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

WIA Annual Report 2005

*Message*

**O**n behalf of the Utah State Workforce Investment Board and the Department of Workforce Services (DWS), we are proud to present the 2005 WIA Annual Report.

This year presented both economic challenges and opportunities for the five DWS regions. From the fast-paced, urbanized economy of Central Region to the energy driven economy of Eastern Region, the low unemployment rate and booming economy left many industries lacking a qualified workforce. DWS, education, and economic development forged a strong alliance in response to this challenge at the state and regional levels.

In April 2006 DWS released innovative labor market information that identified skill shortages and hard to fill occupations specific to individual counties. Regional councils were able to use this data to formulate effective workforce development plans. Regional councils held “roundtables” where leaders from local industry, education, and economic development planned and implemented solutions. One of many examples of an effective roundtable was in the automotive industry. Public education and higher education partnered with the automotive industry to align curriculum. Upcoming graduates will have the skills employers need, thanks to this coordinated effort.



*Tani Pack Downing*  
**Tani Pack Downing**  
*Executive Director*

Workforce development in Utah realized a success when the Western Energy Training Center (WETC) opened its doors in July 2006. The WETC is a new resource for existing and prospective employees of the energy industry, helping to develop the skills and technical expertise to meet the growing demand for energy workers. The WETC was funded in part by a grant awarded under the President’s High Growth Job Training Initiative, as implemented by the U.S. Department of Labor’s Employment and Training Administration.



*Kevin Crandall*  
**Kevin Crandall**  
*SWIB Chair*

DWS has joined with major energy industry representatives from Montana, North Dakota, Wyoming, and Colorado, workforce agencies, state economic developers, and educators to form the Rocky Mountain Energy Partners. The group was formed in recognition that the current energy boom is going to be with us for a while. The Rocky Mountain area has energy resources that are profitable to extract as the price of oil continues to rise. Issues surrounding workforce, training, and infrastructure need to be responded to in a coordinated regional format. The group is meeting to deal with these important issues.

This annual report illustrates the commitment of workforce development partners in the implementation of the Workforce Investment Act. The state of Utah and its five local workforce areas celebrate our achievements and stand aligned in our mission and vision. Through innovative partnerships, focused sector strategies, and the use of technology we advance Utah’s workforce to meet the demands of today and the future.

## *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*



### ***Equal Opportunity Employer/Program***

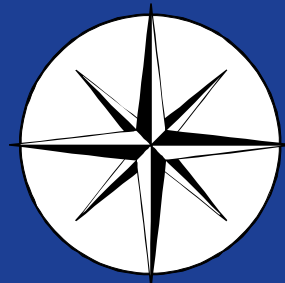
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Spanish Relay Utah: 1-888-346-3162.

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just got easier*



# Introduction

**A**s you read through the Department of Workforce Services WIA 2005 Annual Report, you'll find that doing business with us is easier and more efficient than ever before. Even for an agency of state government that prides itself in applying technological solutions to promote efficiency while maintaining a high level of customer service, this year doing business really did get easier for every customer service segment we touch: employers, job seekers, customers needing financial assistance, training, nutrition services, and our sister state agencies.

The year 2006 literally started out with a bang on January 1 as we launched the Comprehensive Unemployment Benefit System (CUBS), the latest successful IT modernization project developed by the Department of Workforce Services. In November 2006 the U.S. Department of Labor awarded Utah the first annual Unemployment Insurance State Performance Excellence Award. Utah will receive the highest honor, the Pinnacle Award, which goes to the state with the top performance overall.

A strong economy statewide enabled us to serve a variety of industries with innovative services. DWS forged partnerships with the business community and education to ensure a well-trained and work-ready labor supply for growing industry sectors. From the oil and gas industry in the oil fields of the Uintah Basin, to tourism and travel in Utah's Dixie,

to automotive, construction and healthcare along the Wasatch Front, industry thrived in Utah.

As promised by Governor Jon Huntsman, things got easier and more efficient as the department recognized how technology and smart thinking addressed turnover issues in the Central Region, retained jobs in the Eastern Region, and became more efficient without a drop in customer services.

The application of technology and consolidation made food stamp access easier, without sacrificing accountability. The department was recognized with the U.S. Department of Agriculture Food and Nutrition Services Pinnacle Award for "Enhancing Administration of the Food Stamp Program through Technology" in June. You'll find more examples as you read through the following pages.

The department also posted many human success stories as well, and you'll be touched by the success fostered by the compassion of our employment counselors with an assist from technology so they can work smarter to have more time to apply the human touch to those in need of more intensive hands-on counseling.

Never to rest on our past success, look for similar advances and success stories in the coming years from Utah's Department of Workforce Services. We hope you find this report useful and informative.

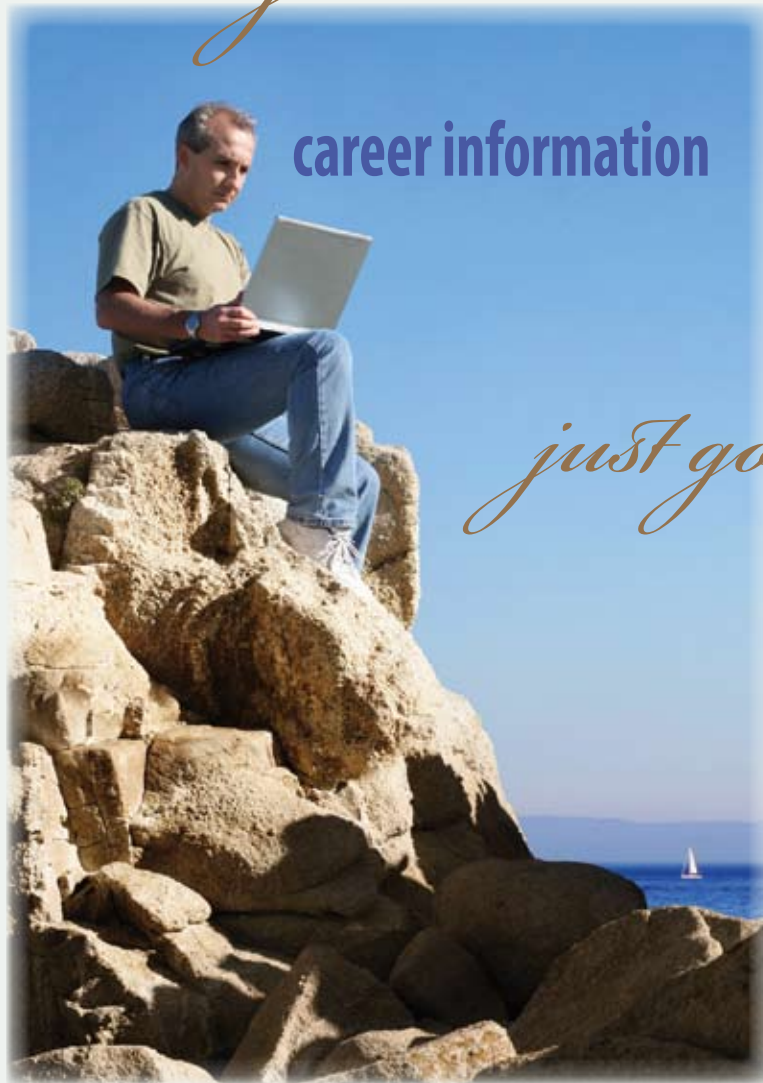
## *Key* business processes

The Department of Workforce Services plays a vital role in serving Utah customers with specialized services. DWS uses many different funding streams, from federal sources and state General Funds. Funding streams are grouped together to create "product lines" or groups of similar services based

on customer need. These product lines are also known as key business processes.

- The Unemployment Insurance (UI) key business process serves unemployed people who are eligible for benefits and employers who pay UI taxes.

# *Finding*



- Customers who are eligible for supportive services such as food stamps, financial assistance, Medicaid or child care are served by the Eligibility key business process.
- Customers who want to increase their income, overcome employment barriers, and/or receive training are offered services within the Employment Counseling key business process.
- Customers who need a job (or a better job) and employers who need to fill a job opening are offered employ-

ment exchange services within the Core Services key business process.

Utah's system of integrated one-stop employment centers allowed us to accomplish great things for the customers we serve. Performance accountability is maintained through each of the key business processes. This accountability has the greatest impact on the department's desired outcomes



*Filing* claims  
*just got faster*



*An Interactive Voice Response system along with our web site take initial and reopened claims.*

## **Unemployment Insurance Services**

### **UI Program Performance**

In November 2006 the U.S. Department of Labor celebrates performance excellence in the Unemployment Insurance (UI) system with the first annual Unemployment Insurance State Performance Excellence Awards. These awards recognize state workforce agencies that have demonstrated the highest levels of performance in key areas of state UI operations. Utah will receive the highest honor, the Pinnacle Award, which goes to the state with the top performance overall.

### **UI Benefits**

In 2006 the UI claims volume continued to decline. About 60,000 unemployed Utah workers filed claims for regular UI benefits in 2006, an approximate 11 percent reduction when compared to 2005. Likewise, UI benefit costs were down approximately 12 percent when compared to the previous year. Utah has recovered from a recession peak of

46 percent of claimants exhausting potential benefits and is back to our historic average of 29 percent during 2006. The average number of weeks a claimant remained on unemployment was approximately 14 weeks.

### **CUBS**

The CUBS (Comprehensive Unemployment Benefit System) vision started in October 2000 to replace an out-dated system that no longer met the department's business needs. CUBS, launched January 1, 2006, provides a comprehensive solution in the delivery of UI benefits. The CUBS system is fully paperless and includes automated workflow throughout the modules. Some of the most important features of CUBS are:

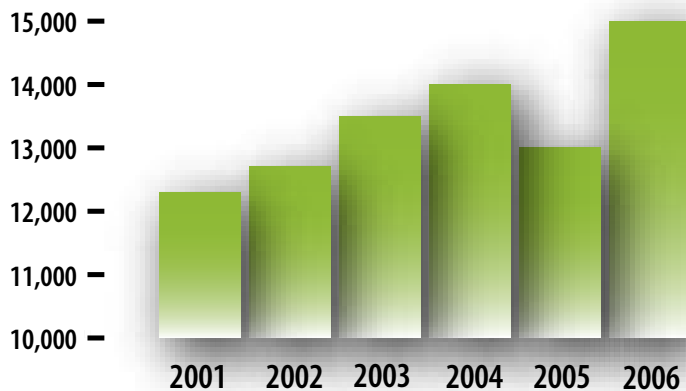
- **Real Time Processing:** Prior to CUBS, much of the claim processing took place in overnight batch runs. As a result, staff did not have current or accurate information.

