



DEPARTMENT OF  
**WORKFORCE  
SERVICES**

# WIOA ANNUAL REPORT

WORKFORCE INNOVATION AND OPPORTUNITY ACT



PROGRAM YEAR

**2020**

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*Equal Opportunity Employer/Program*

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# STATE PLAN

## UTAH'S WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

agency, community, education and business partners, including the Utah State Workforce Development Board (SWDB), have been working together to continue the implementation of the [2020-2023 state plan](#).

While the COVID-19 pandemic impacted workload, priorities and processes for Utah's workforce system partners, it did not stop the partners from working together to assist individuals and businesses as they navigated the challenges presented by the evolving situation. Utah's SWDB:

- Certified one comprehensive American Job Center;
- Certified one new Affiliate Center;
- Recertified 20 Affiliate Centers; and
- Recertified three comprehensive American Job Centers.

All of the certifications were accomplished virtually. The virtual certification process included a partner agency leadership meeting, training all partner staff to ensure they are familiar with all the services and resources available, the SWDB's review of the center to ensure customers have access to high-quality services from all WIOA partners, and the center's commitment to meeting at least two times per year for continuous service alignment and coordination improvement.

The SWDB and Utah's core and required WIOA partners updated and renewed the partnership agreement, which defines the responsibilities and expectations of all American Job Center partners. This important document includes data and information sharing requirements and establishes infrastructure costs which are necessary to meet the requirements of WIOA law and ensure the success of Utah's American Job Centers.

The SWDB and WIOA core partners also participated in awarding the Adult Education Family Literacy Act WIOA grants. These grants were awarded to 11 programs across the state for a total of \$3,265,041.50. The grants support funding for Adult Education activities, including services for: adult basic education, students who are incarcerated, adult high school completion and multilingual learners. Programs receiving this funding identified ways to partner with regional employers and training providers and provide students with opportunities to develop skills for a specific occupation.

The SWDB updated and approved the American Job Center criteria, received information on available performance measures data from the core partners and an economic update from Workforce Services.

**The Apprenticeships Committee** continued to build a strong relationship with the Commissioner of Apprenticeships and is functioning as the Apprenticeship Utah Network. This network provided input for the new apprenticeship website, networking events and the creation of a newsletter. The Apprenticeships Committee provided support for National Apprenticeship activities, including a virtual job fair and support for the goals of the Department of Labor Apprenticeship State Expansion grant that was awarded in July 2019. The committee has added new members, diversifying the mix of industries represented.

**The Career Pathways Committee** met regularly throughout the year to share information and provide support for partner programs such as the Learn and Work program funded by the Utah State Legislature and the apprenticeships initiatives. Based on feedback from the business community, the committee created a new online tool called the Employability and Workforce Skills Resource that provides access to information that helps employers, students and job seekers develop or

enhance their workforce skills. Members of the committee continue to use their meetings as a time to share information with one another.

**The Operations Committee** oversaw the first recertification of a comprehensive American Job Center in Price, Utah. The recertification was conducted virtually and included a virtual tour of the office and the opportunity to speak with frontline staff. The Price American Job Center recertification was followed by recertifications of Provo, Logan, Cedar City and all affiliate offices. The Operations Committee led the development of the updated WIOA Partner Memorandum of Understanding/Infrastructure Funding Agreement, the review of the American Job Center criteria and presented information from the Business Customer Survey to the full board.

**The Services to Individuals with Disabilities Committee** provided a variety of virtual Lunch and Learn events to allow for business and community participation. These virtual trainings included topics such as disability accommodations, assistive technology for employee success, mental health in the workplace and disability-hiring incentives. The committee also worked with

Disability In Utah to host virtual mentoring events with several business partners for students with disabilities. These mentoring events provided opportunities for students to learn about the businesses, explore career pathways and identify potential internship opportunities. The committee provided support for other events including employer workshops for hiring and retaining people with disabilities, targeted job fairs and the 46th Annual Golden Key Awards.

**The Youth Committee** members shared information about partner programs and services that may benefit individuals served in preparation of packaging and publishing the information. The committee also coordinated with the Apprenticeships Committee to ensure partners have access to the new apprenticeship website and resources. In addition, the committee is exploring partnership opportunities with employers to utilize social media platforms as a method of educating youth on job search tips.

All agency core partners coordinated to contribute to the development of this report including the inspirational success stories.

# CAREER PATHWAYS

UTAH'S WORKFORCE SYSTEM relies on a variety of strategies to implement effective career pathways that meet individual needs. The SWDB and its partners work together to ensure coordination and communication of these efforts.

## WORK EXPERIENCE

Utah continues to utilize work experience to assist youth and adult job seekers in acquiring occupational skills needed to obtain suitable employment. Work experience opportunities were created by outreach from workforce development specialists to employers and other community stakeholders. Workforce development specialists connected job-ready customers with employment opportunities that aligned with their

employment and career goals. The Youth and Career Pathways committees assisted in coordinating efforts to promote and expand work experience opportunities for employers and job seekers. The collaboration of committee members and core partners has helped build relationships with employers in local areas and establish contracts with new employers. It has provided outreach to employers to encourage the expansion of work experience opportunities for individuals with disabilities and increased engagement with technical colleges to educate students about work experience programs provided by partner agencies.

Workforce Services offers two types of work experience opportunities:

1. Youth Employment Internships; and
2. On-The-Job Training

First, the youth employment internship opportunity program provides youth with practical career exploration through short-term work experiences while earning wages. Internships provide youth with employability and workplace skills as well as occupational skills required for the job. Second, the on-the-job training program is offered to youth and adult job seekers. The program helps job seekers who have the educational background, but lack the necessary work experience for the job, or who lack both the credential and the experience. They receive on-the-job training and remain employed with the employer after completion. The program provides the opportunities for job seekers to get back into the workforce, increase their skill-sets and move into self-sufficiency. By using an individualized work experience placement strategy for each adult and youth job seeker, Workforce Services coordinates a productive employer-employee relationship that helps each customer as they pursue a successful and meaningful career.

Utah assisted 129 youth and adult job seekers with at least one work experience opportunity during the past year, despite the economic disruption caused by the COVID-19 pandemic. Coordinating with local partners such as technical colleges, county jails and alternative high schools led to many positive outcomes. The example below illustrates how collaborative efforts resulted in customer success.

When Kevin enrolled in the WIOA Youth program he was attending a local college in its digital cinema program with an emphasis on film. He was interested in obtaining additional skills that would help him advance in the film industry. During the summer of 2020, Workforce Services helped Kevin set up an employment internship opportunity at a local YouTube channel as a production intern. Kevin assisted with production shoots, editing social media videos and script writing. This internship provided Kevin with the experience he needs to build and expand his own film company. The internship experience, along with his prospective digital cinema degree will help him attain the skills he needs to advance in his career pathway.

Workforce Services is currently exploring opportunities for Utah to implement transitional jobs and incumbent

worker programs to further support target populations with work experience opportunities.

## APPRENTICESHIPS AND WORK-BASED LEARNING

This past year the Commissioner of Apprenticeship Programs worked with key stakeholders to implement activities and strategies to support the recommendations made in Utah's 2020 Inaugural Apprenticeship Landscape report. One key recommendation is to have the apprenticeship committee of the Utah State Workforce Development Board serve as the Apprenticeship Utah Network.

