placed one or more job orders with DWS in the most recent 12 months divided by the total employers served with one or more job orders in the prior 24 months (12 to 36 months ago).*



Greg Bishop  
Professional Stage Hand

***“I filed for unemployment benefits the first time this year when a major stage production suddenly cancelled its Utah run. I was encouraged to accept jobs, report my earnings, and receive an adjusted benefit check. Benefits kept me in the local labor market until I could return to full-time work. I like Utah’s new debit card for benefits, too.”***



# Unemployment Insurance

## *key business processes*

Unemployment Insurance (UI) – defined as those services to recently unemployed job seekers eligible for UI benefits and reemployment services; and services to employers paying UI tax contributions. The strategic goal of UI is to treat employers equitably and fairly with respect to unemployment contributions, and to promptly pay proper benefits to eligible claimants.

### UI Benefits

The unemployment insurance (UI) claims volume continued to decline throughout 2005. With an unemployment rate in the upper 4 percent range, Utah returned to its historic pattern of falling at least .5 percent below the national unemployment rate. About 70,000 unemployed Utah workers filed claims for regular UI benefits in 2005, down 13 percent when compared to 2004. Utah's average benefit duration of 13 weeks is among the lowest in the nation. Fully 40 percent of Utah's claimants receive five or fewer weeks of benefits. About 20 percent of eligible claimants qualify for the maximum duration of 26 weeks of benefits. The maximum weekly benefit amount of \$371 is received by 20 percent of total claimants.

Claimants must register for work and make an active work search unless they are among the 25 percent job-attached and seasonally unemployed workers awaiting call back to employment. Claimants identified as likely to exhaust benefits are referred to a one-stop center for individual assessment and reemployment services. Use of DWS' Internet

reemployment Web site is promoted in all contacts and informational materials.

In 2005, Utah became the first state in the nation to move to 100 percent electronic benefit payments. Claimants now select direct deposit or the new Utah EPPICard debit card. Elimination of paper checks increased payment security and convenience for customers and improved efficiency and integrity. DWS' UI Claims Center fielded approximately 270,000 calls in 2005. The UI Division was also called upon to provide assistance to over 500 Louisiana workers who were displaced by Hurricane Katrina.

The UI Division implemented Phase I of CUBS (Comprehensive Unemployment Benefit System,) the first "real time-online" benefit payment system in the country. The 2006 Phase II will complete the project.

### UI Contributions (Taxes) and New Hires

Utah leads the nation in Internet services offered to its nearly 65,000 registered employers. While the majority continue to access services at jobs.utah.

# Unemployment Insurance cont.

gov/ui/, the introduction of the state's new one stop business registration site also received kudos from new employers. New employer registrations for 2005 decreased from earlier levels that reflected a flurry of activity related to economic recovery. This year, DWS registered 13,000 new employers, with more than 70 percent registering online. Use of the Internet to file quarterly tax reports or to pay taxes continues to increase by 1,000 employers per quarter. Employers reported an average of 250,000 new hires per quarter this year, with 70 percent reporting electronically.

Benefit costs were down approximately 20 percent when compared to the previous year. DWS paid out \$150 million in regular UI benefits during 2005. Again, while this is a sharply elevated number when compared to the late 1990's and the first part of this decade, it represents a significant drop when compared to the \$252 million and \$221 million paid out in 2002 and 2003 respectively.

The Unemployment Trust Fund began to show signs of recovery following the stress experienced over the past few years due to record numbers of claims. Although the Trust Fund realized a positive cash flow in 2005, it will continue below the Minimum Adequate Reserve level for several years to come. As a result, UI tax rates will continue to be elevated for 2005 and beyond until the Trust Fund is replenished.

## UI Program Integrity

In 2005, the UI Division made significant advances in its efforts to prevent and detect improper UI benefit payments through the use of enhanced automation capabilities. Utah served as a national

pilot site for development and testing of two powerful new integrity systems: The National Directory of New Hires, to detect claimants' unreported work and earnings, and the SUTA Dumping Detection System, to identify employers attempting to evade payment of UI taxes. @

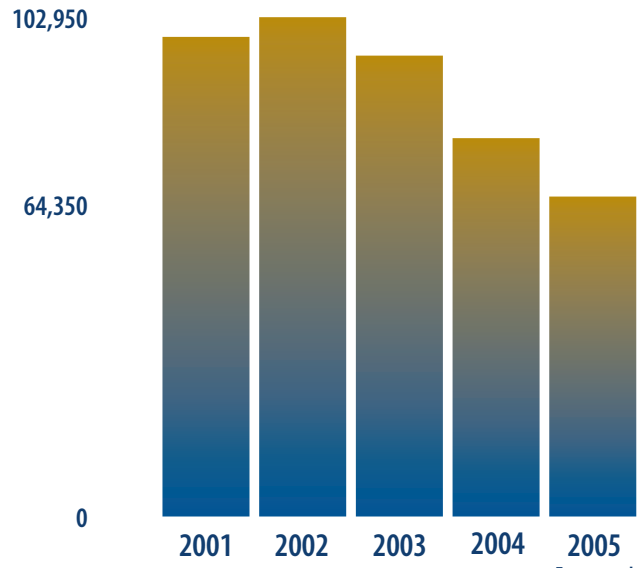
## Utah a Leader in the Nation

Utah is first in the nation in speed of first benefit payments to claimants.

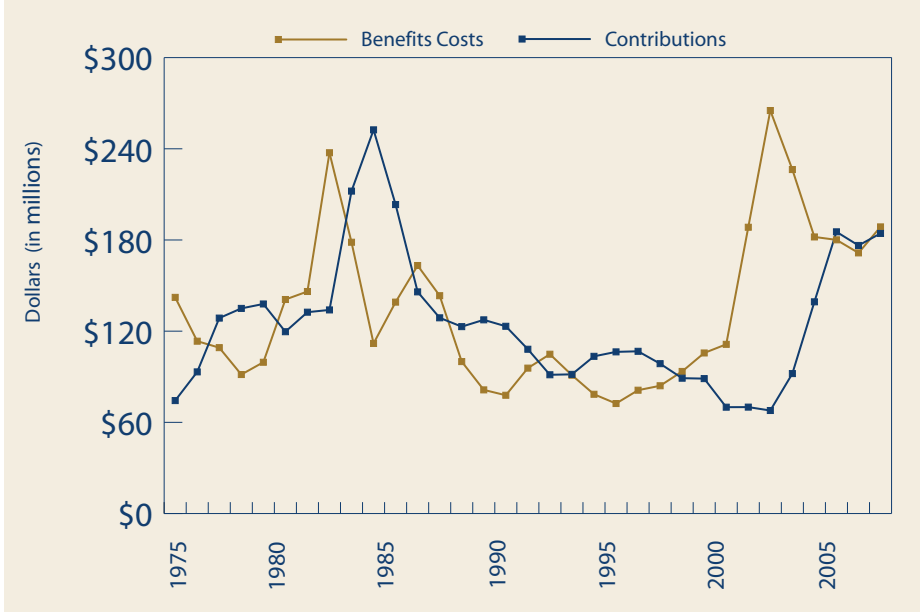
Utah is third in the nation in speed of account establishment for new employers.