- **Complete Electronic Workflow:** Workload and claims are electronically delivered to the appropriate user.
- **Fully Featured Claims Intake:** The CUBS system works with our Interactive Voice Response system and web system to take initial, additional and reopened claims. The percentage of initial claims filed on the new web site has doubled within five months of implementation.
- **Automated Adjudication Case Management:** In CUBS all adjudication issues are automatically assigned to an adjudicator based on our “fair share” formula, and CUBS uses electronic workflow distribution extensively.
- **Integrated Accounting:** The CUBS accounting system is completely integrated with our UI tax system, wage data system and our state finance system.
- **Fraud Detection:** The CUBS system comes with a Benefit Payment Control case management program, which assists users in detecting fraud and establishing overpayments.

**UI Contributions (Taxes) and New Hires**

Utah is a national leader in Internet services offered to its nearly 65,000 registered employers. The vast majority of UI employer services are offered at: [jobs.utah.gov/ui/employer/emservices.asp](http://jobs.utah.gov/ui/employer/emservices.asp). As the following chart shows, 15,000 new employers registered with the department in 2006. More than 94 percent registered online. Each quarter, approxi-

**New Employers Registered**



**Utah will receive the highest honor, the Pinnacle Award, which goes to the state with the top performance overall in key areas of state UI operations.**

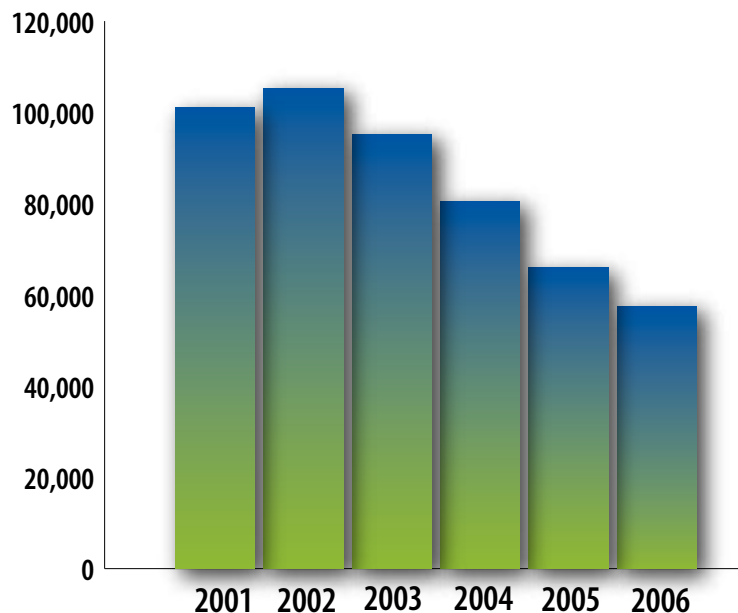
mately 1,500 more employers use the Internet to file their quarterly tax reports. In addition, employers are able to pay both current and any past due taxes using Electronic Funds Transfer (EFT). Employers reported an average of 262,000 new hires per quarter this year. Use of the Internet to report new hires continues to increase. Currently, about 70 percent of all new hires are reported electronically.

### UI Program Integrity

In 2006 the UI Division continued to make significant advances in its efforts to prevent and detect improper UI benefit payments through the use of enhanced software and database cross matches. Utah was one of three states

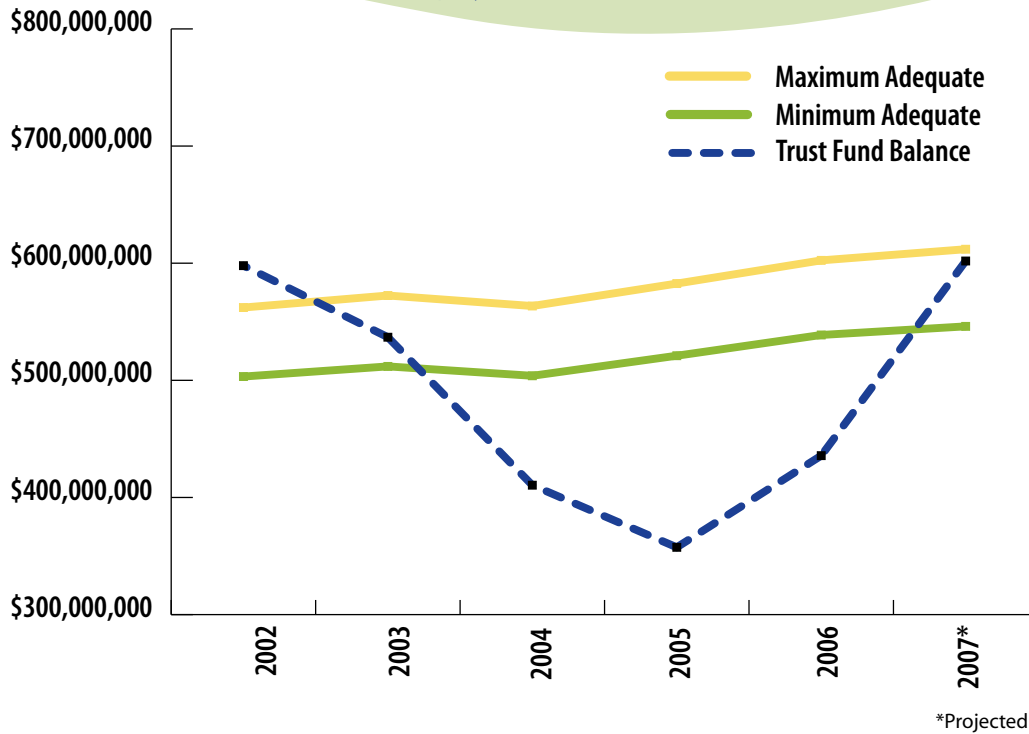
that piloted and implemented a cross match between the National Directory of New Hires and Utah benefits paid. Initial results indicate 41 percent additional overpayments were identified. Utah was one of five states that piloted and implemented a program to identify Utah employers that illegally circumvent their UI tax rates, referred to as “SUTA Dumping,” which has significantly reduced this practice. The department continues to work very closely with local authorities in all jurisdictions to criminally prosecute individuals who commit fraud and to publicize criminal prosecutions.

## Unemployment Insurance Initial Claims

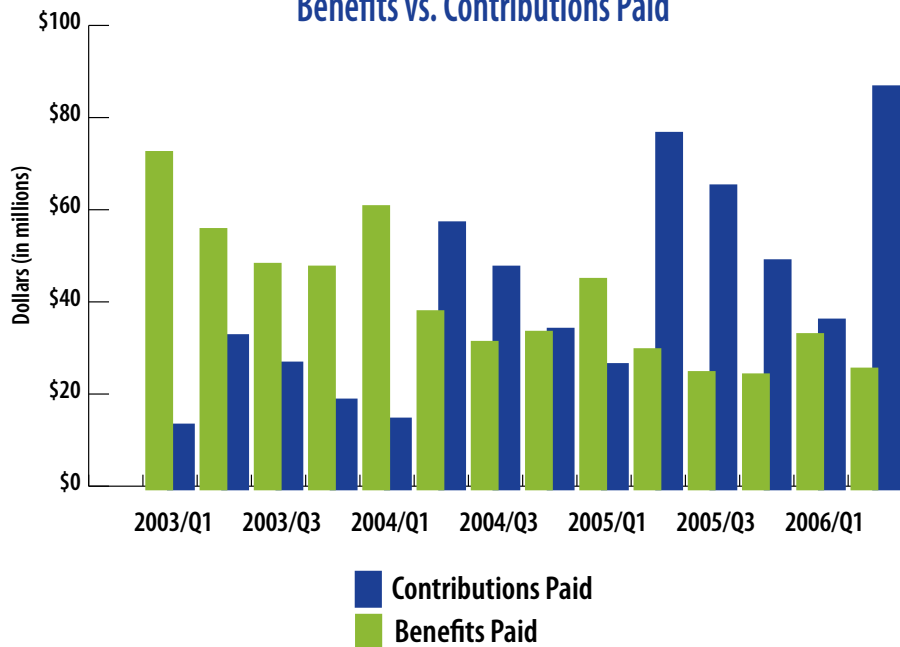




## Trust Fund Balance Adequacy Chart by Rate Year



## Benefits vs. Contributions Paid



# Accessing supportive services

*is better*

## Eligibility Services

**E**ligibility is defined as services to customers related to determination and issuance of supportive service benefits. The goal of eligibility is to provide accessible, accurate and timely supportive services, including financial and child care assistance, food stamps, or Medicaid to all eligible job seekers and their families.

The importance of eligibility cannot be overstated. Accuracy is tied to accountability for the taxpayer dollars that fund the programs that DWS administers. Eligibility staff are constantly looking at ways to improve the system and develop new tools to enhance accuracy and timeliness.

This past year saw the development and deployment of a web-based tool for staff, customers, community partners, and the public that provides information on DWS programs and processes. This Customer Education Project is already proving its worth.

In the 2006 General Session the Utah State Legislature passed House Bill 37- Public Assistance Amendments. This bill allowed DWS to implement semi-annual reporting for DWS eligibility programs. This simplifies the programs by requiring customers to complete fewer recertifications and to report certain changes only at recertification.