Each year, Workforce Services and the Apprenticeship Utah Network support National Apprenticeship Week with various activities. During PY20 the governor declared November 8-14, 2020 as National Apprenticeship Week in Utah. The week's events included a virtual apprenticeship fair, the first quarterly business-to-business webinar and support of the national [Discover Apprenticeships](#) outreach campaign. Throughout the past year, Workforce Services leveraged the success of the apprenticeship fair to engage more apprentices. There were 26 booths at the fair, which included four related instruction training providers, three organizations that provide support for apprenticeships and 19 program sponsors. Employers in attendance provided a total of 27 open apprenticeship jobs. Feedback survey results indicated that 76.5% of respondents stated they would participate in another virtual apprenticeship event primarily because the event created awareness, supported health safety and it was an easy way to network and have quality conversations with participants. Another benefit is that sponsors and job seekers from across the state were able to participate. During previous in-person fairs, individuals and companies located off the Wasatch Front and from rural communities were often excluded.

The Apprenticeship Utah Network primarily focused on the development of the new apprenticeship [website](#), a Day in the Life of an Apprentice video series and a media campaign to support the launch of the website and its resources in PY21.

The capacity of existing apprenticeships programs must be expanded and new programs created to continue diversifying the industry representation needed to

support the goals of the state and promote apprenticeship programs as a viable career pathway to success for youth and adults. It is imperative that a common language and message be established that can be used among key stakeholders to ensure the development and expansion of high-quality apprenticeship programs. During the 2021 Utah legislative session, HB 391 further defined registered apprenticeship, pre-apprenticeship and youth apprenticeship in state statute [35A-6-102](#).

Utah's federal Office of Apprenticeship registers all Registered Apprenticeship Programs and shares information about Utah apprenticeships with its WIOA partners. It is important to note that in PY20, there were 261 apprenticeship sponsors registered with 29 new programs developed. There were a total of 4,221 apprentices in Registered Apprenticeship Programs with 1,668 new apprentices participating. During PY20 there were 134 active female apprentices (3.2% of the total) compared with 4,087 males. This is a slight decrease in representation for women from the prior year. The number of individuals declaring themselves as veterans also decreased from 387 to 346.

## APPRENTICESHIP EXPANSION GRANT

The second year of Utah's Apprenticeship Expansion Grant has enhanced ongoing engagement with employers. The grant manager has developed partnerships with training providers, community groups, apprenticeship programs and teams working on other grants, which has increased the number of employers connecting with the grant manager.

The expansion grant targeted three industries for expansion: healthcare, information technology and advanced manufacturing. During the past year, workforce development specialists received extensive training on apprenticeship. This training included information on the grant and its goals. The relationships with employers developed by these individuals were leveraged by the grant manager to create discussions around apprenticeships and establish more programs. Funding from the expansion grant was also utilized to provide on-the-job training funds to employers utilizing apprenticeship as a means to train new employees or upskill existing employees.

The Apprenticeship Expansion Grant has helped create positive results for Utah. Prior to receiving the grant and implementing these strategies, the Office of Apprenticeship averaged 10 new programs per year. There were 20 new programs developed by the end of the second year of the grant.

During PY20, the primary focus was technical assistance for newly registered programs. In the past, some programs registered, but were unsure how to move the program forward. The grant manager reaches out immediately after program registration to ensure the programs receive the support needed to get started. As barriers are encountered, the grant manager connects programs to the network of employer apprenticeship champions to share best practices.

Utah will continue to support the expansion and development of apprenticeship programs as an important component of its workforce development strategy.

# STRATEGIES FOR BUSINESS ENGAGEMENT

ENGAGING BUSINESS PARTNERS, determining their needs and finding solutions is a priority in Utah. Utah's WIOA plan clearly demonstrates this priority in its goals and strategies. Workforce system partners have been building on existing partnerships as the plan has been successfully implemented.

Workforce Services employs skilled workforce development specialists whose main goal is to reach

out, engage and support Utah employers. There are over 120,000 employers in the state. Workforce development specialists are adept at working with employers in their local areas, meeting with employers individually and educating them on Workforce Services. The workforce development staff endeavor to determine the individual employer's workforce needs and provide insight and solutions to support them.

In response to the COVID-19 pandemic several strategies were implemented to support employers and quickly reemploy Utahns. In Wasatch Front South, healthcare was identified as an in-demand industry. Employers were targeted by using lists of healthcare employers through a “now hiring” outreach list. These employers were contacted and educated on Workforce Services employer services and offered the opportunity to participate in statewide virtual job fairs and local employer panels.

As Utah businesses shifted business models with solutions such as remote work, curbside pick-up, and health and safety protocols for employees and customers, economic recovery began to take hold. Throughout the year, the demand for business hiring far exceeded the available labor supply, shifting the strategies for employer engagement. By the end of the program year, workforce development specialists were assisting employers with getting their jobs posted with Workforce Services in higher numbers and consulting with them on recruitment strategies. Workforce Services staff also utilized the labor shortage conditions as an opportunity to develop jobs for case managed customers from targeted populations. Employers have been more open to exploring an untapped workforce to fill vacancies.

Despite the extensive impact of the COVID-19 pandemic on the hospitality and tourism industry, there was a significant hiring need during the peak winter ski season of 2020. Workforce Services connected with employers in this industry from the Park City area and helped get their job openings posted. Understanding the needs of the employers and the available jobs, the local team conducted weekly matching of job seekers based on experience, skills and qualifications to fill the various positions. The team made thousands of individual referrals to the open positions and facilitated hundreds of placements. As a result, Workforce Services was able to assist resorts in filling key positions, supporting operations, serving their customer base and contributing to the Utah economy.

Rural areas of the state have been focusing on the unique needs of job seekers and employers located in remote areas of Utah. Staff focused on encouraging employers to hire individuals who live in rural areas and helped educate employers on remote work benefits. A workshop called Transferable Skills and Related Occupations was

created to assist job seekers who had been laid off from jobs understand how their current skills could be used to get a different job. During the workshop an emphasis was placed on jobs that can be done from a remote location.

The Apprenticeship Utah Network implemented quarterly virtual business-to-business webinars that have been a successful employer engagement tool used to develop and expand apprenticeship programs. The events showcase a panel of apprenticeship programs where employers share information about the benefits, best practices and lessons learned. Information on how to connect to resources that support apprenticeship program development, related technical instruction and on-the-job training are also provided.

An [Apprenticeship Playbook](#) was produced as a resource and provides helpful steps and tools to start and register an apprenticeship program, from exploring the apprenticeship model as a workforce strategy to launching a new program. It also includes a mentoring guide to use with apprentices.

The Utah State Office of Rehabilitation Business Relations Team enhanced and expanded its employer services to meet the needs of Utah business during the COVID-19 pandemic, including supporting their ability to hire and retain individuals with disabilities. Program improvements include strengthening coordination with the Workforce Development Division, providing Choose to Work employment specialists with intensive training on disability, accommodations, employment placement strategies and transitioning the team into a specialized employer services tracking system. As a result, the Business Relations team increased the number of employers served and the number of individualized services provided. These employer services include employer training and technical assistance, providing information and resources on financial support to hire individuals with disabilities, recruitment and placement support and facilitating on-the-job training opportunities.

The Utah State Office of Rehabilitation led the Workforce Services’ initiative to create workplace-learning experiences with state government agencies for people with disabilities through the Work Ability Internship program. This program helps individuals with disabilities learn new skills, establish a network of professional contacts, explore career paths in state government and

increase readiness to obtain permanent employment. During the first year of the program, 93% of participants successfully completed their internships and more than 60% obtained permanent employment within 90 days of completing their internships.

As Utah transitions out of the COVID-19 pandemic situation, WIOA partners will continue to focus on engaging with employers to meet their workforce needs.

## EFFECTIVENESS IN SERVING EMPLOYERS

WORKFORCE SERVICES SELECTED two approaches for effectiveness in serving employers, the employer engagement rate and repeat business rate. Employer measures are reported as one measure for the state, combining the efforts of all core programs. For PY20 Utah's employer engagement rate was 19.6% and the repeat business rate was 52.6%.