# Key indicators

## New Claims



## Projected Contributions vs. Benefits Paid (Adjusted to April 2004 dollars)







*“At MyFamily.com, I always post our positions online. The Web site is easy to use and I do it from my desktop whenever I want. A new job opening goes online in a just few minutes and I’ve had applicants respond in less than a half an hour. Posting on DWS is one of the first things I do when I need people.”*

*Sean O’Donnell  
Human Resources*



# Online Services

## *key business processes*

### Online Services Group

The ability to deliver services and information online is the most cost effective, efficient method to serve our customers. The DWS Online Services group is positioned to support Governor Huntsman's commitment to make State government more efficient by identifying, implementing and promoting strategic online applications that eliminate the need for a phone call or in-person visit to an Employment Center.

### [jobs.utah.gov](http://jobs.utah.gov)

DWS' Web site [jobs.utah.gov](http://jobs.utah.gov) provides job seekers and employers 24/7 access to the largest employment exchange in Utah. This past year DWS made a special effort to promote the self-directed side of [jobs.utah.gov](http://jobs.utah.gov) resulting in an unprecedented shift. More and more job seekers and employers are connecting with each other without the telephone or a visit to an employment centers. Facilitating this virtual job connection via the Internet has proven to be a true cost savings to DWS and is widely accepted as a convenient and timely employment exchange.

Employers can search for new employees, report quarterly UI taxes, access the New Hire Registry, find economic and wage data, and much more. Job seekers can register for work online, access the electronic job board, search for child care, access economic information, and information about training services as well as link to other pivotal sites such as [Careers.utah.gov](http://Careers.utah.gov) and SkillWindow.

### [careers.utah.gov](http://careers.utah.gov)

This Web site was developed by the Workforce Education and Economic Development Alliance or WEEDA. This ad hoc committee of our State Council on Workforce Services consists of the partners from Public Education, Higher Education, Vocational Rehabilitation, Governors Office of Economic Development and DWS. This group strategically identifies workforce development areas that require inter-agency partnership solutions. In essence, connecting these agencies in a unified fashion allows for resources to be concentrated where they will provide the greatest chance for success.

[Careers.utah.gov](http://Careers.utah.gov) incorporates current Utah labor market and education information to guide parents, teachers and students in successfully choosing a career. It provides information regarding what occupations are predicted to be good choices in Utah, as well as what skill sets are required, how to obtain training, training costs and how to obtain financial aid. It also indicates what jobs are available in those occupations today, what the jobs pay, and which employers typically hire for those jobs.

### [ut.skillwindow.com](http://ut.skillwindow.com)

SkillWindow, developed by the Workforce Information Division of DWS, takes real time data from job postings in Utah and surrounding states, analyzes the data for specific skill sets, and displays the skills sets employers are seeking in applicants by occupation. This is utilized in the information available in [Careers.utah.gov](http://Careers.utah.gov) and can be utilized by employers, educators, job seekers and those

# Online Services cont.

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determining what career they wish to pursue. This site can assist education in providing the curriculum necessary to teach the skills in demand for specific occupations and thus assisting students in selecting courses for work, technical training and/or college to ensure a more qualified workforce for Utah employers.

## [business.utah.gov/registration](http://business.utah.gov/registration)

Throughout 2005, DWS continued to work with its partners to improve and expand Utah's award-winning Web site for OneStop Business Registration: [business.utah.gov/registration](http://business.utah.gov/registration). The site now provides fingertip access for information and forms at:

- Utah Cities and Counties
- Utah Department of Commerce
- Utah Department of Environmental Quality
- Utah Labor Commission
- Utah State Tax Commission
- U.S. Internal Revenue Service

OneStop Business Registration is a secure online service available 24/7 and streamlines the process of registering a new business in Utah. It guides the new business registrant through a series of questions designed to comply with federal, state and local government registration requirements, allowing the user to complete the process as quickly and accurately as possible.

## [justforyouth.utah.gov](http://justforyouth.utah.gov)

The Just For Youth Web site was developed by the Transition to Adult Living Web Site task group with consultation from youth in foster care. It is a youth-friendly site with information about education,

employment, housing, finances, health, food and nutrition, mental health, substance abuse, pregnancy and parenting, transportation, social activities and legal resources. There are also separate links for foster parents, foster youth and alumnae. This resource simplifies career planning for youth. The prominent links to DWS gives young people ready access to information about jobs, career planning, the labor market, and training programs.

## eREP

eREP, the Electronic Resource and Eligibility Product (eREP) automation project, is automating manual processes for eligibility activities for the Departments of Workforce Services, Health, and Human Services programs. Eligibility systems across the nation developed and implemented in the 1980's are now being replaced in many states to address changing program, policy, business, and technology changes.

The development of eREP is subdivided into three different projects: Core Eligibility, Food Stamps and General Assistance programs, and Medical Services and SCHIP programs.

A gap analysis commissioned in 2001 indicated that the current eligibility system, known as PACMIS, was only meeting approximately 52 percent of today's business needs. As a result of the gap analysis, the state envisioned the eREP solution.

The eREP solution uses an enterprise solution framework that includes basic eligibility-related functionality that is expanded to include Utah specific requirements. eREP applies policy rules (rules-based system) that ensure accuracy, consistency, and determines eligibility and calculates benefits. The eREP solution provides 24/7 access to services that are Web-enabled.



# Key Indicators

The first project, eREP TANF and Child Care, included:

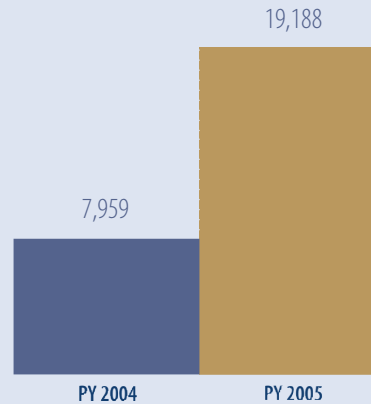
- Utah Cares – a Web-enabled screening-of-needs and referral to state and community-based organizations.
- InfoSource – an integrated online policy and procedures manual.
- Screening of Potential Programs – a Web-enabled component that screens for state eligibility related programs at a high level; pilot implemented in July 2004.
- Eligibility for TANF / Child Care – full eligibility determination and benefit calculation functionality.