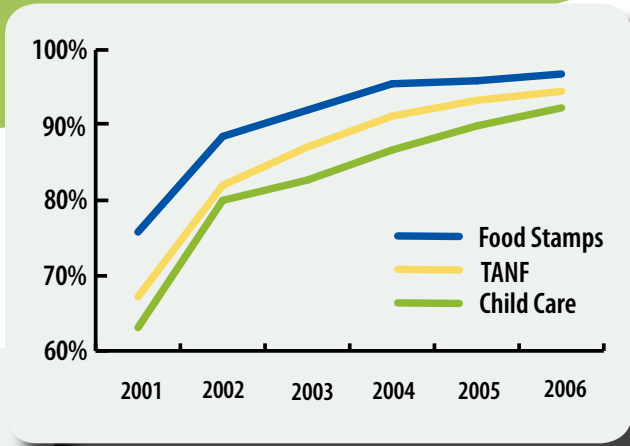
***"The Utah Department of Workforce Services is commended for its efforts in the development and use of technology to serve low-income families."***

**-USDA FNS**

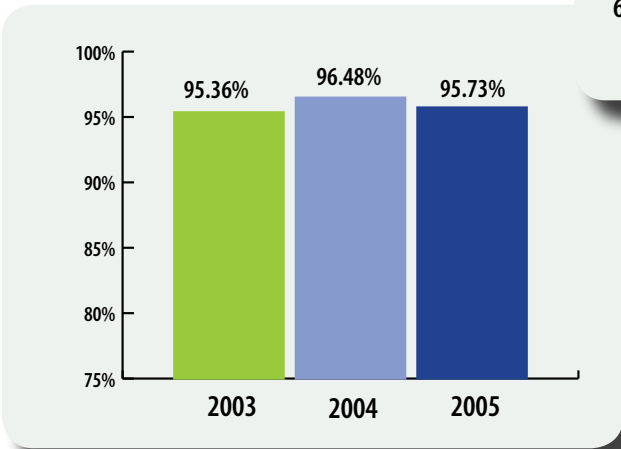
As a state, Utah wanted to speed up food stamp application processing by allowing some applications to be completed by telephone. After negotiation, the department was approved by the U.S. Department of Agriculture, Food and Nutrition Services (USDA FNS) to conduct telephone interviews for food stamp applications rather than face-to-face interviews in all Central Region offices (except Tooele), and in the Clearfield office.

Today's eligibility service delivery model has served us well, but its overall design is relatively unchanged from the 1960's. Recent technological developments have created opportunities for a more efficient model. DWS initiated a planning process to modernize the delivery of eligibility services through lean processing concepts and state-of-the-art technology.

## Timeliness of Applications State Fiscal Year



## Utah Food Stamp Accuracy Federal Fiscal Year



tion processes and call center technology, Utah DWS is better equipped to provide food stamp clients their benefits timely and accurately. The Utah Department of Workforce Services is commended for its efforts in the development and use of technology to serve low-income families.”

As validation to the department’s efforts to improve the eligibility process, DWS was presented the Pinnacle Award from USDA FNS for “Enhancing Administration of the Food Stamp Program through Technology” in June, 2006. The language accompanying the award stated that the “Utah Department of Workforce Services leads the Mountain Plains Region in developing technological supports that enhance the administration of the Food Stamp Program and provide greater access and customer service. Through innovative policies and updates to eligibility determina-

## Employment Counseling

The goal of employment counseling is to increase the earned income of individuals and families who participate in employment counseling services. And during the past year it's been made easier and more efficient.

Programs targeting youth became easier to access when the department responded to new instructions from the U.S. Department of Labor to develop educational and employment opportunities in high-growth industries for out of school youth.

Through the Transition to Adult Living (TAL) initiative, Utah has created the framework for improved services for at-risk youth as they become adults. The focus of this initiative has been on youth in foster care, those aging out of foster care, and youth involved in the juvenile justice system. The TAL initiative is based on partnerships formed at both state and regional levels between DWS, the Department of Health (DHS), Juvenile Justice Services, Juvenile Courts, public housing and public education. These partnerships helped make possible the "Just For Youth" web site, providing youth access to information and resources in housing, education, employment, finances, health, parenting/child care, social services and transportation. Foster youth were actively involved in designing the content and format of the web site, <http://justforyouth.utah.gov/>.

### Family Employment Program

DWS served an average of 8,265 families this past year with the Temporary Assistance to Needy Families (TANF) grant.

Congress' Deficit Reduction Act of 2006 included a provision that reauthorized the TANF Block Grant. The national

funding remains level at \$16 billion per year for five years, and supplemental grants are extended at FY 2001 levels (\$319 million) for three years. However, some of the elements of the previous Act did not carry over to the reauthorization.

Other changes contained in the reauthorization significantly increase the percentage of customers who must participate in specified work activities each week. It requires that states verify participation hours for all eligible activities starting in October 2006. This means we must have 50 percent of all of our Family Employment Program (FEP) families participating at the expected level throughout the federal fiscal year.

DWS program staff have been anticipating those changes and took early action. In the fall of 2005 we changed FEP participation policy to define the "expected level of participation" as 30 or more hours a week in priority activities and trained extensively in all five regions.

### General Assistance

DWS, Office of Recovery Services, and the Social Security Administration collaborated to simplify the process and



*A DWS customer receives guidance to navigate online.*

*I* have to say that DWS has to be one of the best programs Utah has ever had. As a human resource manager, I've had many opportunities to interact with DWS, and I can say without hesitation that every experience has been beneficial and progressive. DWS played a vital role in opening up our new location in Price, Utah and

continues to help make my life a little easier through their online services. Thank you for promoting such a great service.



*David Jensen  
U.S. Field Research*

enhance the efficiency of collecting interim assistance for General Assistance (GA) customers who are approved for Supplemental Security Income (SSI) disability payments.

These efficiencies resulted in a General Assistance FY 2006 recoupment of \$2,067,657, which represents a 49 percent increase in collection of interim assistance over the previous fiscal year. Because GA is a state funded program, these funds are returned to the State General Fund and are not available to DWS.

Offices and regions have implemented several initiatives and specialized GA caseloads that have made a positive impact on the statewide caseload. The average monthly caseload for fiscal year 2005 was 2,339 cases statewide. For fiscal year 2006, the caseload dropped to 1,962, a reduction of 377 cases.

### **Utah Refugee Resettlement Program**

The Utah Refugee Resettlement Program is a federally funded program that provides 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 by use of coordinated support services and cash/medical assistance. The state of Utah has seen an increase

in the refugee and resettlement program. In 2006, Utah resettled approximately 850 new refugees, mostly women and children.

Instead of the large number of refugees from a specific region, as we had seen with the Southeast Asians in the late 1970s and 1980s and the Balkans in the 1990s, we have smaller groups of refugees from a variety of places around the world. 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. Other areas of concern in the world for refugees and internally displaced people are the Middle East, Near East, Asia, Indonesia, parts of Europe, and Central and South America.

In 2006 the refugee resettlement program placed 754 refugee adults into employment, of which 591 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 \$7.29 per hour.

### **Work Readiness**

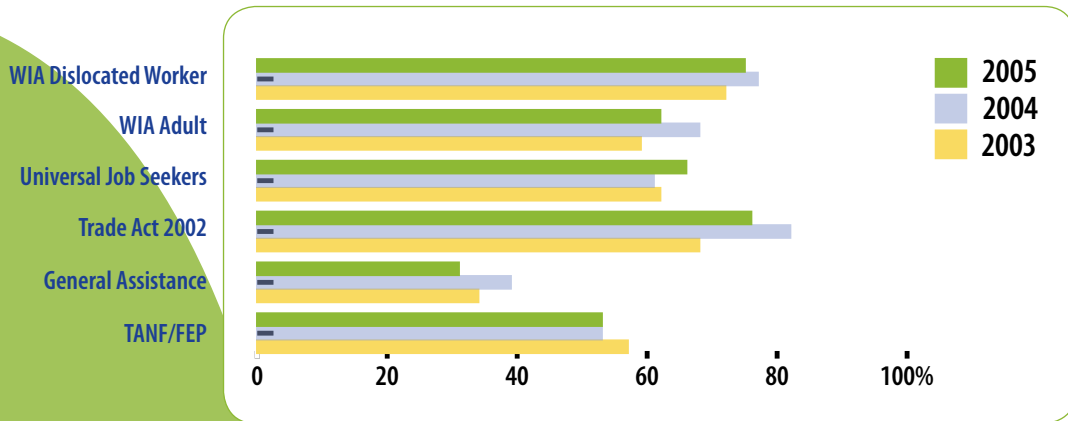
The Work Readiness Program was designed based on strong feedback from employers statewide and regional councils,

who indicated that many job seekers are lacking basic work readiness skills and work habits associated with entry-level positions.

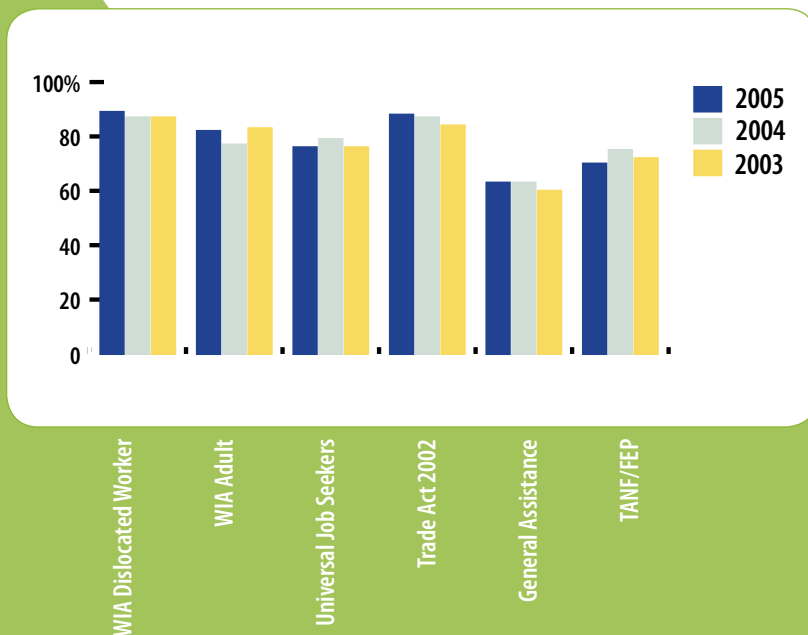
The Salt Lake Tooele Applied Technology College (SLTATC) and the Salt Lake Community College (SLCC) Skills Center received a grant to develop the first Work Readiness Training Program. The Ready to Work – Employment Survival Skills

curriculum developed by the SLTATC and SLCC is available to other educational institutions to use as they design and implement their Work Readiness Training Programs. Work Readiness training is being developed statewide at our Utah College of Applied Technology (UCAT) institutions and is currently being offered in the Central, North, and Mountainland regions.