A new report was created to help staff understand how well Workforce Services engages with employers in real time. The report tracks both approaches for serving employers by identifying the following:

- All statewide employers
- Employers engaged in the current program year and the past three program years
- Employers not engaged in the past three program years
- The number of employers engaged versus potential employers for the time frame and regional area selected

For the engaged providers, the report identifies the name of the employer, the date the employer was served and who served the employer.

This report enables staff to identify and contact employers who have not utilized services. It also identifies previously engaged employers to ensure services continue to be offered.

Ongoing training is provided for staff to ensure all services to employers are documented accurately in the system.

Utah continues to develop innovative strategies to further increase the number of employers connected with Workforce Services, especially in response to the economic impact of the COVID-19 pandemic.

In cooperation with the SWDB, a survey was developed to improve Utah's employer experience. The survey was created through an employer led workgroup reporting to the Operations Committee. The group explored ideas for improving employer engagement with Workforce Services and identifying employer needs. The survey has been distributed statewide. Questions included in the employer survey are outlined in Attachment C. Workforce Services, in collaboration with its partners, will continue to identify ways to improve employer experience, educate employers on how to effectively utilize Utah's labor exchange system and engage in workforce development. Enhancements and improvements will be strategically developed and implemented based on feedback from employers.

# STATEWIDE ACTIVITIES

UTAH USED STATEWIDE ACTIVITY FUNDS to disseminate the Eligible Training Provider List (ETPL) and promote information on program services, accessibility, employer services and success stories highlighting effective service delivery strategies. Funding was also used to conduct research and evaluation, conduct program outreach and provide technical assistance to one-stop partners to meet the goals of Utah's WIOA Plan. Other funded activities include supporting the SWDB, professional development opportunities for staff, monitoring services and administrative costs, such as finance.

The funds spent on the statewide activities have directly and indirectly impacted program performance. For example, Utah's quality control process includes a team of specialized reviewers called the Performance Review Team. This team conducts monthly reviews of WIOA case managed cases. The first type of review involves eligibility criteria. This review ensures that only eligible individuals are able to move forward to enrollment in a WIOA funded program. These reviews have helped Workforce Services reduce findings from audits performed by the state auditor's office. The second type of review is a monthly random selection of up to 10% of all WIOA cases. These reviews are used to ensure adherence to policies and provide targeted individualized training for staff.

Utah's American Job Center partners and staff receive training on the Partner Referral System, which was developed to support and improve American Job Centers' ability to refer individuals to partners and track outcomes. The Partner Referral System is designed for partners of local American Job Centers. This includes all WIOA core and required partners and additional partners as defined by each local office. All staff can access information sheets for each partner program or service that displays the partner name and description, services provided, eligibility criteria, referral process and contact information. The Partner Referral System supports "warm hand-off" referrals by ensuring individuals

receive information about the referrals they are given. The referrals are accepted by a partner and they can be tracked. Partners can update their information in the system and offices are encouraged to use the outcomes recorded in the system to continually improve the referral process. On-site community liaisons in each office facilitate use of the system and provide support to partners located outside the office.

## VIRTUAL JOB FAIRS

Utah offers monthly virtual job fairs available to all Utah job seekers and employers who hire Utah residents. There are two "Success at a Virtual Job Fair" workshops available prior to each job fair. These workshops provide tips and strategies for job seekers to ensure they are able to effectively navigate the virtual job fair. The job fair is beneficial to job seekers because they can upload their resumes and professional photos, track the jobs they applied for and the employer booths they visited. They can also video chat with employers and search for employment by location and job title. Employers are able to highlight their company profiles, provide links to videos, websites or webcasts, links to their social networks, post online applications for their open positions and hold on-the-spot interviews through video chat. For up to 10 days after the event, employers can view their chat histories and view all job seeker profiles and resumes of those who entered their booths. The job fairs allow job seekers from across the state to gather together in a virtual environment with employers to find and apply for positions. This platform benefits individuals who want to work from home as well as those in rural communities to find and apply for remote positions. Over the past year, over 7,500 job seekers have connected with hundreds of employers through the virtual job fairs.

## STAFF DEVELOPMENT

A team of highly skilled program specialists provide support to individuals and teams across the state to maintain consistency, quality and accuracy in program delivery and performance across all programs. Support

includes targeted coaching for individuals and teams, ongoing training on policies and procedures, assistance with implementation of statewide initiatives and follow-up activities to ensure quality implementation. The program specialists partner with supervisors and managers in American Job Centers to help achieve performance outcomes and ensure customers are receiving quality services. They also partner with state level staff to identify strategies to improve performance measures and make recommendations for improving policies and procedures.

This team provides new employee training, individual coaching and mentoring after training. During the past year, the team quickly adapted to delivering training to new employees in a virtual environment. Through consistent and focused efforts, this statewide team modified training and found creative and innovative ways to engage trainees using a virtual training platform. The team updated new employee in-person training to work effectively in a virtual environment by:

- Updating content to include key information, handouts and follow up sessions for trainers and trainees to discuss training applications, answer questions and share next steps;
- Incorporating effective responsive questions and comments using virtual meeting tools to ensure comprehension of material; and
- Reformatting activities to be interactive in a virtual environment including polls, breakout rooms and individual activities to be completed during the workshop and shared with the larger group.

Approximately 350 training modules were delivered during PY20 including new employee and incumbent employee staff. Staff training and development is a priority for Workforce Services to ensure employees have the opportunity to increase their knowledge and skills as well as ensure that customers are receiving high quality, consistent and effective services.

## **RAPID RESPONSE**

Utah's Rapid Response program implements early intervention strategies during layoff events to engage employers, community partners and training providers.

These strategies help avert the negative impacts of layoffs by quickly moving workers from a layoff situation to employment or training.

Approximately five percent of Dislocated Worker funds are reserved for Rapid Response activities and Additional Assistance funding for local areas. Funds provide Rapid Response services to as many companies and workers as possible. This is accomplished through formalized coordination with the state's dislocated worker unit or a local-area response, which is provided by local workforce development specialists if the layoff impacts less than 15 workers.

The Dislocated Worker unit is in the Workforce Development Division at Workforce Services. The team includes the state Rapid Response coordinator, Dislocated Worker program specialist, Trade Adjustment Assistance program specialist and the state program specialist for the Eligible Training Provider List. This structure ensures program coordination and the ability to design and deliver comprehensive services to dislocated workers.

The Dislocated Worker unit follows up on all Worker Adjustment and Retraining Notification Act (WARN) notifications, trade petitions and trade-certified companies to ensure prompt delivery of services. The Dislocated Worker unit gathers and tracks layoff and closure data and disseminates layoff notifications records. This information is used by Workforce Services leadership, area directors, workforce development specialists, unemployment insurance and the Workforce Research and Analysis team. The information helps the department plan for and potentially avert layoffs or minimize the impact to workers by matching workers to available jobs. This is accomplished by sponsoring job fairs, linking workers to job-search workshops and providing Dislocated Worker, Trade Act Assistance, and other appropriate career services. Rapid Response services, along with the Unemployment Insurance Reemployment Services and Eligibility Assessment (RESEA) program, have shortened and prevented periods of unemployment for many dislocated workers.

As the effects of COVID-19 continued during PY20 Utah experienced a steady flow of WARN notices. Although slightly down from the previous year, the Dislocated Worker Unit responded to 19 WARN notices in PY20.

This represented a significant number of layoffs, which translates to a substantial number of dislocated workers. The lingering impacts of COVID-19, presented an opportunity for the Dislocated Worker Unit to assist dislocated workers by providing over 120 virtual workshops open to any individual impacted by a layoff. The Dislocated Worker Unit received over 2,400 customer registrations for the various workshops. There were an additional nine virtual workshops presented to specific employers and their staff upon request. Intermountain Health Centers is an employer that requested assistance for its layoff. Workforce Services responded with two presentations attended by 37 employees. This is an example of a collaborative effort by an employer who was genuinely looking out for the needs of the dislocated workers. The workshop was followed by continued interaction with the employer and its employees.