Project Two, eREP Food Stamps and General Assistance, began early this year and is being developed with state resources and supplemented with contract programming resources. The eREP Medical Services and SCHIP project began in the latter part of this year. The system is scheduled to be implemented in mid 2007.

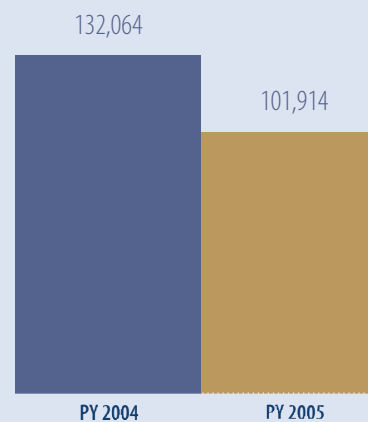
## CUBS

Utah implemented the initial phase of CUBS (Comprehensive Unemployment Benefit System) in late 2005. The new system streamlines processes for greater efficiency, increases accountability, and improves customer service. CUBS Phase II development will complete essential benefit-related automation capabilities that will improve benefit and employer appeals processes, speed electronic employer communications and notices, and further ensure program integrity and security. CUBS is the first real time, online benefit payment system in the country. @

## Job Orders Created Online



## User Names Created Online



*Includes job seekers that already had records with DWS but not a web user name, and job seekers that DWS had no record of before they created a web user name.*

# Special

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## *initiatives*

### Child Care

Our future depends on the cognitive and social emotional preparedness of our children and youth. The child care industry is a major contributor to Utah's economy. Child care services provide the critical support that families need to be economically self-sufficient and divert families from other financial supportive services. Quality child care not only impacts the quality of life for Utah children and families, but for our society as well.

Children in high-quality child care demonstrate greater mathematical ability, greater thinking and attention skills, and display fewer behavioral problems than children in lower-quality care. These differences hold true for children from a range of backgrounds, with particularly significant effects for children at risk. (Peisner-Feinberg, et.al., 1999)

On a given day, there are approximately 33,000 Utah children being cared for in regulated child care settings. Research indicates that the single most predictive indicator of child outcomes is the economic stability of the family. Research also shows that children do best when their families achieve increased employment and income, when they live in low-conflict households with the love and support of both parents, and when they spend time in high-quality child care and after-school activities.

The Office of Child Care supports working families and child care providers to ensure quality child care is available to every child in Utah who needs it. The federal Child Care and Development Fund (CCDF) funds most of the office's activities and helps families obtain child care services. A percentage of the CCDF must be used to support child care providers and to improve the quality and access of care.

In fiscal year 2005, the Office of Child Care commissioned a study of the Economic Impact of the Child Care Industry in Utah and found that the child care industry employs more than 8,000 workers. Annual gross receipts for the industry are about \$250 million. The availability of regulate child care increases the gross earnings of Utah's labor force by about \$480 million per year and this rates approximately \$24 million per year in state income taxes.

- Out of 435 employment sectors in Utah, child care ranks 46th in total employment.
- Child care ranked 126th out of 435 sectors in Utah in terms of annual gross receipts.
- Wage levels in the industry are very low. Child care ranked 433rd out of the 435 sectors.



## 2005 Work/Life Award Winners

The Work/Life Awards honor companies that best foster employee success in healthy work, community, and home lives, creating stronger Utah businesses.

- 1-800-Contacts
- ARUP Laboratories
- Employer Solutions Group
  - Futura Industries
  - Nicholas & Company
  - NPS Pharmaceuticals
  - Radius Engineering
  - Redmond Minerals
- Regence BlueCross Blue Shield of Utah
- Sunshine Terrace Foundation

## Utah Commission for Women & Families

The work of the Commission for Women and Families focuses on projects increase the quality of life for women and families in Utah. Some upcoming projects include 2005 Domestic Violence Survey, Utah Women and the Law, A Research Handbook, Out-of-Wedlock Pregnancy Prevention Grants, and the Women's Achievement Awards.

There are 15 commissioners from throughout Utah, who volunteer their services. Their experience and knowledge are vastly important to the Commission and to DWS.

## Utah Commission on Marriage

The mission of the Utah Commission on Marriage is to help people form and sustain healthy, enduring marriages. During fiscal year 2005, the commission reached approximately 24,000 couples with an interactive handbook distributed at the time of marriage licensure, 1,789 individuals with relationship skills-building workshops and classes, 300 professional counselors with couples' counseling training, 217 faith and community leaders through a conference to share resources. The 13th annual Marriage Week USA conference was held with approximately 1,000 in attendance. Four "Gold Medal Marriage" couples were honored at the conference. @

## Marriage Conference

The Marriage Commission used TANF funds to convene a statewide conference for community groups and other stakeholders to promote healthy marriages. The commission developed and distributes to couples applying for marriage license an information booklet on healthy relationships. TANF also funds information packets on newborn care for first time parents and information for non-custodial parents emphasizing the importance of providing financial support and emotional support to their children.

# Budget *information*

## General Fund History

FY 1996	\$59,064,300
FY 1997	\$51,923,500
FY 1998	\$47,209,590
FY 1999	\$49,888,800
FY 2000	\$52,900,100
FY 2001	\$54,213,100
FY 2002	\$53,451,998
FY 2003	\$52,136,800
FY 2004	\$55,332,000
FY 2005	\$59,622,277
FY 2006*	\$60,162,500