### Entered Employment By Program Year



### Retention in Employment By Program Year



*Locating*

**job resources**



*is more comprehensive*

*Through the Transition to Adult Living (TAL) initiative,  
Utah has created the framework for improved services  
for at-risk youth as they become adults.*



*Finding* **good employees**  
*is more convenient than ever*

## **Core Services**

### **Employment Exchange**

The goal of Core Services is to provide a dynamic employment exchange system for employers and job seekers alike, a system that is more productive, accessible, efficient, and user friendly. And like the other programs and services described in this annual report, employment exchange got easier this year as well.

The “Services to Employer” side of [jobs.utah.gov](http://jobs.utah.gov) has been completely redesigned to improve the site and make it easier to navigate. The redesign process for “Services to Job Seekers” began earlier this year and we look to completion in 2007.

Our records indicate a steady increase in the number of unique employers using [jobs.utah.gov](http://jobs.utah.gov) this year of 14,986. That is up from 13,569 employers a year ago.

Those numbers indicate an increase of employers using on-line services from 17.4 percent last year to 35 percent this year.

Services to job seekers resulted in great success. Seventy percent of core customers who were unemployed when they entered our system were employed when they left our system, reflecting an increase over the previous year’s rate of 66 percent.

### **Choose to Work**

The Choose to Work Program is a cooperative service between the Utah State Office of Vocational Rehabilitation and the Department of Workforce Services. Its purpose is to provide job development and job placement services for people with disabilities. The basic goal of the program is to move job seekers with disabilities into the workforce by providing individualized job development and placement ser-



Xactware was one of the first corporations to use the online services provided by DWS. We have seen the services refined over the years to now be so user-friendly, there is no excuse for anyone to not use them. The job posting service allows us to control the quality and quantity of resumes we receive. Postings are instant and very ef-

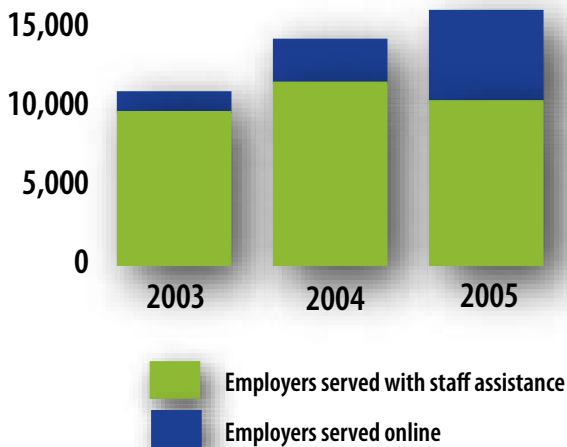
ficient. Searching for applicants is easy. But our job postings attract so many resumes, we don't normally need to search for applicants.



Karlyn Norton  
Xactware

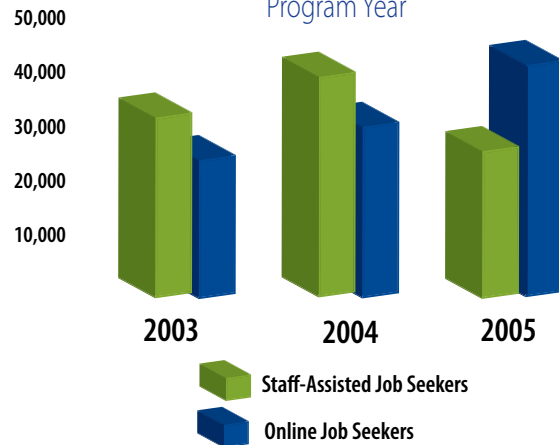
### Employers Served by DWS

Program Year



### Average Monthly Count of Job Seekers Served by DWS

Program Year



services to customers who might not otherwise obtain employment without intervention from a job placement specialist.

#### Fidelity Bonding

Fidelity Bonding is a federal program that provides individual fidelity bonds for job applicants who are, or may be, denied coverage by commercial carriers because they are determined to be at-risk. Its purpose is to help secure employment for applicants who are having a hard time getting a job due to this at-risk status. This is the only bonding program that will issue bonds to employers to cover anyone who is not bondable. As a result, bonding is eliminated as a barrier to employment and the program serves as a unique job placement tool.

# Office of *work & family life*

**I**n April 2005 the Office of Child Care, the Utah Commission on Marriage and the Utah Commission for Women and Families were combined to create the Office of Work & Family Life. In the past, the three groups operated independently. Recognizing that these entities share many common goals and values, the Department of Workforce Services brought them together under one umbrella. Each of the three entities continues to act under its current rules, but some operations and management functions are now centralized. Cooperating as branches of the same tree, or members of the same family, strengthens these valuable groups and advances the initiatives of all three.

The Office of Work & Family Life supports families by helping them provide stable homes, and helping them access quality child care and afterschool programs. It also supports child care providers by providing professional development programs and grants.

The goal for 2006 has been to champion quality, affordable child care for every child in Utah who needs it.

## **Payment-to-Parent Assisted Child Care**

The Payment-to-Parent Assisted Child Care program provides funding for child care to parents who are employed or who are employed and attending school or training. The program serves single-parent families or two-parent families when neither parent can provide care for the children because of working schedules. Parents must meet the minimum work requirements to be considered eligible. Other eligibility requirements such as income limits may apply.

## **After School Programs**

Quality afterschool programs are an integral part of the child care picture in Utah. Afterschool programs keep kids safe, help working families, and improve academic achievement.

Concern for Utah's children in the afterschool hours is compounded by the fact that Utah has the highest birthrate in the country, the youngest population in the country, and a higher than average ratio of school age children to adults – 483 school age children for every 1000 adults. Moreover, significant growth in Utah's school age population is expected to increase 24 percent by 2014 and 39 percent by 2030 (Utah Foundation, 2004).

The Youth Connections grant serves primarily at-risk youth and families that qualify for free or reduced priced lunch or who are not native English speakers. The program serves working parents.

## **Infant/Toddler Program: Baby Steps**

The primary goal of this project is to improve the quality of infant/toddler care by asking programs to take “baby steps” toward providing high quality care for the most vulnerable children. The Baby Steps project provides child care centers with ongoing annual grants based on the number of infants and toddlers who attend.



*Searching for*  
**family resources**

*is more practical*

**T**he Utah Commission on Marriage continues to increase awareness of the positive societal effects of healthy marriages. The Commission was established in 1998 to be a resource in strengthening marriages in Utah.

Couples and individuals can learn how to make a marriage healthy and successful and decrease behaviors associated with marital distress and divorce. Behaviors and attitudes that predict success can be taught to couples, regardless of background, and at any stage of their relationship. The Utah Commission on Marriage makes marriage education resources available statewide through printed materials; free classes; promotion of the high school elective, “Adult Roles and Responsibilities”; and the web site [www.utahmarriage.org](http://www.utahmarriage.org), which includes two free online courses.

#### **Women’s Commission**

The Commission consists of an advisory board of professional women and men with diverse backgrounds who volunteer their business and professional experience, their time, and their effort, to help fulfill the Commission’s mission.

The Commission has ongoing projects statewide, such as education outreach programs for teens. These programs teach character building skills, life skills, resiliency training, academics, and how

to take advantage of career and employment opportunities. The Commission collaborates with other organizations to accomplish worthwhile projects. DWS, Division of Child and Family Services, Utah Domestic Violence Council, and the Office of Violence Against Women and Families will complete their second Domestic Violence Incidence and Prevalence study for Utah in the near future.

#### **Work/Life Awards**

The Office of Work and Family Life also presents the annual Work/Life Awards. Each year, the state recognizes and honors companies that are creating exceptional workplaces and businesses by effectively addressing employee work/life needs. The awards showcase best practices and promote their implementation in the business community. As the applicant pool has grown over the years, so have the creativity and ingenuity of businesses and business leaders.

The 2006 winning companies were: (Micro Category) Petzl America, Sewell Direct, Utah Foster Care Foundation; (Medium Category) Basic Research, Futura Industries, Nicholas & Company, Redmond Inc., Sunshine Terrace Foundation; (Large Category) 1-800-CONTACTS, ARUP Laboratories, Citi Cards, Mountain America Credit Union, and Regence BlueCross BlueShield of Utah.

*The Office of Child Care, the Utah Commission on Marriage and the Utah Commission for Women and Families were combined to create the Office of Work & Family Life.*

## Workforce Development and Information Division

The Workforce Development and Information Division (WDID) was formed to improve functionality between Workforce Information and Workforce Development, including the melding of industry sector strategies and online services to strategically enhance our partnership initiatives.

Workforce Information develops, gathers, analyzes, and reports on Utah's workforce status with economic indicators such as employment and unemployment rate fluctuations, current industry and occupational employment, short and long-term industry and occupational employment projections, wages by occupation, counts of employers by firm size, major industry, and county. Also occupational jobs, wage, and training information is delivered to students and other customers through a comprehensive career information program.

The department collects much of this data under agreements with the Department of Labor's Bureau of Labor Statistics and the Employment and Training Administration. Utah's data is combined with other state's data to create the national economic statistics.

WDID develops, maintains and supports software systems used in a number of statistical programs: census of quarterly employment and wages and long- and short-term industry and occupational employment projections at the state and sub-state level. There are only a handful of states that have the expertise to support these vital labor market information systems for the nation.

The department's labor market economists research and study specific clusters, industries, sectors and occupations to inform the public in metro and rural areas about economic conditions and trends in their area. Our economists estimate that the industry sectors and occupations driving Utah's economy over the next few years will include health-care, construction, computer programming, automotive, truck driving, manufacturing, banking, clerical and teaching. In addition, two unique Utah industry needs were identified: mining and oil/gas.

Utah's economic performance accelerated to its highest level of the past ten years. Employment growth is in the five percent range and unemployment has steadily declined, falling to nearly three percent, which is historically Utah's lowest unemployment rate.

Diversity is the strongest characteristic of Utah's economy. Not only are all of the state's major industrial sectors expanding their employment levels, most of the state's regions are enjoying sizeable employment percentage growth rates as well. One region of particular note is the Uintah Basin, with its oil and gas industry operating in a high-powered mode, energized by high global energy prices. This is a thriving time for that region. Booms and busts are part of its economic landscape, so strong economic times are always appreciated when they surface.

Although all industries are expanding throughout Utah, two industries stand out. They are construction, and professional and business services. Together, these two industries have accounted for just under half of all jobs created this year. High levels of construction employment are not only a natural byproduct of Utah's population growth and strong economy, but also a barometer of how the business community views Utah and its future. Home building, as always, is the foundational aspect of Utah's construction industry, but a high volume of commercial and industrial construction is also turbo-charging the industry. This illustrates the positive outlook the investment community has toward Utah.