The travel and tourism sector was severely impacted by the COVID-19 pandemic. Workforce Services provided assistance to Delta Airlines when the company found it necessary to lay off employees. As with other employers, a virtual workshop was given to 39 pilots and many others received the recorded version of the presentation. This would have been a significant layoff, however the Dislocated Worker Unit was later informed that the layoff had been averted. In relation to the additional WARN notices, the Dislocated Worker Unit assisted individual employers by providing information on employee services, unemployment insurance, COVID-19 benefits and resources available at the American Job Centers. The Dislocated Worker Unit assisted other employers and employees where layoffs occurred, but a WARN notice was not warranted.

Local workforce development specialist staff play an important role in Rapid Response by building and maintaining relationships with employers, which is a key activity in receiving early notification from employers on planned layoff or closure events. This allows critical time to plan and customize services for specific events that will meet workers' needs. During layoff or closure events, local workforce development staff become part of Rapid Response delivery by coordinating with the Dislocated Worker unit and delivering Rapid Response services as appropriate. This process includes collaborating with workforce system partners to quickly reconnect impacted workers with employers seeking their skill sets.

Rapid Response teams emphasize connecting employers and dislocated workers to American Job Centers during their presentations so individuals can utilize available resources. This includes organizing job fairs on-site and at American Job Centers, when needed. Rapid Response workshops are offered to all dislocated workers impacted by a layoff and businesses are offered assistance from the Workforce Development team. During workshops for dislocated workers, the topics discussed include:

- Unemployment information
- Proper work search registration
- Online job search resources
- American Job Center resources
- Job coaching
- Dislocated worker training
- Veteran services
- Temporary assistance

At these workshops, impacted workers are registered in Utah's case management system, called UWORKS, which expedites access to services. UWORKS identifies services received such as; Rapid Response services, career services, company information, layoff and closure data. Career and Education employment counselors use this information to determine WIOA Dislocated Worker and Trade Act Assistance eligibility.

Early intervention is provided for worker groups that have a Trade Act Assistance petition filed on their behalf. Potential Trade Act impact is determined during the initial employer contact and when the petitioning process is initiated. Rapid Response workshops begin at petition filing and include information regarding the Trade Act program, when appropriate. When a Trade Act certification occurs after the layoff, a Rapid Response Trade Act workshop or orientation is scheduled. Workers are notified using the Trade Act impact list. Trade-impacted workers receive a Trade Certification letter that provides instructions for accessing services and a Trade Act benefit brochure. Trade-affected workers learn how to apply for Trade Act Assistance and Trade Readjustment Allowances as well as how to receive support from the

Dislocated Worker unit during the application process. In PY20, Utah certified six Trade petitions, impacting over 500 dislocated workers. All customers who apply for benefits under Trade Act Assistance are reviewed for Dislocated Worker eligibility, which leads to a nearly 100 percent co-enrollment rate in Utah.

## **LAYOFF AVERSION AND REEMPLOYMENT STRATEGIES**

Workforce development specialists connect with employers in their geographically assigned areas to assist with and promote Rapid Response and layoff aversion with employers even if they are not subject to WARN requirements. The workforce development specialists meet with the company's leadership to help employees transition from the layoff to a new employment opportunity and available resources.

Workforce Services responded to the impacts of the COVID-19 pandemic by implementing several strategies to support Utah's economic recovery and assist employers to help prevent permanent layoffs and reconnect unemployed Utahns to employment. Some of these strategies included:

- Connecting employers with workforce development specialists and Rapid Response services;
- Access to virtual job fairs;
- Developing work experience opportunities including apprenticeships;
- Connecting job seekers to Utah's labor exchange system;
- Virtual job search workshops;
- Outreach to impacted Utahns to discuss available resources; and
- Individual job search assistance.

As the Coronavirus Aid, Relief and Economic Security Act (CARES) and subsequent COVID-19 relief funding became available for businesses, the workforce development specialists quickly became reliable contacts for local employers seeking information and assistance in accessing these resources. The workforce development specialists became knowledgeable about the myriad

of funding options available to assist employers in maintaining employees on their payroll and averting layoffs. They answered questions about the loans and grants being rolled out and offered assistance to help companies apply for funding.

## **WAGNER-PEYSER STRATEGIES**

The State of Utah utilizes Wagner-Peyser funding to provide targeted labor exchange activities to employers, unemployment insurance claimants, veterans, persons with disabilities, ex-offenders and elderly workers. Under WIOA, Wagner-Peyser funds career services for all individuals including job search and placement assistance, an initial assessment of skills and needs, referral to appropriate resources, labor market information, comprehensive assessment, development of an individualized employment plan and career planning.

Wagner-Peyser funding assists the State of Utah in reaching its goals of preparing a qualified workforce and providing direct access to jobs in Utah. The labor exchange system afforded by Wagner-Peyser meets the needs of job seekers and employers through self-directed online services as well as through mediated services available in American Job Centers statewide.

## **ONE-STOP CERTIFICATIONS**

During PY20, Utah's SWDB certified one comprehensive American Job Center in Clearfield and conducted Utah's first recertification for the Price American Job Center. In addition, all of the affiliate offices were recertified and a new office was certified as an affiliate American Job Center. All of the certifications were conducted virtually while following Utah's standard process, which included virtual tours of the local offices and interaction between local staff and board members. The board's review of the centers ensures customers have access to high quality services from all WIOA partners and the centers commit to meeting at least two times per year for continuous service alignment and coordination improvement.

## **VIRTUAL WORKSHOPS**

Utah offers virtual workshops including "How to be Successful at a Virtual Job Fair," "Find a Job You Love," and "Choose a Career." A new workshop was developed called "Transfer Your Skills to a New Career" as part of

the Career Success series. “Transfer Your Skills to a New Career” offers tools, strategies and resources to help job seekers identify their transferable skills and successfully transfer their individual skill set to a new job or career. This workshop includes tips on how to power up a resume and gain an edge in the interview to land a great job. It also features resources for increasing marketable skills, education and training and career planning.

“How to be Successful at a Virtual Job Fair” is highly successful and well attended. To accommodate interest, two sessions are offered monthly the day prior to Workforce Services’ virtual job fairs. “Find a Job You Love,” also well-attended, is offered weekly to all job seekers and in partnership with the Reemployment Supportive Services to Unemployment Insurance claimants whose benefits are close to exhausting. “Choose a Career” and “Transfer Your Skills to a New Career” are offered twice a month.

Workforce Services has a skillful workshop team consisting of eight workshop presenters throughout the state. In addition to presenting workshops, the team offers individualized career coaching to participants following each workshop. In PY20, Workforce Services conducted nearly 110 virtual workshops reaching over 5,000 participants statewide.

The virtual workshops have been an effective resource to provide access to important information for individuals seeking employment and training throughout the state during the COVID-19 pandemic.

## **INVEST IN YOU TOO**

The Invest in You Too program is designed for single mothers interested in obtaining training in the medical device manufacturing field. The certificate program provides soft skills training combined with college classes at Salt Lake Community College. The partnership between Workforce Services and Salt Lake Community College effectively provides individuals with the skills needed to succeed in this in-demand industry.

In April of 2021, seven participants were selected to participate in a small cohort that would allow for social distancing and increased safety protocols to minimize the impacts of COVID-19.

Many of the mothers experienced several barriers while participating in the program, examples included high risk pregnancy, children with extreme health issues and domestic violence. In June 2021, five of the seven women successfully overcame their barriers and completed the program, earning their certificates in medical device manufacturing. Through employer partnerships, they participated in tours and learned about Utah employers in this industry. Many of the participants were able to interview and obtain employment immediately after graduation.