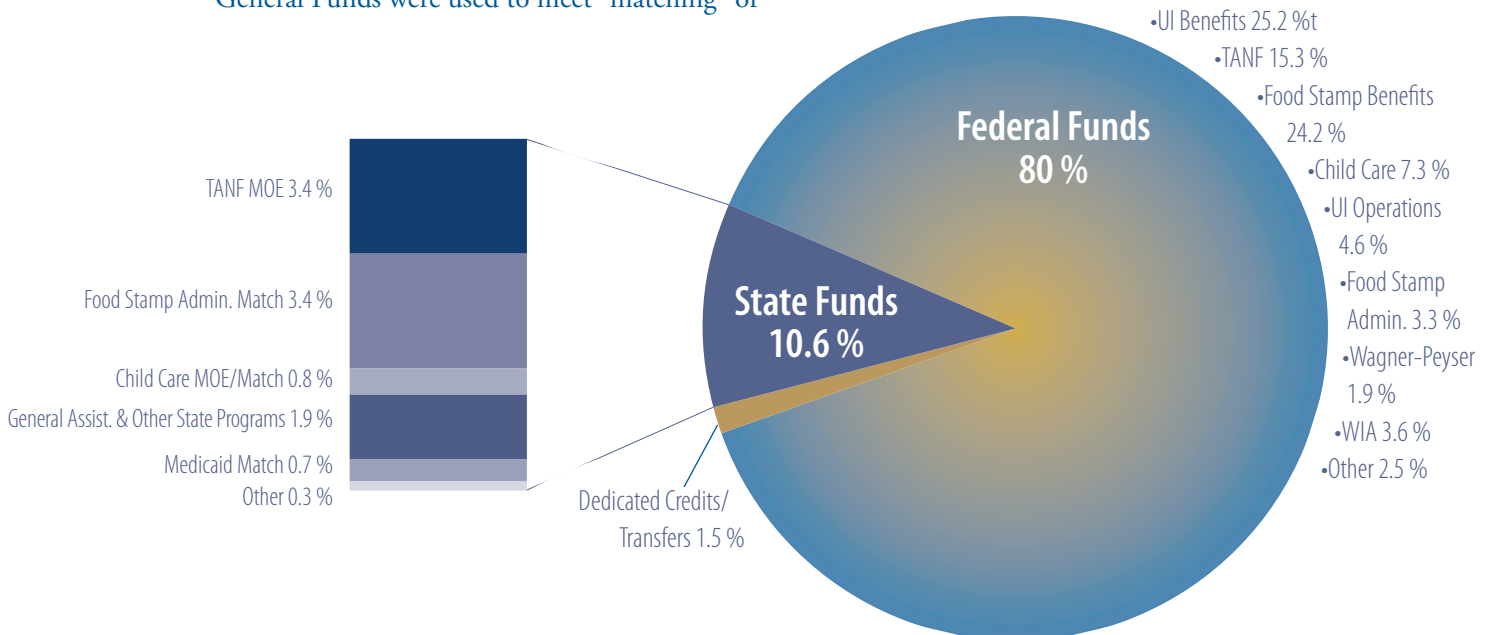
\*Appropriated

In State Fiscal Year (SFY) 2005 DWS spent over \$565 million. Over \$390 million of benefits and assistance were paid out to DWS' customers, and another \$174 million was spent internally to operate DWS' programs and provide services. After several years of difficult economic times in Utah, substantial improvement is reflected in the fact that Unemployment Insurance benefit payments were down to \$142 million, which is \$104 million less than the previous year, and almost 60 percent less than their peak two years earlier. However, this decrease was offset in part by an increase of almost \$18 million in Food Stamp benefits issued, reflecting the needs of Utah's working poor.

"maintenance of effort" (MOE) requirements in order to receive federal funding. By maximizing the use of its federal funding DWS has been able to continue its programs and services in spite of the difficult fiscal constraints experienced throughout state government. TANF funding was again used to keep Child Care programs intact, and to provide training to eligible individuals. Federal Reed Act and Workforce Investment Act funding were used to enhance Employment Services throughout the department.

Re-authorization of TANF, Child Care, and WIA federal programs are still looming on the horizon. In the meantime DWS has paid for operations via federal funding provided by Congress through continuing resolutions, enhanced by use of the remaining funding from the 6 year block grants. Since re-authorization is still pending, both the current budget and the Governor's budget recommendation for SFY2007 are again based on assumptions about congressional funding decisions that have yet to be made. @

Almost 88 percent of DWS' SFY2005 funding came from federal sources, and most of its State General Funds were used to meet "matching" or



# Regional Council

reports

## North Region: Bear River Area

Dawn Skorka

*Council Chair, Waf-Mart*

The three-county Bear River region remains somewhat insulated from the throws of the national economy. All three counties grew, in terms of jobs, at a pace of about three percent in 2004. Cache County, the largest contributor of jobs, grew at a 3.6 percent pace as both Box Elder and Rich Counties added jobs at a 2.8 percent rate. Unemployment in the Bear River Region remains lower than the state but varies across its counties. Cache and Rich counties registered about a 3.3 percent jobless rate while Box Elder County was 5.4 percent, about the same as the state.

Building activity is increasing in this area; the Bear River North area will continue on its growth profile, as evidenced by lower unemployment rates and improving job growth.

The Training Committee members developed and presented the Critical Workplace Skills PowerPoint presentation for youth enrolled in middle school and high school. Professionals from SHRM made presentations at the local area high schools to approximately 1,000 students.

### *Economic Stability*

The Bear River North Regional Council on Workforce Services is dedicated to pursuing programs that provide services to the communities and support the local economy and its employers in their search to hire qualified employees.

The Bear River Youth Council monitored programs that served 74 youth. The WIA Youth Leadership Project partnered youth with the Hispanic Health Coalition and the Bear

River Health Department to assist in a community health fair at Willow Park Fair Grounds.

The Bear River Marketing Task Force members collaborated with the Training Committee members and The Society for Human Resource Managers (SHRM) and held an Employer Law Summit with approximately 100 employers.

*The following paragraphs pertain to both the Bear River and the Wasatch North areas.*

### *Workforce Development*

Increasing worksites is a workforce development strategy in the North region and staff increased knowledge of services through community partnerships and training. Staff awareness of apprenticeships increased and local office contacts were identified.

Both councils focus on workforce development needs in the community through the following committees: Bear River Training Job Seekers Committee, Bear River Marketing and Training for Employers Committee, Wasatch Training Employer and Marketing Task Force, Community Building and Families Task Force, and Youth Council.

### *Employment Exchange*

In 2004 community access points to jobs.Utah.gov increased through continued outreach to community partners. Workshops, job fairs and Regional Business Consultant Teams identified marketing, training and follow-up activities as needed.





# Regional Council Reports cont.

## *Bear River area continued*

### *Quality of Work-Life*

Individual Development Plans were completed for staff and monthly coaching sessions helped staff reach their employment goals. Each employment center manager developed plans to address areas for im-

provement on the DWS Service Provider Survey. An employment center manager was designated to e-mail staff in the region to request suggestions for quality work-life. The Regional Management Team (distinguished local issues to be addressed. @

## North Region: Wasatch North Area



**Gary Knapp**  
*Council Chair, Enable Industries*

The Wasatch North area (Davis, Morgan, and Weber counties) experienced an improved economy and labor market as job growth continues and unemployment holding steady. Within the three-county council area, Davis County experienced the best rate of job creation (3.9 percent in 2003 to 2004) with Weber County growing at a 1.4 percent pace. Unemployment in the area ranged from 5 to 6 percent with Davis County's rate of joblessness nearly a point lower than Weber County. Morgan County enjoyed eight percent employment growth and very low unemployment, 3.2 percent, in 2004.

Construction activity, represented by the valuation of building permits authorized, and the number of permits granted, also increased in the area. Most of the growth, however, occurred in Davis County. The Wasatch Front North Region continues to respond to the demands of the economy by adding jobs and keeping unemployment under control while stimulating spending and building activity.