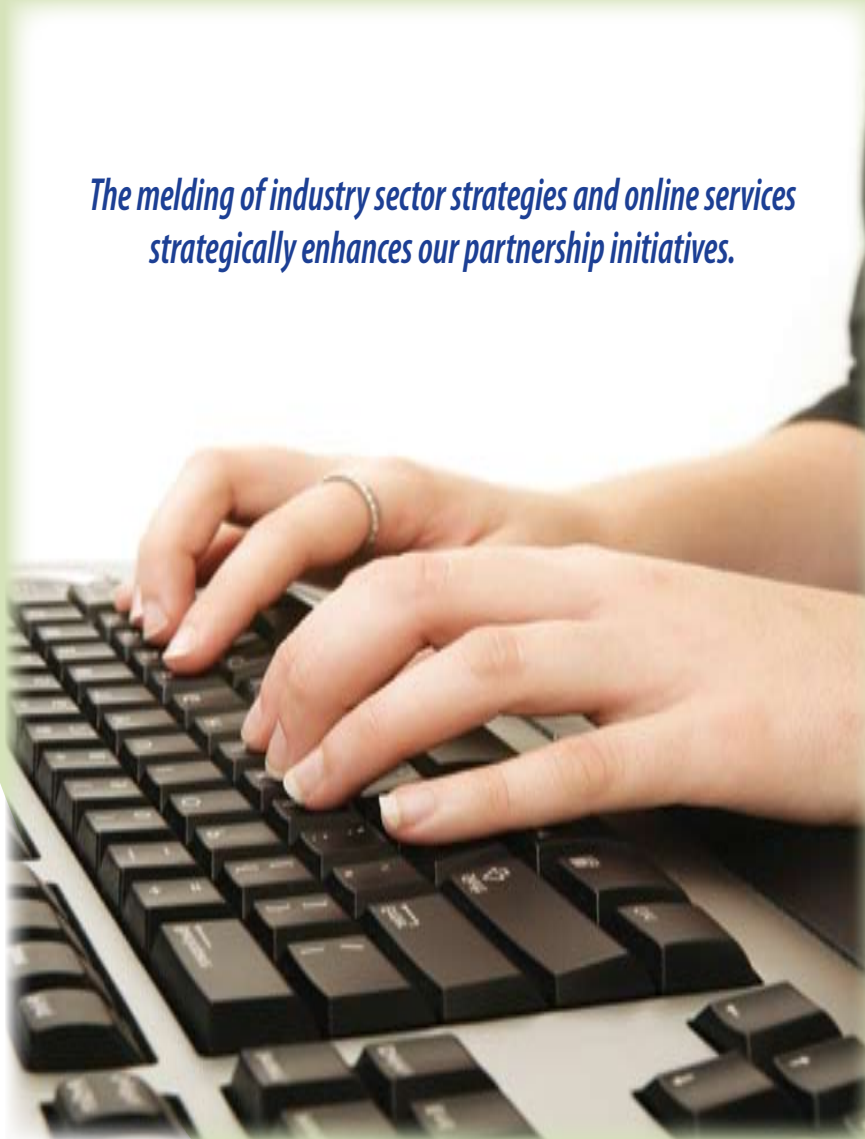
Utah's economic performance places it among the top states in the nation. It joins its neighbors Nevada, Arizona, Wyoming, and Idaho to form the nation's most vibrant economic region. Population growth, the booming energy market, and an industrial foundation that is largely void of declining industries are the characteristics that tie these states' economies together, producing this vibrant region.

*Online*

**labor market data**

*is more dynamic*

*The melding of industry sector strategies and online services  
strategically enhances our partnership initiatives.*



## State Council on Workforce Services

Utah's system of integrated one-stop employment centers allowed us to accomplish great things in workforce development in 2006.

The State Council on Workforce Services took a pro-active and innovative approach to address a critical issue of workforce development—the shortage of trained workers in industry sectors that are rapidly expanding. In a strategic planning session in April 2006, the E3 connection was formed, symbolizing the relationship between employment, education, and economic development.

The Workforce Improvement and Coordination Committee (WICC) exemplifies the E3 partnership. This subcommittee of the State Council on Workforce Services has membership comprised of Tani Pack Downing, DWS Executive Director; Richard Kendell, Commission of Higher Education; Patti Harrington, Superintendent of Public Education; and Jason Perry, Executive Director of the Governor's Office of Economic Development. The WICC became re-energized in 2006. WICC, through the Workforce, Education, Economic Development Alliance (WEEDA), initiated several successful projects including the Work Readiness project and a Work Keys pilot at the Western Energy Training Center.

The State Council implemented a series of targeted industry roundtables to develop long-term solutions to the workforce shortage. Roundtable discussions included construction, manufacturing and the automotive industry. These employer roundtables demonstrate the principles of the Workforce Investment Act, where public and private sector partnerships can lead to a more productive and profitable workplace.

# *Regional* Councils on Workforce Services

## **Mountainland Region**

*Counties: Summit, Wasatch, Utah*

The Mountainland Region's counties have demonstrated a strong employment growth in many major industrial sectors over the past year. The unemployment rate has hovered around 3.3 percent for all three counties. The Mountainland Region Council on Workforce Services provides a meaningful contribution to the vibrancy of the local economy.

To address this growth and to ensure the workforce pool is well prepared to maintain this growth in the future, the Mountainland Region Council is very active and meets every other month tackling such issues as supply and demand, necessary partnerships, marketing, distinctive populations and services to youth.

A good example of the workforce development activities include a partnership established with the Mountainland Region Council providing resources for youth to increase the number of registered nurses in the region. Healthcare has been designated as a high-growth industry in the coming years, partially due to the aging "baby-boomer" generation. The Supply/Demand Taskforce, a committee of the Council, continues to work on the nursing shortage initiative through Utah Valley State College and graduates 20 additional nurses per year.

The Council was also very active in other workforce development activities as well during this past program year by developing innovative tools and models. Council staff and members reviewed curriculum for soft skills training that is being provided for employers through partnerships with Mountainland Applied Technology College.



*Mountainland*

### *Mountainland Cont.*

They also formed a taskforce that developed a three-way partnership to address issues associated with employment for the tourism industry in Summit and Wasatch counties. Another three-way partnership was formed to address the burgeoning Hispanic population in the region. The department in concert with Utah Valley State College and Centro Hispano rolled out an apprentice training opportunity for diesel mechanics. Through this effort they have identified 35 potential candidates for the program. This program was specifically designed for the Hispanic population assisting them with English as a second language classes, and evening classes in the diesel mechanic curriculum.

In anticipation of the new federal requirements regarding participation in the TANF program, Mountainland Region staff developed and presented a TANF summit for all employment counselors that focused on increasing participation in the program. The new requirement requires a 50 percent TANF participation rate by September 30, 2006. The region has increased the federal participation rate to 49.88 percent over a three-month period. Through Council taskforces, partnerships have been developed with Deseret Industries, Utah County Substance Abuse, and Community Action Services to increase worksite learning opportunities. Worksite learning has been identified as a key component in achieving and maintaining a 50 percent participation rate.

Services to the region's special needs population were also addressed this year. The elderly population was the focus of activity by council members and they made a concerted effort to increase awareness of DWS services for the elderly through partnerships with Mountainland Aging Services. DWS staff were on hand participating in health-related community events for seniors.

Due to increased costs and light traffic in Park City, the department's Employment Center was scheduled to close its doors. However, despite the rising cost and the infrequent walk-in customers, there was still a need to provide our services to members of the community. With the Council's approval DWS entered into a partnership with Community Action Services in Park City to share office space and resources for the community. This joint venture offers more "one-stop" shopping than the previous stand-alone venue, and the department is able to maintain its presence there at a much-reduced cost. Because of the quality and availability of DWS online services, this new arrangement did not hinder Summit County employers from using DWS to meet their needs. Data shows the number of Summit County job openings posted on [jobs.utah.gov](http://jobs.utah.gov) increased from 1,524 in SFY05 to 2,004 in SFY06.

The quality of work life for DWS employees is an important issue for the Council. Members of the Mountainland Employee Connection Team developed a region-wide incentive plan to reward individual achievements by staff and sponsored a wellness council for all regional employees. A regional Awards Recognition Banquet was held to recognize years of service and employees' outstanding career accomplishments during the year.

Members of the Mountainland Region Council on Workforce Services and DWS staff will continue to increase their efforts in providing quality and accessible services to the residents of Utah, Summit and Wasatch counties.



## Western Region

*Counties: Juab, Millard, Piute, Sanpete, Sevier, Wayne, Beaver, Garfield, Iron, Kane, and Washington*

Each county in Western Region is unique in the types of industries that provide employment. With low unemployment rates employers are having a difficult time finding employees in the construction, healthcare, manufacturing and service industries. All counties except Piute have experienced nonagricultural job growth, with St. George's astounding 8.5 percent job growth rate making it the city with the highest metropolitan employment growth rate in the U.S.