## **MIGRANT AND SEASONAL FARMWORKER SERVICES**

Workforce Services collaborated with Utah’s National Farmworker Jobs program and conducted in-person outreach as it allows for more valuable connections with the farmworkers. Workforce Services staff shared contacts and information pertaining to Utah cities where a high concentration of farmworkers reside. Sharing information resulted in joint outreach visits to more migrant and seasonal farmworkers, offering them the full range of available services. Coordinating community resources, conducting outreach visits and sharing best practices are beneficial steps in both programs.

The Migrant Seasonal Farmworker (MSFW) program provides a platform for employees to file a complaint or share concerns pertaining to work related activities, such as unpaid wages. Through outreach efforts, the MSFW program has helped workers in a variety of ways. For example, in May of 2021, it was discovered through outreach that a farmworker had been rushed to the emergency room. The individual spent three days in the hospital, incurring significant hospital bills. The financial burden caused stress for the individual and his family. Through the efforts of the outreach specialist who reached out to the hospital and advocated for the farmworker by telling his story, the hospital reduced the bill to zero as a result of the call. This assistance provided a weight to be lifted from the farmworker’s shoulders and allowed him to focus on providing for his family.

## **VETERAN SERVICES**

Veteran and Military Employment Services delivers quality services and programs to assist veterans, military service members and spouses in obtaining and retaining

employment. The federally funded Wagner-Peyser grant is used to provide employment services to job seekers, including veterans. The federally funded Jobs for Veterans State Grant (JVSG) is specifically targeted to veterans with significant barriers to employment. The state-funded Accelerated Credentialing to Employment program provides short-term training targeted to veterans, actively serving National Guard and Reserve members and their spouses who do not qualify for veteran services. This team works in collaboration with external partners to ensure employment and support services are provided consistently throughout Utah.

During PY20, the Veteran and Military Employment Services team concentrated on increasing veteran employment services to all veterans, military service members and spouses statewide by providing individual case management and post-employment services. Workforce Services offers priority of service and targeted services for veterans and their spouses, assisting them to quickly and efficiently navigate the job market and find employment aligning with their military experience. Workforce Services provides individualized career services, online tools and job development services tailored for veterans.

The Utah Patriot Partnership program was expanded during PY20. This program recognizes employers that have pledged to hire or employ qualified veterans over qualified non-veterans.

This year's initiative includes increasing the level of employer participation beyond the hiring process to include veteran and active service member-friendly human resource policies, veteran employer resource groups and the ability to retain veteran employees.

The Veteran and Military Employment Services team coordinates with WIOA Adult and Dislocated Worker employment counselors to ensure veterans' pre-employment training needs are met through co-enrollment. Expanding job seekers' pathways for training and services such as those offered through WIOA has proven to be an invaluable resource. In addition, a veteran's military experience and skills are leveraged through the Accelerated Credentialing to Employment program, helping job seekers achieve certificates, licenses and credentials to accelerate the veteran's ability to obtain employment.

In response to COVID-19 impacts on veterans and active service military members, virtual workshops were offered, including an outline of veteran job seeker services and two resume classes (federal and civilian). A total of 292 participants attended these workshops. Qualified job seekers were offered virtual case management, which increased Workforce Services' ability to continue providing quality services throughout the state.

## **PARTNERSHIP WITH ADULT EDUCATION**

Adult Education has worked closely with core partners throughout the state to increase the effectiveness of services offered to students. An example is the collaboration between the Salt Lake Horizonte Instruction and Training Center and Workforce Services to create an on-the-job training fair for Horizonte students. The fair was held twice to accommodate both daytime and evening students and provided students with opportunities for employment. Another example is the Iron County School District's Adult Education program recently co-located with Workforce Services at the American Job Center. This new location has facilitated additional referrals between programs, with one customer who is receiving services from Workforce Services and Adult Education stating emotionally, "I'm so happy, I feel like I have so much help here that...I can do this." Nebo School District's Adult Education program also works closely with Workforce Services. Workforce Services helps set up interviews for students and teaches students in the leadership class about making good impressions, resumes and the WIOA programs.

Adult Education expanded training opportunities for students. Ogden-Weber Technical College and Weber School District's Adult Education worked closely together enrolling students in Adult Education and postsecondary training at the same time. Ogden-Weber Technical College provides scholarships for Adult Education students to attend courses for free.

Adult Education students continue to have access to a variety of courses including Certified Nursing Assistant training, automotive technician pre-apprenticeship opportunities, information technology courses, business courses, composite manufacturing courses, phlebotomy courses and welding courses.

## RECENTLY INCARCERATED

Salt Lake County American Job Centers participate in incarceration release day every Tuesday. This initiative is a resource fair made up of community partners available to support returning citizens as they exit the prison system. Release day not only provides information for the returning citizen, but their families as well. Each week, two employment counselors are available to offer applications for temporary assistance programs and promote job-related services, including WIOA services. The release day fair was started to help this population and their families improve success outcomes, access to needed services and reduce recidivism. Employment counselors follow up with individuals one week after release to allow the individual time to reconnect with family.

Utah's Mountainland Region has developed a partnership with Utah County jail, non-profit Building Beginnings and other local employers to support on-the-job training placements for ex-offenders upon release. Through a pre-release program, Workforce Services staff present in-jail workshops and conduct information sessions to

identify potential customers for program enrollment and job placement. Those incarcerated for drug offenses are connected to Building Beginnings, which offers transitional housing and drug treatment programming. Through this partnership, there have been career placements in HVAC, construction and manufacturing occupations using both subsidized on-the-job training and direct placement through basic career services.

## ALTERNATIVE HIGH SCHOOL PARTNERSHIPS

The Mountainland Service Area has established collaborative partnerships with the alternative high schools in the area. These schools serve students who are credit deficient and at-risk of not graduating from high school. Workforce Services staff use on-campus visits and in-class presentations to provide students with career and education information, job preparation information and career exploration workshops. During PY20, these partnerships have produced over 60 WIOA Youth program enrollments, 40 high school graduates and more than 25 employment internship opportunity placements.

# PERFORMANCE MEASURES

DURING PY20 UTAH focused on ensuring the WIOA Annual Report continues to reflect the state's commitment to strengthen the state's workforce development system and that the data reported as part of the Participant Individual Record Layout (PIRL) is accurate and complete. There is ongoing collaboration between the Workforce Research and Analysis Division and WIOA program administrators. There is also collaboration between WIOA core partners and other state agencies that contribute reporting information to ensure all required elements are captured accurately.

Utah's common exit policy includes the following programs: WIOA Adult, WIOA Dislocated Worker, WIOA Youth, Trade, Jobs for Veterans State grant, and Wagner-Peyser. Once a participant does not receive a countable service for 90 consecutive days, the exit date for all of the aforementioned programs will be the date of the last countable service.

Workforce Services tracked each performance measure and found the state achieved successful results for each individual WIOA indicator of performance, attaining at least 50% of the negotiated goal. For each of the performance measures that were lower than expected, Workforce Services reviewed the program and data reporting to ensure the measures were reported accurately.

Workforce Services has explored ways to increase capturing measurable skill gains and credential attainment, including working with Adult Education and post-secondary providers to receive completion data. Workforce Services continues to provide training and support to staff statewide to ensure measurable skill gains and credential attainment are accurately captured.