### *Economic Stability*

The Wasatch North Regional Council is dedicated to pursuing programs that provide services to the

communities and support the local economy and its employers in their search to hire qualified employees.

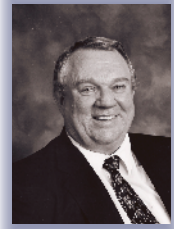
The Wasatch Youth Council, through the Futures Through Training (FTT) program, served 408 youth. FTT partnered with the Veterans of Foreign Wars and the Army Reserve Family Readiness Committee to complete their Leadership Project, which honored and supported the soldiers in the 872nd unit with care packages and a family party before deployment to Iraq.

The Facilities and Operations Task Force members support the DWS Facilities Five-Year Master plan and monitor the DWS employment centers' operational needs throughout the region.

The Training Employers and Marketing Task Force members continue to strengthen the relationship between DWS, education, and employers by providing feedback to DWS staff concerning the careers. utah.gov Web site, and by marketing DWS services to employers and educators.

The Community Building and Families Task Force defines DWS' role in community partnerships by identifying community partners and by determining which programs are most beneficial to DWS. @

## Southeast and Uintah Basin Regions



**Paul Nielson**

*Uintah Basin Council Chair, Uintah Basin Telephone Association*



**Deb Dull**

*Southeast Council Chair, PacifiCorp*

Eastern Region includes seven counties covering the eastern half of Utah. Its geographic features include the huge and scenic Flaming Gorge Reservoir, Castle Country in Carbon and Emery Counties, the Ute Tribe Reservation in Uintah Basin and the Navajo Reservation in San Juan County, and the scenic red rocks of Moab.

Eastern Utah data indicates that in the year between the first quarter of 2004 and 2005, the region added roughly 1,700 jobs, a 4.9 percent increase. Job growth in the region accounted for four percent of the jobs created in the state as a whole during the period — a great result considering the seven counties make up a little more than three percent of Utah's total population.

The Uintah Basin's labor market increased in the year since the first quarter of 2004; the number of jobs in Duchesne County grew 9.3 percent and grew 7.9 percent in Uintah County. In Daggett County, the Basin's northern rim, employment declined 2.8 per-

cent as construction and local government both registered decreases. Carbon County experienced a 2.2 percent increase in the quarter. Emery County's jobs increased, but the one percent increase was in sharp contrast with last year's high job growth numbers. It is important to note however that last year's data was skewed by the annexation of Grand County's portion of Green River City.

Grand County experienced a 6.6 percent increase in employment growth the first quarter due to increased tourism, while San Juan County registered a one percent decline in the number of jobs.

Key employment sectors in Eastern Region are oil and gas, mining, utilities, healthcare and government.

The region operates with two regional councils: one covering the three counties in the Uintah Basin (Daggett, Duchesne and Uintah), and the second covering Carbon, Emery, Grand and San Juan Counties.

The Southeast Regional Council helped develop and support the concept of a regional energy training center to serve the mining and energy sectors. A formal proposal was forwarded to the Department of Labor. The Targeted Industries Task Force assisted in developing a program to double the number of Licensed Practical Nurse (LPN) and Registered Nurse (RN) slots at the San Juan Campus of the College of Eastern Utah. Additionally, the task force is looking at the need for skilled workers within the power utility and mining industries.

# Regional Council Reports cont.

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## *Southeast and Uintah Basin continued*

The council strongly supports programs that help small businesses and entrepreneurs become successful. A grant administered through the council supported the startup of 79 small businesses. Two years later, over 60 of those are operating entities. The council, in concert with the Uintah Basin Regional Council, recently formed a task force to look at improving local entrepreneur support, and to locate additional funding to sustain the business assistance programs.

The Uintah Basin Regional Council formed a task force to increase and strengthen the local LPN and RN programs offered by Uintah Basin Applied Technology College (UBATC) and Weber State College, respectively. As a result, Weber State agreed to offer the RN program every year, instead of every two or three years. The council also supported the construction of a new building in Vernal to be jointly utilized by UBATC and Utah State University to meet the needs of a growing education enrollment and the surging energy industry.

The Uintah Basin Youth Council, operating under the regional council, coordinates DWS youth programs in the three-county area, and regularly recognizes at-risk youth successfully completing their programs.

### *Economic Stability*

At the end of each year, the Eastern Region Leadership Team (ERLT) meets to review results and set goals for the upcoming year. The goals are quantifiable and meaningful, and assignments are made to implement goal-related changes. Each quarter thereafter, the ERLT reviews the goals and program outcomes. There is always a three-way focus on evaluating improvements: helping the customer, effective-

ness of service delivery, and meeting state and federal mandates.

Eastern Region councils concentrated efforts in case management to collect relevant information and translate that into a plan for employment for customers. Monthly brown bag trainings and case edits were held to address areas where change is needed. As a result, an improvement in assessment and employment planning processes was noted. Staff worked with job seekers and employers to develop quality worksite-learning opportunities to enhance skills and increase employability of customers.

An information packet was developed that quantified the financial impact of services provided by DWS in each county. The data included numbers of customers and total financial assistance for most programs and was presented to various community partners. This resulted in better collaboration in helping families reach their desired goals.

### *Workforce Development*

In the Roosevelt and Vernal offices, several DWS staff completed a Petroleum Technology course to better understand the skill and work requirements for oil field workers.

In Blanding, DWS staff coordinated a recruiting visit for worldstock.com (a subsidiary of overstock.com), who then signed up several Native American artisans to produce their merchandise. Over \$50,000 was given to the artists as an upfront payment for supplies and expenses.

In Moab, a series of workshops for employers was presented or arranged by DWS staff. Employers were appreciative of the variety of workshops.



### *Employment Exchange*

Eastern continues to provide excellent service to its employers, and receives reciprocal support from employers. During the fiscal year, over 40% of the employers in the region listed a job DWS — the highest percentage in the state. Online services were promoted by placing “Start Cards” in public areas and schools where job seekers have access to computers.

### *Quality of Work-Life*

For the past several years, the region has had an employee advisory committee called EPAC. (SPELL OUT) EPAC has been very constructive in identifying and addressing issues raised by front-line staff, then communicating this information to management. EPAC plans the annual employee retreat to which all front-line staff are invited while the managers and supervisors stay and run the office. Feedback from employees about the retreat is very positive. @

## Central Region



### **Gregory Diven**

*Council Chair, Organizational  
Management Consultants*

Central Region, comprised of Salt Lake and Tooele Counties, is the largest region in terms of population and customers served. Last year, the region’s 500+ employees’ monthly workload averaged 70,992 units of service (customer contact or service rendered) provided to job seekers and 2,293 units of service delivered to employers.