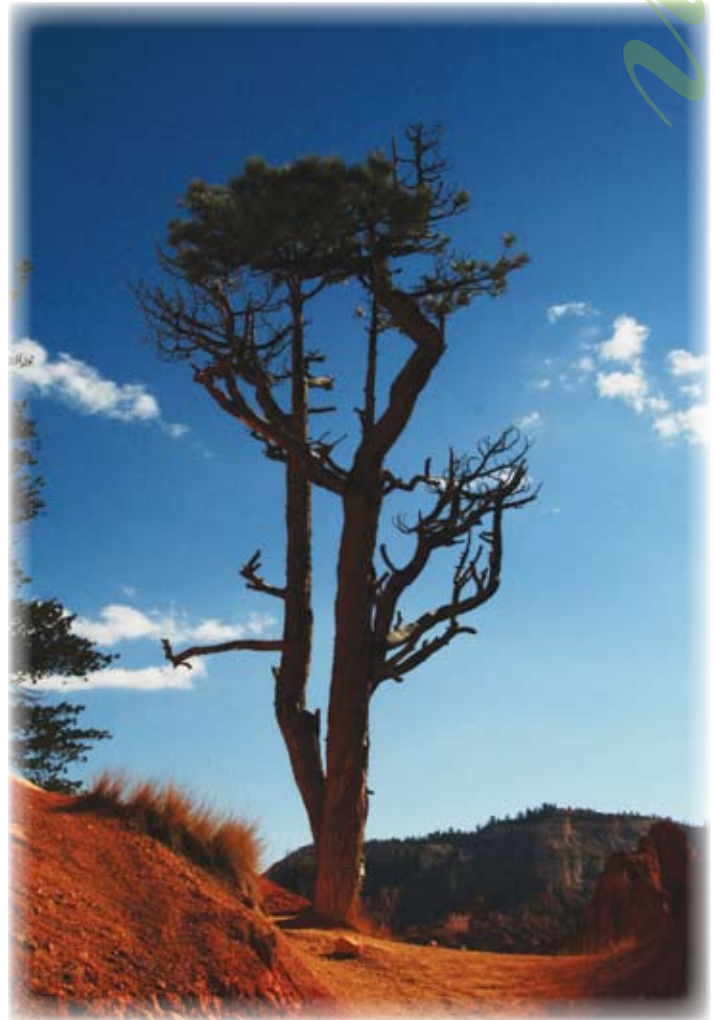
The Western Region Council has turned a clear focus on targeted industry training with its Health Care Taskforce addressing the shortage of nurses in Western Region. The members of the taskforce collaborated with existing partners and developed new partnerships to fill gaps in health-care occupations. Because of this collaboration and with the aid of State Representative Patrick Painter, Snow College received 93,000 in ongoing funding which will be used to increase enrollment in the Licensed Practical Nurse Program. Ephraim Campus has signed a cooperative program agreement with Weber State College to provide the Registered Nurse (RN) Program beginning in the fall of 2006. Through a similar cooperative agreement with Weber State College the RN program will also be offered at Snow College.

Another partnership in the region included one with the Utah Colleges of Applied Technology to provide Work Readiness classes to customers who are lacking the soft skills necessary for a successful job search, such as interviewing tips, resume writing and networking.

The Western Region Council Economic Development Task Force members held an Economic Summit November 17, 2005 at Snow College South Campus. The Summit brought together county economic development directors, DWS business consultants, supervisors and managers to discuss building partnerships and developing strategies to provide economic and labor market information to employers.

The second annual Construction Career Days was held March 21-22, 2006 at the Washington County Fair Grounds. Three thousand students from the seventh grade through high school received hands-on experience in the construction industry. Industry leaders believe that this increased awareness will expand the size of the pool from which the industry can recruit its workforce. This event was a joint venture with Utah State University Washington County Extension, the Department of Workforce Services and the Utah Local Technical Assistance Program (LTAP).

Employment exchange activities kept business consultants and employment counselors engaged in providing employers information about the benefits of using [jobs.utah.gov](http://jobs.utah.gov) to



*western*

*Western Cont.*

enter their job orders online. Employment centers hosted computer labs to instruct employers on entering job orders electronically and employment counselors and business consultants provided hands-on training to employers at their place of business. Employers who do not have access to computers are encouraged to utilize the computers located at their local employment center. Online services provide employers 24-hour access to job seeker resumes.

Employment centers in Western Region hosted a number of job fairs to connect employers with job seekers. Several job fairs were hosted at the employers' place of business. Employers in some Western Region communities are having a difficult time finding employees. DWS staff were also involved in local career fairs held by area schools. Students were

informed about the knowledge, skills, values, and abilities that were essential to finding and retaining employment.

The quality of work life for employees in the Western Region is an area that the region management team takes a personal interest in. They have encouraged employees to take advantage of the department's tuition reimbursement program and several staff received their bachelor's or master's degree through this program. Western Region management also arranged for the CPM I and CPM II courses to be available through video conferencing. Increasing education levels of staff ensures that staff have the opportunity to advance their careers in the department, and helps reduce staff turnover.

## **Eastern Region**

*Uintah Basin Region Council: Daggett, Duchesne, Uintah  
Southeast Region Council: Carbon, Emery, Grand, San Juan*

The Eastern Region, home to huge deposits of coal, natural gas and oil, continues to rely on those industries for economic activity. The increase in oil and gas prices in 2005 and 2006 has led to a surge in economic activity by the oil and gas industry. The state, as of June 2006, has 43 operating drilling rigs, with the majority of them operating in Eastern Region. In March 2006, the Uintah Basin had 3449 workers that were directly engaged in oil, gas and coal extraction, compared to only 2893 twelve months earlier, a robust 19 percent increase in the workforce. Energy industry jobs are important to the region, as they generally pay twice as much as the average nonagricultural wage.

Wages have been increasing as employers compete for a limited number of skilled workers. In the mining and construction sectors, wages were up over 20 percent for the 12-month period ending March 2006.

The big factor in promoting self-sufficiency in the Eastern Region has been the strong economy. Customers who have become job-ready are finding good employment opportunities.

Our workforce development efforts have been successful due to our many partnerships. Our region has enjoyed productive relationships with local school districts, applied technology and higher education. Regular meetings are held between DWS employment counselors and school representatives to track the progress of customers.

After nine years of concerted effort, the Uintah Basin Applied Technology College (UBATC) and Utah State University (USU) were successful in getting a new training facility funded by the legislature. It will be built adjacent to the high school in Vernal and serve both UBATC and USU students. The Council has been working in partnership with other local entities to show the need and build support for the new building.

Under a contractual relationship with Uintah and Duchesne School Districts, DWS employment counselors are stationed in the high schools to develop work-based learning opportunities for students.

Eastern Region business consultants have worked to cultivate and maintain a strong relationship with local employers. Our employment centers each have employer advisory committees that provide direction and guidance to local workforce activities.

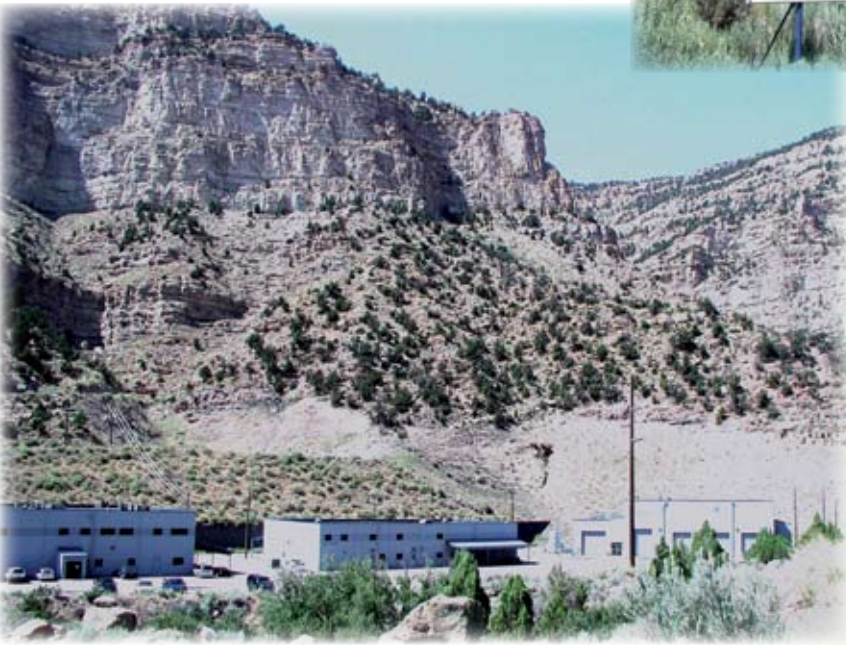
Forty-five percent of Eastern Region employers – the highest of any DWS region in Utah – have listed a job order with our local offices.

In April 2006 the Vernal area hosted Utah Senator Robert Bennett’s Rural Economic Development Conference. For the 500 plus that attended, excellent sessions were provided covering topics such as how to build businesses in rural areas, preparing for population growth, and tips for marketing on the Internet.

The quality of work life for DWS staff in the region is very important to the Eastern Region management team. The region continues to provide an annual conference for the front-line workers, which has proven to be very popular. As caseloads have declined, Eastern Region was asked to give 14 FTEs to Central Region, where caseloads have increased. In a precedent that holds much potential for Eastern Region, DWS management agreed to have 12 employees become telecommuters in a pilot program. From computers in their homes, the employees will manage full caseloads of Central Region customers.



*The Western Energy Training Center in Eastern Region*



## Northern Region

*Bear River Region Council: Box Elder, Cache, Rich  
Wasatch North Region Council: Weber, Morgan, Davis*

### **Bear River North Region Council**

The three-county Bear River Region continues to remain somewhat insulated from the pace of the national economy. All three counties grew, in terms of jobs, at a pace of just under 3 percent in 2005. Cache County, the largest contributor of new jobs, grew at a 2.2 percent pace as Box Elder County added jobs at a 2.7 percent rate. Rich County actually lost a handful of jobs in the year-over comparison. Unemployment in the Bear River Region is about the same or lower than the state average. Cache and Rich counties registered rates of 3.4 and 3.3 percent respectively. Box Elder County was at 4.9 percent, a shade higher than the 4.3 percent state average.

Other economic indicators describing the economy in the Bear River North area continue to be positive. Namely, building activity was on the increase. This occurred primarily in Cache County where the bulk of the building activity occurred. The other economic indicator, gross taxable retail sales, increased in all three counties both in the year-over comparison and in the last five year period. Still, Cache County continues to dominate the total out of its sheer size. In summary, the Bear River North area is, has been, and will continue its growth profile, as evidenced by lower unemployment rates and improving job growth.

The Bear River North Region 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 Leadership Project (Cache County) successfully partnered with DWS staff, WIA youth, and River Heights Community Youth Council youth to assist two elderly people with beautifying their yards and providing them with basic yard work services. Also, the Bear River Youth Leadership Project (Box Elder County) successfully partnered the WIA youth group, Brigham City Youth committee members, Brigham City Senior Center, and three additional youth volunteers who spent the day cleaning, mowing, raking and planting flowers for an elderly woman.

The Bear River Marketing Taskforce members collaborated with the training committee members and Society of Human Resource Managers to sponsor an Employer Law Summit for approximately 100 employers.

Another partnership was established with Bridgerland Applied Technology College and area employers to address employer concern that many job applicants lacked basic skills. Using a DACUM (Developing a Curriculum) process, the group provided input in critiquing the Validation of the Work Readiness Assessment Tool for the workplace essentials course.