Performance Outcomes PY20			
Performance Measure Element	Negotiated Goal	Actual	Individual Indicator Score
<b>Adult Program</b>			
Employment Rate - 2nd Quarter After Exit	79.2%	74.3%	Success
Employment Rate - 4th Quarter After Exit	76.9%	72.6%	Success
Median Earnings - 2nd Quarter After Exit	\$6,600	\$6,571	Success
Credential Attainment	72%	74.2%	Success
Measurable Skill Gains	55%	53.9%	Success
<b>Dislocated Worker Program</b>			
Employment Rate - 2nd Quarter After Exit	84%	81.9%	Success
Employment Rate - 4th Quarter After Exit	84%	81.9%	Success
Median Earnings - 2nd Quarter After Exit	\$8,500	\$10,535	Success
Credential Attainment	73%	69%	Success
Measurable Skill Gains	54%	49.8%	Success
<b>Youth Program</b>			
Employment Rate - 2nd Quarter After Exit	71.7%	76.9%	Success
Employment Rate - 4th Quarter After Exit	72%	69.6%	Success
Median Earnings - 2nd Quarter After Exit	\$3,300	\$3,224	Success
Credential Attainment	54%	55%	Success
Measurable Skill Gains	54%	47.3%	Success
<b>Wagner-Peyser Program</b>			
Employment Rate - 2nd Quarter After Exit	74.3%	67.3%	Success
Employment Rate - 4th Quarter After Exit	72.8%	64.3%	Success
Median Earnings - 2nd Quarter After Exit	\$6,400	\$8,239	Success

## DATA INTEGRITY

Workforce Services Workforce Research and Analysis Division utilizes data validation on the reporting elements to verify that individual characters provided through user input are consistent with the expected characters of integer, decimal or string. Simple range and constraint validation are used to ensure the correct number of expected characters are in the fields as defined. Code and cross-reference validation is used to verify that the data entered by staff is consistent with the data rule descriptions. These validity constraints involve cross

referencing supplied data with the element's edit check description to ensure compliance. Workforce Services' source systems have internal structured validation rules, which are used in the input process. The systems are designed with data definitions that place limits on what constitutes valid data as part of the data entry process.

Management Information Systems staff work with the Workforce Services business team to review all edit checks and Department of Labor Quarterly Report Analysis issues and determine corrective action quarterly. Necessary modifications are made to the report coding and data results are revalidated and resubmitted through

the online edit-check process. Any updates to the PIRL are reviewed by the Management Information Systems and Workforce Services business teams to update policy or system and then modify the reporting code as necessary. The updates are reviewed and validated, then submitted through the edit check validation process. The Workforce Services business team ensures policies support gathering accurate data and appropriate source documentation. Local American Job Center staff receive training on how to capture data and targeted training when abnormalities or errors are identified.

Each year the Workforce Services' Performance Review Team completes a review of the required common data elements of the PIRL. Existing policy and procedures capture the data validation requirements and process. A statistically valid sample of records for each program reported in the PIRL is reviewed to ensure the data is pulled accurately from the case management system,

UWORKS, and that appropriate source documentation validates the data reported. The reviews are captured in UWORKS through an edit tool which allows Workforce Services to track trends, anomalies and errors. Program staff follow up with the appropriate parties to ensure the error is corrected and, if appropriate, policy is updated and staff receive targeted training.

In PY20 for the annual validation, the Performance Review Team reviewed all the joint and DOL required common data elements. Through the data validation process, program staff were able to collaborate with Management and Information Systems to update data queries and policy was reviewed to ensure only acceptable source documentation is allowed for data validation. Program staff compiled a list of common errors and anomalies and followed up with Management and Information Systems to ensure the errors and corrections are appropriately tracked.

# EVALUATION PROJECTS

## WIOA SERVICES EVALUATION

During PY17, a workgroup reporting to the Operations Committee, which includes members from all of the core and required partners, made recommendations regarding Utah's research project to evaluate the effectiveness of Utah's WIOA training programs.

Their recommendations were approved by the Utah State Workforce Development Board (SWDB). The workgroup assisted in preparing defined outcomes and identifying measurement methods during the fall of 2018 and research began in January of 2019. The report was finalized in late spring 2020 and was presented to Workforce Services' leadership.

The full report is available on the Utah SWDB [website](#).

Workforce Services program staff, in collaboration with local area managers, developed an action plan to build on successful program implementation behaviors and recommended program improvements. The action plan was implemented during PY20 and included strategies, informed by the evaluation, to increase quality case

management. Due to COVID-19 not all projects were fully implemented, but are available for future utilization.

## WORK SUCCESS STUDY

Workforce Services continues to participate in a national study, NextGen Evaluation, sponsored by the Office of Planning, Research and Evaluation within the Administration of Children and Families of the U.S. Department of Health and Human Services to evaluate Utah's Work Success program until March 2022.

Work Success is currently in the embargo period of the study, with a pathway to other Workforce Services career services, and is under consideration by Workforce Services leadership to become operational again.

In addition to the evaluation of the Work Success program and documenting the most effective components of the coaching, design and implementation, Mathematica Policy Research will include a cost analysis of the program. Outcomes from the study include measures of success in:

- Obtaining and retaining employment;
- Career advancement;
- Earnings;
- Receipt of TANF and other measures of self-sufficiency;

- Other indicators in personal and family well-being; and
- Improvement of self-regulation.

Findings on Work Success will be provided in a series of reports from Mathematica beginning Fall of 2021 and produced on a rolling basis through 2023.

# CUSTOMER SATISFACTION MEASURES

UTAH USES SEVERAL METHODS to gather feedback from customers. American Job Centers use surveys for specific events, verbal feedback provided to operations staff and feedback from partner agencies. Core partners discuss customer feedback at their American Job Center meetings. The feedback is used to improve processes, increase accessibility and provide information about training and professional development activities. Utah will continue to gather feedback from customers and use the information collected to continually improve service levels at the American Job Centers.

## JOB SEEKER SURVEY

Utah's American Job Centers collect information from job seekers. This is accomplished through online and paper surveys depending on the individual's preference. The survey questions focus on goals of the American Job Center, specifically effective and quality referrals. The information is used to continually improve American Job Center services.

Examples of statewide, all American Job Centers combined, survey responses from January 2018 to December 2020 are reported in Attachment E.

Feedback from the survey is used to improve services in American Job Centers and information about the SWDB Committee's work. For example:

- Workforce Services has developed online workshops to support professionalism in the workplace.

- Virtual workshops have been created that focus on developing an individual's ability to succeed in the workplace.
- Worksite learning opportunities are encouraged to provide a hands-on opportunity for individuals to learn positive workplace behaviors.
- The online SmartStart publication is utilized for providing tips and information for successful employment.
- The Career Pathways Committee is working on an online resource to support business and job seekers in their efforts to improve soft skills and success in the workplace.

## BUSINESS CUSTOMER SURVEY

The Business Customer survey was launched in December 2019, which resulted in it being impacted rather quickly by the COVID-19 pandemic which occurred three to four months into the launch. Data collected during the PY20 shows:

- 80% responded that they had used services provided by the Department of Workforce Services.
  - ◆ About 83% of customers have used Job Recruitment Support, 42% have used Unemployment Insurance resources and 16% have used resources related to Employment of People with Disabilities.

- 57% responded that they have met with a Workforce Services employee.
- 60% filed a job opening online at jobs.utah.gov.
- 12% filed a job opening in a Workforce Services office.
- 52% hired an applicant using services provided by the Department of Workforce Services
- 73% believe that the information available on jobs.utah.gov provides resources and information that assist with their organization's effectiveness.
- 44% accessed the Workforce Services website at jobs.utah.gov within the last 30 days between one and three times.
- Workforce Services asked respondents to score their agreement with the following statements, with 1 being "strongly disagree" and 5 being "strongly agree."
  - ◆ 33% agreed or strongly agreed that jobs.utah.gov provides their organization or business with qualified applicants who have the skills they are seeking.
  - ◆ 57% agreed or strongly agreed that they would recommend jobs.utah.gov to another employer.
  - ◆ 27% agreed or strongly agreed that jobs.utah.gov helps them to manage their business.
  - ◆ 65% agreed or strongly agreed that posting a job is easy on jobs.utah.gov.
- The survey provided feedback that of the job applicants referred to employers from Workforce Services, 42% need additional training with interpersonal or soft skills and 37% need technical skills. Employers felt that 24% of job applicants were well qualified.

job seekers and employers has questions designed in partnership with the University of Utah's Social Research Institute. Workforce Services evaluates the feedback and incorporates it into future system changes and enhancements. A description of the methodology is included in Attachment F.