In the Central Region, a labor market recovery took hold in 2004 with new job growth and an unemployment rate of 4.8 percent. For the first time in several years, broad based employment grew among all major industrial sectors. The strongest growth occurred in manufacturing and in professional and business services. With persistent low interest rates, construction activity and employment increased at a healthy pace. This economic momentum continued into 2005 with year-over job growth of 3.3 percent in the first quarter of 2005.

To champion DWS’ mission and to support projected workforce needs in the targeted growth industry sectors, (i.e. manufacturing, automotive services,

health and construction), the Central Region Council focused its efforts on strengthening partnerships with business and other entities and improving and expanding customer training.

### *Economic Stability*

The Central Region Council continued its industry-based roundtable series to help educate industry representatives about the services DWS provides and to help “connect” industry to appropriate workforce/training solutions. Three successful Manufacturing Roundtables were held and a number of issues and concerns were identified. Employers expressed that many job applicants lacked basic skills. To address this need, DWS partnered with Salt Lake Community College, Salt Lake/Tooele Applied Technology College and area employers. Using a DACUM (Developing a Curriculum) process the group developed an employer endorsed workplace essentials course. A second series of roundtables is underway with the automotive/heavy duty technician industry and a third series is planned for the construction industry.

The council also launched a Health Economic Literacy Campaign to support the health care industry. The literacy campaign promotes the economic benefits of workplace wellness programs and healthy lifestyles

# Regional Council Reports cont.

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## *Central Region continued*

to employers. The council and DWS partnered with the Department of Health (DOH) to increase the involvement of small employers in the annual DOH Wellness Conference.

By out-stationing staff in domestic violence shelters and the Refugee Center, conducting Food Stamp outreach efforts at the Food Banks, coordinating with Vocational Rehabilitation's "Choose to Work" Program, involvement with the Refugee Resettlement Agencies, collaborating with the local Community Action Program Agency and with Aging Services, Central Region leveraged resources and expanded the array of services provided to customers.

## *Workforce Development*

One of the most successful projects undertaken in Central Region was meeting WIA training outcomes and expenditure targets. Results achieved during the past year exceeded expectations. Over 1,200 customers received training services and all DOL performance measures were met in both the adult and youth categories. These achievements were attained with the support and involvement of the council. The council continues to seek quality training providers and approved five new schools during the reporting period.

## *Employment Exchange*

Central Region hosted two outstanding Employment and Resource Fairs for ex-felons/offenders

and refugees this year. The Business Services Center educated over 1,500 employer customers in topics such as employment law, tax credits, supervisory training, and online services. Additionally, the region transitioned almost 40% of its employer customers to self-directed online services.

## *Quality of Work-Life*

The Central Region's Employee Connection Team (ECT) represents front-line staff to identify, address, and help problem-solve issues. The ECT partners with the region's Management Steering Team (RMST) to improve overall communication. The ECT and the RMST co-sponsored a program entitled "Recognition and Rewards" where staff submit ideas for process improvement and cost efficiencies.

A very beneficial initiative contributing to the quality of employee work life is the Telecommuting Pilot in the region's eligibility operations. It was designed to reduce turnover, increase productivity and job satisfaction, improve program accuracy and timeliness and address facility space issues. The project grew to include 25 telecommuters resulting in a reduction in the use of sick leave and an increase in worker productivity. @

## Mountainland Region



### Deborah Van Leeuwen

*Council Chair, Bear Creek  
Country Kitchens*

Economic conditions in the Mountainland Region were strong throughout 2004, with broad based employment growth among all major industrial sectors. This economic momentum continued into 2005. Jobs were created in large numbers in construction, professional and business services, trade, and healthcare. The labor force is expanding by almost five percent, with net new jobs increasing at a relatively rapid pace of 5.4 percent. The unemployment rate in the region was approximately 5.3 percent at the beginning of 2004, declining to 4.5 percent in 2005.

The Mountainland Regional Council meets every other month and is an active participant in the operations of DWS in Utah, Summit and Wasatch Counties. Members of the council address important economic issues including the nursing shortage, services to veterans, community partnering for increased awareness and education, cultural diversity, online services, school outreach and others.

The committees of the regional council focus on four targeted industries: construction, manufacturing, tourism (particularly Park City), and healthcare. These target industries continue into the next planning year with the addition of industries identified in the Governor's new Economic Development Plan.

#### *Economic Stability*

The Nursing Shortage Task Force partnered with members of the medical community and secured funding for a student cohort class at Utah Valley State College (UVSC). Twenty additional students will graduate as registered nurses in 2006 as a result of this partnership.

The Youth Council partnered with the Mountainland Consortium of School Districts to serve youth ages 14-21, with the second highest enrollment in the state and the third largest budget serving over 300 youth.

Youth job fairs were held to assist the hotels and resorts in gearing up for winter, and a partnership between the Park City DWS and Moab DWS assisted employees of the resorts in transitioning from winter to summer seasonal employment.

The Business Services Task Force sponsored a state-wide conference on Cultural Diversity with Scott Warrick, a nationally recognized presenter. The conference drew over 150 business representatives from around the state.

#### *Employment Exchange*

DWS assisted in mass recruitments for Schwan's, Starbuck's, Simply Services, Dollar Tree, SOS Staffing, Teleperformance and a host of other businesses. In total, since July 1, 2004, Mountainland Region has assisted 1,705 unique businesses with 7,484 job recruitments. In addition, workshops were provided to train business partners in the use of DWS online recruitment services.

#### *Quality of Work-Life.*

Front-line workers developed a region-wide incentive plan to reward high outcomes and individual achievements by staff. A regional Awards Recognition Banquet recognized employees' years of service and outstanding career accomplishments. An individual development program was initiated as a career development opportunity, including leadership training for front-line employees. @



# Regional Council Reports cont.

## Western Region



**James English**  
*Council Co-Chair, The Spectrum News*

**Libby Zenger**  
*Council Co-Chair, ADR Consultant*

Despite floods and fire, most Western Region counties experienced improved economies. This year, Iron County received the distinction of being the third fastest growing county in Utah. On the average, growth in Western Region's major economic indicators outpaced state averages in all, except one category: construction permitting. All counties generated employment expansion and experienced declining unemployment rates. Overall the Western Region jobless rate measured 4.5 percent. Nonfarm job growth measured almost 7 percent, which is more than double the statewide rate of 3 percent. Since the rate of nonfarm growth is the best indicator of county-level economic well-being, the Western Region appears to be in robust economic condition.

### *Economic Stability*

Western Region service providers are involved with various community organizations and attend Coordinating Council meetings. The Transition to Adult (TAL) Initiative was implemented throughout the region with Phase I and Phase II training now complete. Four foster students are involved in the Employment and Training Voucher (ETV) program.