The Council is supported by the region director and management team, and has increased the quality of work life for employees. The Logan DWS office formed a “Wellness Council” and participants are called “Wells Angels.” The employees enjoy the many activities planned with the help of Healthy Utah and the Council. Recently, staff won the “Outstanding Program Award” from Healthy Utah and had their photo taken with First Lady Mary Kaye Huntsman. It was one of many quality work life activities undertaken by the Council.

**Wasatch North Region Council**

The Wasatch North area (Davis, Morgan, and Weber counties) has experienced an improving economy and labor market since 2003. Job growth continues and unemployment is trending down. Within the three-county council area, non-farm job growth rates between 2004 and 2005 have slowed but are still positive at about one percent. Unemployment in the area ranged from four to five percent.

Other indicators of economic performance were positive for the area. Gross taxable retail sales, which represents consumer spending in the area, increased in all counties. 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. All in all, the Wasatch 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.

The Wasatch North Region 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 492 youth in various youth training activities. They partnered with The Boys and Girls Club and local businesses to complete their leadership project. They collected donations of food, clothing and toys to distribute to 25 needy families.

The Training Employers and Marketing Taskforce members continue to strengthen the relationship among DWS, educators, and employers. The taskforce members partnered with DWS, Ogden/Weber and Davis Applied Technology Colleges and area employers to address an employer concern that many job applicants lacked basic skills. Using a DACUM (Developing a Curriculum) process, the group provided input in critiquing the Validation of the Work Readiness Assessment Tool for the workplace essentials course.

The Community Building and Families Taskforce began working on a pilot project with its community partners and DWS to develop an online application for food stamps, financial assistance, Medicaid, and child care services, which could be completed at designated community partner sites.

North Region employment exchange activity has paid off as staff have worked diligently to increase the number of employers accessing DWS services online. The number has increased by 17.5 percent this past fiscal year. Area employers have 24/7 access to services such as entering job orders, accessing wage data, retrieving unemployment insurance information and gathering economic information. Ten job fairs were held in the region connecting 344 employers with 9,680 job seekers.

The Ogden Eligibility Service Center has instituted an “employee of the month” award and bulletin board with the winners’ profiles in order to recognize the best of the best. This was just one of many quality work life initiatives the North Region Council addressed.

Staff also had more professional development activities in the region, such as Healthy Utah classes, trainings on burnout, and peak performance assessments that add value and knowledge to each employee.

## Central Region

*Counties: Salt Lake, Tooele*

The Central Region is the largest and most diverse region in the state with a population of over one million residents or approximately 40 percent of the state's population.

The employment growth rate was 4.2 percent, the best since 1996. Jobs were created faster than growth in the labor force, with unemployment dropping from an average of 4.8 percent in FY05 to 3.9 percent in FY06. The economic strength was broad-based with all major industrial sectors contributing to net new job creation.

Industry-based employer roundtables continued to be the centerpiece of the Central Region Council's activities. Roundtables are designed to provide forums for industry leaders to express their workforce concerns, develop and present solutions to problems and/or direct employers to available resources. Roundtables were convened focusing on the construction industry and automotive repair.

Community partnerships have long been a hallmark of the Central Region. The Council partnered with Utah Department of Health and the Society for Human Resources Managers (SHRM) and conducted a disaster preparedness campaign. Resources were shared with employers about how to prepare for a possible Bird Flu pandemic or other disaster. Through this joint effort, hundreds of Utah employers will be better prepared to maintain their businesses and manage employees during an unforeseen natural disaster.

We structured partnerships to ensure better overall service delivery to customers, especially those that we might serve with sister agencies and/or community partners. Concentrated partnership efforts have included serving on the Salt Lake County Aging Benefits Coalition and working closely with the CAP (Community Action Program) food pantries in Salt Lake and Tooele counties.

The Business Services Center (BSC) continues to support a free employment exchange for both job seekers and employers. Employees of the BSC made over 564,000 job referrals and managed over 13,400 job orders during the fiscal year. The BSC is also on target for promoting online services to employers, having increased the percentage of employers using the web from 44 percent in 2005 to 53 percent in

June 2006. Central was the only region in the state to average over 50 percent for the entire fiscal year.

The BSC participates with the Salt Lake and Tooele Employer Committee (SLTEC) to provide a forum for employers to define, debate and resolve labor exchange issues and provide a medium for mutual self-improvement.

This year the BSC in conjunction with the SLTEC sponsored five educational seminars for over 1200 employers covering topics ranging from effective supervision to leadership in the workplace. In addition, the group hosted five workshops for over 300 employers covering pertinent human resource issues such as cultural diversity and workplace drug testing.

Central Region hosted 14 job fairs serving 280 employers and over 4000 job seekers throughout the fiscal year. These events involved several partnerships aimed at targeting special needs populations. Three job fairs were held in conjunction with the Department of Rehabilitation Services and focused on employment for people with disabilities. Two job fairs in conjunction with the Department of Corrections focused on employment for ex-offenders. A special job fair was organized for evacuees from Hurricane Katrina at Camp Williams.

The BSC team made over 25 presentations at community and employer organizations, providing information about department services, basic labor law, labor market information, and workforce development. BSC team members also partnered with DCUTAH to promote Utah as a desirable location for many prospective employers.

Central Region management staff made a concentrated effort and investment up-front to provide a structured training environment for new staff with our six-week training centers in both eligibility and employment counseling.

Another work life initiative offered was a successful and reciprocal program allowing more than 70 eligibility staff (30 percent of our eligibility staff) to telecommute. Results have shown that telecommuting has improved worker satisfaction, productivity and accuracy. Plans are underway to increase the number of staff involved in telecommuting.

**Jobs were created faster than growth in the labor force, with unemployment dropping from an average of 4.8 percent in FY05 to 3.9 percent in FY06.**



## Budget Information

In state fiscal year (SFY) 2006, DWS expenditures totaled \$529 million. Of this total, \$357 million was spent in direct benefits and assistance to DWS customers. For example, Unemployment Insurance benefits paid totaled \$110 million, reflecting a 23 percent decrease from 2005. This was driven largely by Utah's economic wellbeing and the low unemployment rate we are currently enjoying.

Food Stamp benefits paid were \$140 million, a four percent increase from 2005. Family Employment Program financial assistance payments totaled \$45 million, an 11 percent decrease from 2005. This decrease is a reflection of decreased demand for services as DWS counselors experience greater success moving FEP customers to employment.

Child Care payments totaled \$41 million, which is a 16 percent increase from 2005, also a reflection of Utah's economic wellbeing. As more people find employment, DWS is helping more customers meet their daycare needs.

DWS relies heavily on federal funds to support its mission and goals with 87 percent of its budget coming through federal assistance programs. As a result, we must be continually poised to respond to political and philosophical changes at the federal level. For SFY07 DWS received notice of approximately four million dollars in funding reductions for various grants and programs. Cuts

to federal assistance programs seem to be a developing trend with several of our historic assistance programs seeing annual declines.

New TANF regulations are being reviewed by DWS staff and it appears that a number of changes to maintenance-of-effort (MOE) and work participation requirements will cause funding challenges for Utah in SFY07 and SFY08. Due to re-indexing the program base year to 2005, Utah will not be able to enjoy the caseload reduction credit which historically reduced our MOE by five percent. This will require an additional \$1.6 million in state funding.

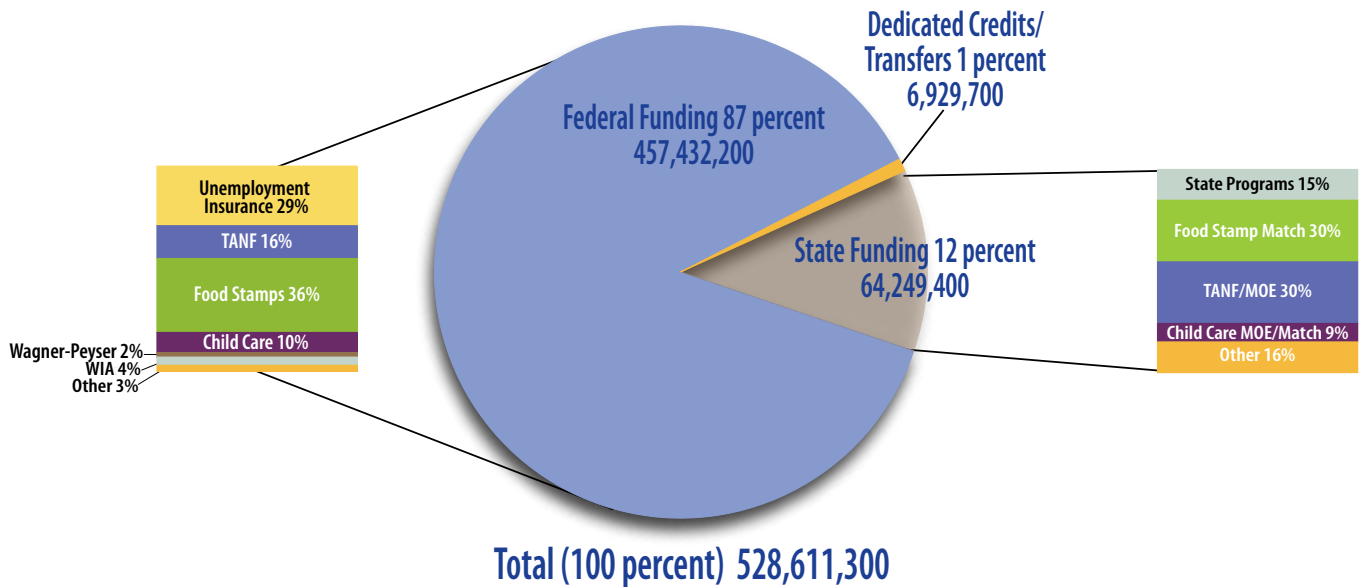
### General Fund History

FY 1996	59,064,300
FY 1997	51,923,500
FY 1998	47,209,600
FY 1999	49,888,800
FY 2000	52,900,100
FY 2001	54,213,100
FY 2002	53,452,000
FY 2003	52,136,800
FY 2004	55,332,000
FY 2005	59,622,300
FY 2006	64,249,400
FY 2007*	70,592,500

\*Appropriated



## Department of Workforce Services • Funding Breakdown



WIA reauthorization is still pending in Congress. Several versions of this legislation are being debated, however, there is some indication that we may see regulation changes as significant as those in TANF. We anticipate some type of financial impact.