During the PY20 period, there were 14,345 valid-scored surveys. The average satisfaction score of 0.63 is a slight increase from PY19. This outcome represents moderate satisfaction with the online system.

The response rates for employers calculated for PY19 show that there were 116 scored results, with a satisfaction rate of 61%. The job seeker and employer surveys have been instrumental in planning and implementing customer service enhancements. The surveys provide real-time feedback from the system's customer base.

A goal for PY21 is to increase the response rates for both surveys. Workforce Services plans to evaluate the questions and look for ways to shorten the surveys, which should result in higher completion rates.

## **LABOR EXCHANGE JOB SEEKER AND EMPLOYER SURVEYS**

A state-level survey was developed to gather feedback from customers utilizing the labor exchange system and online services. The voluntary online survey for

# WAIVERS

## UTAH USAGE OF Workforce Innovation and Opportunity Waiver: Providing Individual Training Accounts to In-School WIOA Youth Participants

Utah continues to use a waiver to meet the requirement of providing Individual Training Accounts to Out-of-School Youth ages 18 to 24 enrolled in WIOA Youth. The waiver is used to assist in-school youth with maintaining focus on education and exploring career options that require post-secondary education. Having more youth interested and engaged in education leading to credential attainment allows Utah to increase its supply of workers to in-demand industry and occupations. Workforce Services has been monitoring its progress in implementing the waiver to ensure Utah complies with waiver goals and meets measurable programmatic outcomes.

WIOA Youth Expenditure PY20	
In-School Youth %	Out-of-School Youth %
7.09%	92.91%

The above data shows that Workforce Services is exceeding the requirements for out-of-school youth spending. By the end of PY20, 92.91% percent of WIOA Youth funds were spent on out-of-school youth and only 7.09% percent on in-school youth. A quarterly breakdown of in-school youth versus out-of-school youth expenditures indicates that out-of-school youth expenditures significantly exceeded the expenditure goal of 75%.

WIOA YOUTH EXPENDITURES							
Qt 1 (07/01/20 – 09/30/20)		Qt 2 (10/01/20 – 12/21/20)		Qt 3 (01/01/21 – 03/31/21)		Qt 4 (04/01/21 – 06/30/21)	
ISY %	OSY %						
11.15%	88.85%	3.68%	96.32%	7.25%	92.75%	7.19%	92.81%

Utah maintains its in-school youth enrollments at a level that has supported the above indicated increase in out-of-school youth expenditures:

WIOA YOUTH ENROLLMENTS							
Qt 1 (07/01/20 – 09/30/20)		Qt 2 (10/01/20 – 12/21/20)		Qt 3 (01/01/21 – 03/31/21)		Qt 4 (04/01/21 – 06/30/21)	
ISY %	OSY %	ISY %	OSY %	ISY %	OSY %	ISY %	OSY %
18.94%	81.06%	20.16%	79.84%	21.1%	78.9%	20.77%	79.23%

\*\* The quarterly percentage may include the participants served in the previous quarter(s)\*\*

Out of the 137 in-school youth served in PY20, 42 youth (30.66%) were working toward obtaining a post-secondary credential. The remaining in-school youth were working on completing secondary school requirements with the intent to eventually enroll in post-secondary education.

Workforce Services has maintained its partnership with John H. Chafee Foster Care Independence Program and administers the Education and Training Voucher program by serving in-school youth preparing for post-secondary education. This federally funded program is designed to assist foster care youth, or youth who have aged out of foster care, with the support needed to complete post-secondary education and obtain employment. In Utah, a WIOA co-enrollment is required to administer the Education and Training Voucher program to foster care youth. Since most of the foster care youth are in-school youth, the waiver enables Workforce Services to serve this

at-risk population and positively impact their ability to earn post-secondary credentials, enter the workforce and become contributing members of society. Utah served 162 Education Training Voucher youth during PY20.

The waiver positively impacted education providers on the Eligible Training Provider List (ETPL) as they were not required to go through procurement in addition to completing the requirements to be on the list. This encourages providers to continue to be on the ETPL, benefitting both the in-school and out-of-school youth. Utah continues to certify the education providers and monitor their performance on a yearly basis.

## SUCCESS STORIES

### [WIOA and Trade Participant](#)

### [Retraining due to COVID-19 News story](#)

### [Medical Assistant Career Pathway](#)

### [WIOA Participant](#)

### [Apprenticeship Participant](#)

### [Vocational Rehabilitation Participant](#)

**YOUTH:** Matthew, a senior in high school, enrolled in the WIOA Youth Program. He was homeless for two years and lived in a car with his father and brother. A friend invited Matthew to live with him for his senior school year. Matthew secured an Ambassador's Scholarship to a local college. He graduated from high school in the spring of 2020 and was preparing to start his post-secondary education. His career goal is to become a marine biologist. Workforce Services assisted Matthew in obtaining work experience that aligns with his career goal by connecting him to an internship at a local veterinary

hospital. Matthew had many barriers, such as a lack of transportation, lack of experience working with animals, mental health issues and lack of self-confidence. With the help and support from Workforce Services, Matthew was able to successfully complete the work experience opportunity. He saved the money from his paid internship to help pay for housing at the local college and is now working on his college campus. He is on track to graduate with his associate degree in the spring of 2022.

**ADULT EDUCATION:** Brittne is an outstanding student who entered the Adult Education program during her mid-thirties even though she was nervous about her skills. She had strong memories of difficulties she experienced at school. Brittne received a higher score than she expected on the CASAS basic education assessment, which helped rebuild her confidence. She spent the next few months working on a variety of GED preparation materials. She asked questions and used all available resources to learn. When she post-tested a month later, she was surprised to see that she had increased her skill level. As she passed individual tests,

her confidence continued to grow. Her increased CASAS test scores allowed her to enter a certification program in phlebotomy at the technical college and she was recently hired at a local hospital as a phlebotomist. She set a powerful example for her children and has proven to herself that she can accomplish difficult things.

**Veteran:** Shawn is a veteran referred by Adult Probation and Parole to receive assistance finding employment. He struggled to keep a job in the past and stated he needed to get a certification. While Shawn was visiting an American Job Center, he talked with an employment counselor about WIOA and how it could help him get a job in construction and help with training or tools. Shawn was eager to find employment and received a job offer, but he needed to complete OSHA safety training and have tools and safety equipment before he could start. Through collaboration with the Accelerated Credentialing to Employment (ACE) Program, Workforce Services was able to help pay for the OSHA training and the tools and safety gear he needed. Shawn is now working full-time earning \$25 per hour.

**SINGLE PARENT:** Laura is a single parent of three children, living with her mother. When she first came to Workforce Services she was going through a difficult divorce, wasn't receiving child support, and her children and her were in therapy. Laura was already attending school studying to be a Registered Nurse, but she needed additional support. In December 2020, she graduated with a AAS degree and started working as a technician at a local hospital making \$25.60 per hour. Laura is excited because this job provides her with the income and experience she needs to continue pursuing her RN career and meet her goal of securing housing for her and her children.