DWS staff and partner agencies were trained in the Case Staffing Model. Employment counselors find the model useful in helping customers resolve issues. Follow-up training is also provided.

Western Region continues to improve in program timeliness and exceeded last year's percentages in all programs. Food Stamp Payment Accuracy increased and Western Region is the highest in the state for the past 2 years. The dollars received by customers contribute greatly to the economic stability of Western Region. The total dollars infused into the Eleven County Economy during Program Year 2004 was \$30,533,428.00.

### *Workforce Development*

Western Region Council and DWS identified the targeted industries for each county: construction, manufacturing, travel and tourism, healthcare, mining, timber/forestry, professional/business, government, and most recently oil/gas exploration. Western Region's goal of 20 customers having a targeted industry as a service in their plan was surpassed with 100 customers having targeted industry as a service.

Western Region achieved its performance target for New and Engaged Employers and Employers Retained and exceeded its target by more than two percent in each category. The Employment Rate, Employment Retention Rate, and Increased Earning Rates for job seekers continue to increase.

### *Employment Exchange*

Western Region dedicated resources and expertise to improve the quality and efficiencies in the job connection areas and employment exchange system.

Employment counselors were trained in using online services. Workshops conducted now help job seekers to enter resumes and search for employment and other information online. Business consultants and employment counselors are marketing jobs.utah.gov to increase the number of employers using online services to enter job orders, find wage data, unemployment insurance and economic information.

Service providers are encouraged to identify areas where they need improvement or professional development. Managers and supervisors are ensuring that training and mentoring are available. The Region Management Team developed a process to reward employees for efforts that result in increased efficiency or cost savings. Each employment center developed an incentive plan. @

### *Quality of Work-Life*

A Region Employee Connection Team (ECT) developed a plan to improve the work-life of DWS staff. ECT representatives work with managers, supervisors and Region Management Team members to develop action plans and results are discussed at staff meetings.



# State Council

## on Workforce Services



**Kevin Crandall**  
*Chair, State Council on Workforce Services*

The vision for integrated workforce services in a system of one-stop employment centers has become a reality. Utah's workforce development system is an effective network of services and programs targeted at improving the state's workforce through productivity, employment and customer satisfaction. DWS continued this year, as it will the next, to refine and improve the system after which many states are modeling theirs.

In February Governor Jon Huntsman Jr. appointed Tani Pack Downing Executive Director of the Department of Workforce Services.

In March, the council held a planning session to develop the Workforce Investment Act Title I Wagner-Peyser PY 2005 - 2006 State Plan. The State Plan was approved by the Department of Labor in July.

In July, at the Workforce Innovations conference in Philadelphia, DWS, in partnership with the Division of Child and Family Services, received the U.S. Department of Labor Recognition of Excellence Award — Recognizing Special Populations in the Workforce. This award acknowledges Utah's Transition to Adult Living project for youth in foster care. @





# Outstanding *customers*



Tisheena was a young mother struggling to meet all her financial and parental commitments when she came to DWS in need of supportive services. Tisheena lives on the Utah Navajo Nation. This remote area with its associated transportation issues complicates work and educational opportunities. Although she was struggling to meet her basic needs she had not lost sight of her dream to become a nurse. DWS along with Vocational Rehabilitation combined resources to help her achieve her dream. Tisheena knew what she wanted and with energy and courage she overcame seemingly insurmountable barriers .

Tisheena prepared herself by passing prerequisites and was accepted into the LPN program at the College of Eastern Utah, San Juan Campus. She traveled from her home in Aneth to Blanding and back each

day logging 600 miles a week to attend class and required clinicals in surrounding communities. In May 2005, Tisheena completed the requirements for her LPN certification and passed her board certification exams. She now works for the Utah Navajo Health Systems as a nurse. Tisheena is the oldest of six children and her example has inspired not only her family but everyone who has watched her achieve her goals. @



Dawn Davies came to DWS in March of 2004. Dawn displayed a great desire to go back to school and finish her education. She began by studying for and passing her GED on her first attempt. Dawn continued going to the adult education program at the Mountainland Applied Technology College. She

# Outstanding Customers cont.

## *Dawn Davies continued*

lacked 21 packets to receive her adult education diploma. She completed all 21 packets in just one month and graduated from high school.

From the beginning, Dawn displayed a desire to go into the field of social work. DWS helped Dawn find an internship which she completed at the Center for Women and Children in Crisis. She acted as the assistant to the director and fulfilled many other job roles. She received excellent marks on every progress report.

Dawn is currently working at the Food and Care Coalition. Her future plans include completing her bachelor's degree and beginning a career in social work. @

Wendee was a single mother with no child support and a minimal paying job of \$6.25 at a nursing home. In January 2002 Wendee sought DWS finan-

cial help. She asked about attending LPN or RN nursing program and was told that DWS could only support a two-year program. By June 2003, Wendee had achieved her pre-requisites on her own with PELL grants and school loans, and had been accepted into the RN program at Dixie State College, which would start in August 2003.

During the time she was attending Dixie State College in the RN program, she endured three surgeries, but kept her grades at an average of 3.4 during this time.

Wendee met her goal of becoming a registered nurse. She is working at Intermountain Health Care hospital in St. George. She also works as a PRN at Purgatory Correctional Center in Hurricane. @



Wendee Yorgensen  
*TANF/Adult*



Amber Atkin *TANF/Adult*

Amber is a single mother with two children. Amber was enrolled in training to become a diesel mechanic.

Amber did very well in school and was a model customer in the training program. Due to a fire that burned her home to the ground, Amber had a difficult time attending a required welding class. Amber worked with the counselor to overcome her fear of fire and completed and passed the class.

Amber completed her training and has a full-time job at Wheeler Machinery in Salina as a Diesel Mechanic. She is earning enough to support her family without financial assistance from DWS. Amber's remarkable strength in overcoming obstacles to attain her goals is an inspiration. @

Joshua was employed with Boeing for nearly four years as a materials analyst. He was laid off and sought services at DWS to begin training. Joshua was already enrolled at Westminster to complete his degree more quickly while working full-time at Boeing. He was motivated and eager to complete his degree to obtain employment as a computer software engineer.

Since approval of his training, Joshua obtained exceptional grades and obtained employment in this career path. Joshua made the comment that when he was laid off he thought that was the worst thing that could happen to him, however, he has since stated that perhaps it was the best thing.

Joshua obtained his Bachelor's of Science degree in Computer Science at Westminster College in December 2004. He started a paid internship with Black Diamond to fulfill the requirements of his major. This company quickly saw his potential and hired him full-time as a department manager over the computer staff. @



Joshua Dees *Dislocated Worker*



# Outstanding Customers cont.

Carmen is a single mother of four children, two living at home. While Carmen was employed with Boeing as a Quality Control Specialist she attended college at the University of Phoenix to attain her Bachelor of Science degree. Boeing funded her education hoping to offer her a better position, but Carmen was laid off due to a reduction in force.