Over nine million was spent in SFY06 for e-Rep development as we rapidly approach our January 2008 implementation date. This system will allow more efficient use of employee time by reducing training processes as well as duration and intensity.

In order to meet funding shortfalls, particularly in General Assistance (GA) and Wagner Peyser programs, oper-

ating budgets for SFY06 were reduced by three percent across-the-board to keep program services whole.

DWS continues to identify additional initiatives to optimize our service delivery capability while operating in an environment of shrinking revenues. We remain concerned that several major ongoing programs continue to be funded with one-time appropriations, i.e., the GA Program (five million) and Child Care Program (just under three million).



# Outstanding customers

## **Recognition of Outstanding Performance by Area Business/Employer • L3 Communications**

**E**stablished in 1997, L-3 Communications produces and provides secure satellite communication systems, training and government services.

Mr. John Hill, L3's Vice President of Human Resources, has been a member of the Central Region Council for three years and is actively engaged as a member of the Executive Roundtable Committee. He has greatly contributed to the goals of the committee by chairing the manufacturing and construction roundtable sessions. He was also a presenter at the 2005 Council of Councils where he enthusiastically encouraged employers throughout the state to take advantage of the opportunities afforded by the department's On-the-Job Training program. Through his dedication to the council he was elected by acclamation to serve as the vice chair for next year.

L3 has a diversified workforce offering advancement opportunities to all employees in both traditional and non-traditional capacities. Through internal company training and formal educational opportunities employees may advance throughout the company. Manufacturing also happens to be one of the department's targeted industries.

L3 takes advantage of our online services. Prior to June 2006 job listings were DWS staff assisted. Since June 2006, 100 percent of L3 jobs are completed online. Last year L3 listed nearly 500 jobs with DWS.

In addition to using DWS for its recruitment needs, they have also participated in Central Region sponsored job and career fairs offered by DWS. Also, the company has hired and trained four DWS customers through the On-the-Job Training program.

By listing their job openings with DWS, L3 has provided many of our customers with good jobs at livable wages. Their involvement with the Council has been instrumental in supporting the goals and mission of the department and has been a benefit to the business community.

L3 has gone beyond the usual level of involvement as an employer partner with the department. The commitment they have demonstrated certainly warrants recognition.

## **Recognition of Outstanding Performance by Adult TANF Customer Kathleen Joseph • Provo**

When Kathleen first applied for services, she was in dire straits. She was single and pregnant, she'd been kicked out of her parent's home, she was living with friends, and the relationship with the baby's father was abusive. Kathleen also had a court order to attend domestic violence classes.

Her initial assessment showed her math level at the eighth grade level, she had no transportation and no driver's license, and she'd been fired from her previous jobs and did not know why.

She told her employment counselor that her employment goal was that she wanted to work in an office, preferably a medical office.

Her first employment plan included domestic violence classes with Wasatch Mental Health, driver's education training and enrollment in Provo College's Executive Office Assistant program. Kathleen was successful in completing these three aspects of her plan.

According to her employment counselor her strength is a strong mind and strong will. "Once she's made up her mind to do something, she gives 100 percent to making sure it happens."

"Kathleen is amazing," said her employment counselor. "From the beginning, we set goals and she stuck to them, completing her domestic violence classes, her driver's training and driver's license. She did not miss one appointment with me during her time on the Family Employment Program."

Kathleen graduated from Provo College with her certificate in the executive office administration course and was on the Dean's List throughout her schooling, taking only a few weeks off when she gave birth to her son. Kathleen moved into her own apartment and bought herself a car.

She is now working full-time and she has received two performance raises in the first few months of her employment. She makes \$9.50 per hour and is completely off financial assistance. Kathleen's greatest love is her little boy, Ronan. She is an excellent mother and has managed single parenting, school and is now successfully working full-time.

Kathleen Joseph's story and accomplishments are certainly worthy of this recognition. In her employment counselor's words, "She was able to overcome her barriers with the help of financial assistance within 18 months. She is now completely self-sufficient and has obtained a degree, a vehicle, a driver's license, and an apartment of her own that she has completely furnished, and full-time employment. She is very proud of her accomplishments and is inspiring to me as an employment counselor."



*John Hill and staff at L3 Communications*



*Kathleen Joseph*

# Outstanding customers cont.

## **Recognition of Outstanding Performance by WIA Youth Customer Trevor Stenberg • Stansbury Park**

When Trevor Stenberg enrolled in the Youth Employability Services (YES) program in October 2003, he had several barriers to overcome. He was a 20-year-old offender and considered at-risk due to a lack of occupational skills. Trevor had dropped out of high school in the 11th grade but obtained his GED prior to enrolling in the YES program. Although unemployed, he had some employment experience as a maintenance worker and dishwasher for entry-level wages. Trevor also had a bit of a record for a misdemeanor DUI charge that he received in Colorado in January 2003. However, Trevor was determined to succeed in his life, erase this mistake and turn his life around.

Trevor immediately got involved by attending Micro Corps Training and completed a self directed occupational search that led him to pursue a career as a welder. Trevor's online occupation labor market search sharpened his focus on welding training programs offered in Utah. He chose this high growth industry career and enrolled in Salt Lake Community College Skills Center and started welding training in November 2003. However, Trevor was unemployed. He needed to support himself during his

welding training. An intensive job search led to employment as a baggage handler at the Salt Lake International Airport. Trevor was now working full-time and attending welding training full-time. However, there was some added pressure and stress on Trevor due to a pending court date in Colorado.

The case was finally resolved. But due to paying a fine and serving community service hours Trevor had to cut back his welding training to part-time.

Trevor persevered. He was always commended for his outstanding welding skills during the course of his training but due to having to attend court in Colorado he had missed quite a bit of school. However, Trevor did not want anything to get in the way of completing his welding training and would always discuss problems and concerns with his employment counselor and his college advisor so he could stay on track to complete his welding training.

Since Trevor had completed half of his welding training and learned the entry level skills of a welder, he was able to obtain employment at Western Mining and his pay rose from \$6.50 an hour to \$11.00 an hour. To his credit, even though he was making fairly good money, Trevor did not quit his welding training but continued and completed his training in December 2005.

Trevor was hired by Plumbing Heating and Electrical in February, and is working as a welder earning \$16.00 an hour. Trevor is currently engaged in follow-up activities with the YES program where he is in the process of receiving support funds so he can purchase welding tools for his new job. Trevor wants to continue with his education and hopes to own his own metal fabrication business.

Trevor is an inspiration to other YES participants. He has shown others that if you work hard and are determined to succeed that you can truly overcome any obstacles in your way. Trevor always has a positive attitude and is dependable. He is motivated and is very successful in life.

**Recognition of Outstanding Performance by Dislocated Worker/Trade Customer**  
**Brandon Harris • Ogden**

Brandon was laid off from his job with Autoliv, where he had worked for eight years. He was responsible for assembling and testing small components in air bag structures, among other duties. Brandon was laid off due to restructuring of the company through no fault of his own. In fact, he had a good attitude regarding his past employer, and was grateful for his employment there. He knew what it took to succeed in the workplace no matter what the occupation.

Instead of choosing an option to work in a similar occupation, Brandon turned the sting of a layoff into an opportunity to enter a completely different employment path—a career as a dental lab technician. Brandon was excited about the possibility of starting a new career with the assistance of DWS training funds. His goal was to attend a dental lab technician program in Provo and was willing to make the commute four days per week.

His training at Ameritech in Provo began in July 2005. He completed his training and was certified as a dental technician in May 2006. His employment counselor, Lisa Rajjigah, was amazed at his diligence and determination. “He maintained excellent attendance and progress while commuting from Ogden and Provo four days a week even during the inclement winter weather infamous for making that long commute particularly dangerous and subject to gridlock. I was in awe of his performance,” said Lisa. “I knew that with that kind of fierce determination that he would be very successful in his new career.”

Brandon began networking before completing training to ensure he would have a job. Unfortunately, during his training, Brandon had to sell his home and move to a temporary residence. However, he continued to progress in his training. Brandon certified to work as a dental lab technician and secured a job with Unique Dental Group in Salt Lake City before his training was completed. He enjoys his work, constructing bridges and crowns and other dental appliances, and feels good about his future in his new career path.

“Brandon is successful because he has a ‘Can Do’ attitude,” says Lisa Rajjigah. “He decided to use his layoff as an opportunity for growth. He is very excited and happy with his new career, and so am I.”



*Trevor Stenberg*



*Brandon Harris*

# Evaluations of WIA

**D**WS 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 Team (PPT) 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. PPT functions as a team to provide objective and timely analyses and recommendations relative to activities reviewed.

## **Employment Counseling Case Edit Process**

DWS has 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 allows us to prioritize service improvements.

## **Contract Monitoring**

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



**WIA Allocation and Costs in Relation to Performance**

Utah provided mediated core services to more than 202,000 customers and self-service core services to more than 38,000 customers during program year 2005.

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

**PY05 WIA Service Counts by Achievement Objectives**

Achievement Objective (Service Category)	Total Services	WIA Adults	WIA Dislocated Workers	WIA Youth
Assessment	729	458	102	169
Basic Education	301	199	59	43
Core Services	9599	4233	1641	3725
Employment-Related Education	3385	2271	1083	31
Intensive Employment Services	18	12	4	2
Job Search Assistance	925	652	214	59
Life Skills	119	82	7	30
Supportive Services	993	675	289	29
Treatment	325	235	35	55
Work Site Learning	311	230	56	25
Youth Services	6009	55	0	5954

## Cost of Program Activities

Program Activity	Total Federal Spending	Average Cost Per Activity (Objective)
Adults	\$5,021,914	\$552
Dislocated Workers	\$3,939,858	\$1,129
Youth	\$4,532,742	\$448
Rapid Response	\$177,337	
Statewide Required Activities	\$954,092	
<b>Statewide Allowable Activities:</b>		
Miscellaneous	\$ 348,898	
Incumbent Worker	\$ 175,000	
Local Core Services	\$ 500,000	
Local Youth Activities	\$ 9,701	
<b>Total of All Federal Spending Listed Above</b>	<b>\$15,659,542</b>	





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