Boeing suffered from 911. Aircraft demand was reduced and consequently the need for employees also diminished. Carmen was worried about her ability to pay for schooling on her own. DWS sent a representative to her place of employment and explained what supportive services and benefits she may be eligible to receive. Carmen called DWS and made an appointment to discuss her training needs. Carmen was thrilled to learn she may qualify for training through the Trade Adjustment Act. Her goal to complete her bachelor degree was once again on track.



**Carmen Manzanares**  
*Dislocated Worker*

Carmen graduated this year with a Bachelor of Science degree in computer technology. She began working full-time at the Red Cross as an Administrative Assistant III where she is currently building databases. @



**The Spectrum**  
*Outstanding Employer*

Marie Bowcut and Gloria Bertram of The Spectrum News, located in St. George, Utah were struggling to recruit qualified employees. By using DWS they now recruit qualified employees and are also willing to train customers who lack skills. The Spectrum provides many employment opportunities to persons with various disabilities. They provide on-the-job training for DWS customers, and many are still employed by the Spectrum. The partnership between DWS and the Spectrum has been very successful in helping customers obtain skills to become gainfully employed.

During the last year The Spectrum has placed 33 job orders. The company sought opportunities to partner with DWS in job fairs, on-site recruitments, career days, on-the-job training, apprenticeships, internships, employer committees, sponsorships of DWS Seminars, and more.

The Spectrum is very community oriented. They partnered with the Western Region Council and DWS to develop the “Executive Summary” booklet containing Washington County economic information. This booklet is distributed to employers located in Washington County. They provide a benefit package and they are a very employee friendly company. The Spectrum management believes in making their employees feel valued and finds ways to reward their employees. @



Lisbon Valley Mining Co.  
*Outstanding Employer*

The Lisbon Valley Mining Company, located in La Sal, Utah has an outstanding impact on the local economies of San Juan and Grand counties. The employment opportunities available at the mine are

well paying/ family supporting, long-term jobs with benefits. The mine plans to employ approximately 140 people, which represents an increase of 1.7 percent in total non-farm jobs over the two counties, and a whopping 57 percent increase in mining jobs for the two counties.

Lisbon Valley Mining represents a targeted industry for Eastern Region. There are opportunities for non-traditional employment at the mine. To date, they have hired six women in non-clerical positions, including three haul truck drivers/ heavy equipment operators, demonstrating a willingness to accept women for good jobs in a male-dominated industry.

Lisbon Valley Mining participated in the DWS annual Grand County High School career fair, representing a targeted industry. They held recruiting days and hiring fairs at three locations in Grand and San Juan Counties. Approximately 70 people attended the Moab event to meet with company officials. Turnout far exceeded company expectations, but when faced with overwhelming numbers of applicants, they moved quickly to call in additional management staff.

The company HR person, Claudia Berner meets with DWS Business Consultants, managers, and LVERs, on a regular basis and has shown a great commitment to economic development in the community. Claudia Berner attended a number of DWS workshops this year. The company has given tours of the mine property and facility for several DWS staff to provide a better understanding of the business and their needs. @

# Workforce Investment Act

## *evaluations of WIA*

DWS conducts a variety of evaluations such as, internal audits, program performance reviews, case edits, and contract monitoring as determined by the DWS Executive director or the Governor. The outcome from these evaluations provides objective and timely analysis and recommendation for improvement, relative to all activities reviewed.

### Internal Audit

Internal audit examine and evaluate the adequacy and effectiveness of management control systems required by the various funding sources within DWS. The objective of this authority is to assist DWS divisions to meet program compliance and fiscal integrity according to Utah Administrative Rules and DWS policy.

### Program Performance Reviews and Validation

The Program Performance Audit Team (PPAT) is tasked with the responsibility for program related oversight and data validation functions within DWS, as it relates to federally funded programs.

The primary purpose of program monitoring within this department shall be to assist management in the effective discharge of their responsibilities. To this end, PPAT will function as a team member to provide objective and timely analyses and recommendations relative to all activities reviewed.

### Employment Counseling Case Edit Process

In 2004, DWS implemented a formalized employment counseling case editing process. This

process provides detailed programmatic oversight, and creates the data set to guide systematic continuous improvement. The additional data available as a result of this process will allow us to prioritize service improvements.

### Contract Monitoring

Contracts are monitored annually to include: compliance with statement of work, case file review, al compliance review and a review of facilities to assure compliance of ADA requirements.

### WIA Allocation and Costs in Relation to Performance

Utah provided core services to more than 265,000 customers during program year 2004. Utah served over 5,800 WIA customers, who received at least one core service.

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



## PY04 WIA Service Counts by Achievement Objectives

Achievement Objective (Service Category)	Total Services	WIA Adults	WIA Dislocated Workers	WIA Youth
Assessment	708	398	195	115
Basic Education	354	115	67	172
Employment-Related Education	3,077	1,514	1,486	77
Intensive Employment Services	29	23	2	4
Job Search Assistance	901	436	332	133
Life Skills	541	340	32	169
Partner Programs	126	74	18	34
Supportive Services	1,423	894	321	208
Treatment	331	224	26	81
Work Site Learning	221	136	54	31
Youth Services	5,087	10		5,077

## Cost of Program Activities

Program Activity	Total Federal Spending	Average Cost Per Activity (Objective)
Adults	\$4,371,085	\$ 1050
Dislocated Workers	\$6,413,938	\$ 2532
Youth	\$4,492,202	\$ 736
Rapid Response	\$ 244,100	
Statewide Required Activities	\$1,178,656	
Miscellaneous	\$ 561,041	
Incumbent Worker	\$ 154,123	
Local Core Services	\$ 550,000	
Local Youth Activities	\$ 11,714	
Total of All Federal Spending Listed Above	\$17,976,859	

## Mission

*We provide employment and support services for our customers to improve their economic opportunities*

## Vision

*We are preparing our customers to prosper now and as the workforce of the future*

## Code of Ethics

*We are accountable.*

*This means we are:*

- *Fair, considerate, and respectful in our interaction with our customers*
  - *Committed to professional competence*
  - *Honest and trustworthy in our relationships*
    - *Law abiding in our activities*
    - *Economical with our resources*
- *Committed to providing responsive and high-quality services*

## Strategic Goals

*With efficiency, effectiveness and humanity, the Department of Workforce Services will:*

- *Promote economic stability and self-sufficiency for all our customers*
- *Contribute to the development of a workforce that is prepared for the jobs of today and the future*
  - *Provide a dynamic employment exchange system*
  - *Support quality of work-life for all DWS employees*