**YOUTH:** Brian was in an unstable family situation and had a rough early high school experience. He attended three different schools his sophomore year and dropped out until he was guided back to school by his father during his junior year. Brian participated in a presentation by Workforce Services where he learned of an internship opportunity at a mechanic shop. Brian received help from the youth employment counselor and the workforce development specialist to enroll in the WIOA Youth program. At the end of his junior year, Brian started a paid internship at a mechanic shop. He learned very quickly and by the end of the summer, the employer had

enough faith and trust in him to run the shop on his own. He set a goal at the start of his senior year to graduate from high school and attend post-secondary training in auto mechanics. While catching up on his school credits, Brian continued to work part-time. He completed all of the required high school credits during his senior year and earned his high school diploma in May of 2021. Following graduation, the mechanic shop hired him full-time through a WIOA supported on-the-job training opportunity. This fall, Brian will start at the technical college working on his automotive service certification.

**EX-OFFENDER:** Darrel is a 29-year-old currently living in a sober-living program. He sought assistance from Workforce Services when he was released from incarceration for drug-related charges and was interested in the bonding program. Workforce Services offered a bond to his prospective employer and he was hired at a local graphic design and manufacturing company. A workforce development specialist told Darrel about WIOA and encouraged him to apply. Darrel had always wanted to do HVAC work, so after he was approved for WIOA funding, Darrel began an on-the-job training opportunity with an HVAC company. The employer offered him in-house training and he was able to get multiple certifications throughout his 26 weeks of training. Darrel has now completed his on-the-job training and is working full-time as an HVAC Technician.

**VETERAN:** Robert is a United States Army veteran. After finishing his enlistment, he found a career in information technology project management. However, the COVID-19 pandemic abruptly ended Robert's 32-year career in the field. It was difficult for him to find other employment opportunities in information technology due to his age and he faced an uncertain career change. Robert began working with a veteran representative at Workforce Services who helped him format his resume and find employment opportunities aligned with his experience, skill set and interests. A workforce development specialist connected him with the owner of an appliance repair shop, who was searching for a small appliance trouble-shooter. Robert had experience repairing small appliances and was interested in this type of work. The veteran representative and workforce development specialist facilitated an on-the-job training placement with the company at a rate of \$30 per hour. Robert is gainfully employed and he is grateful to the Workforce Services

team for helping him make a smooth transition into a new career.

**YOUTH:** Cameron is working through the drug court program toward reunification with his son and a better life for himself and his family. He has several barriers to overcome, including parenting, criminal record, domestic violence and basic-skill deficiency. These barriers made it difficult for him to find self-sufficient employment. The workforce development specialist found an employment internship opportunity for Cameron doing repairs on motorcrafts. Cameron's background in mechanics made this a good option for him and the employment internship opportunity helped persuade the employer to give him a chance and train him in new skills as well. Cameron reported how much he was learning and enjoying his work. He learned the importance of responsibility, hard work, dependability, and that his past does not define him. Once Cameron's internship was completed the employer offered him a full-time permanent position.

**APPRENTICESHIP:** Josh transitioned out of foster care at age 18 and started the plumbing apprenticeship program at Davis Technical College. Within four months of starting the program, he was hired by a local plumbing company in July of 2018 and he has been working toward completing his apprenticeship with the same employer. During the past two years, Josh has increased his wages from \$12 per hour to \$15 per hour. He plans to continue his plumbing apprenticeship with the employer until he has completed the program. The employer has indicated that Josh is a great worker and has a knack for plumbing. The apprenticeship has been a great opportunity for both the employer and for Josh.

# **ATTACHMENT A**

## **WIOA State Plan 2018 Modification**

### **Request for Waiver**

#### **Providing ITAs to In-School WIOA Youth Participants**

Utah requests a waiver on the requirement of providing Individual Training Accounts (ITAs) to only out-of-school youth, ages 18-24 enrolled in the WIA/WIOA Youth program. As per current WIOA regulations: 681.550:

“In order to enhance participant choice in their education and training plans and provide flexibility to service providers, the Department allows WIOA ITAs for out-of-school youth, ages 18-24 using WIOA youth funds when appropriate.”

While this allows flexibility for serving out-of-school youth through post-secondary training, it does not give Utah the flexibility to continue to serve those youth customers enrolled as in-school who are preparing to graduate and extend their educational goals into post-secondary opportunities.

As of February 11, 2020, Utah has 85 in-school youth customers and 404 out-of-school youth customers enrolled in the WIA/WIOA program, 24 in-school youth are still enrolled in secondary education. Once those customers graduate, they will need continued support through post-secondary educational activities in order to obtain the certificates needed to find employment.

If the Department of Workforce Services is going to offer an adequate supply of workers to in-demand industry and occupations, it cannot include only those who are determined to be out of school as part of that supply. Utah needs a waiver to support those with post-secondary educational goals. In-school youth deserve the same opportunities for support as those being served as out-of-school youth. It would be a disservice to those in-school customers to not support them past their high school diploma or its equivalent. Although it has been recommended to close the enrollment of those in-school youth who graduate and then re-enroll them as an out-of-school youth for the purpose of assisting them with an ITA after age 18, this poses a risk that the customer may no longer be eligible under the new barrier requirements. It also prevents the Department of Workforce Services from serving youth customers who graduate early (at 16 or 17 years of age) under an ITA, even if they are enrolled as an out-of-school youth once they earn their diploma.

Having to procure for occupational skills training services for in-school youth would also create an unnecessary and undue burden on those providers who have already submitted the required information to be on Utah's Eligible Training Provider List. Because state schools and effective providers of post-secondary training have already been identified through the Eligible Training Provider List, having an additional process for procured providers for those in-school youth customers would create a duplication of effort for those providers that would not occur if those in-school youth wishing to access post-secondary training have access to the Eligible Training Provider List through an ITA. It has been difficult to encourage training providers to participate on the Eligible Training Provider List and the state has gone to great lengths to provide technical support and encouragement. This duplication and additional burden for providers could limit provider participation on the Eligible Training Provider List and in turn limit options for customer choice.

Because Utah already has an Eligible Training Provider List (ETPL) in place and an electronic way to pay providers for educational services offered, both in-school and out-of-school youth will be served adequately under this waiver. Waiver Plan: The waiver request format follows WIOA Regulations section 681.550

1. Statutory regulations to be waived: WIOA section 681.550

2. Describe actions the state has undertaken to remove state or local statutory or regulatory barriers: N/A

3. Waiver goals and measurable programmatic outcomes, if the waiver is granted:

- Continue to serve the in-school youth already enrolled past high school completion through post-secondary training under an ITA to support their career pathway.
- Continue to encourage education providers to remain current on the Eligible Training Provider List and provide technical assistance where needed to gather performance data that will help both in- and out-of-school youth to receive services.
- Make a gradual shift toward enrolling more out-of-school youth and using those funds to support other activities, such as work experiences, leadership development activities and mentoring, along with training activities under ITAs.
- Continue to monitor training completions and outcomes for both in- and out-of-school youth to meet the federal requirements for training completions and job placements for youth.

By allowing in-school youth to utilize an ITA, Utah projects that Workforce Services will not only be able to assist youth with completing traditional high school programs but will be able to easily utilize ITAs and the ETPL to support adult education and post-secondary program completion. Each program year, approximately one quarter of Utah's in-school youth participants are working on their post-secondary education. ITAs will assist Workforce Services with helping them complete their post-secondary education and obtain employment. This waiver will support in-school youth with easily transitioning into post-secondary education and as shown, help them obtain employment with the goal of 75% or more obtaining employment as a result. One of the goals of Workforce Services is to support career pathways. If an in-school youth is still working on their high school diploma when they become a WIOA participant, Workforce Services partners with the customer to determine the next step in their career pathway and then, if appropriate, utilizes WIOA services to support completion of the next step. Through utilizing an ITA, the youth is able to easily research and connect with a program on the ETPL and no additional paperwork or contracts are required. The process and transition becomes seamless for the youth and ensures there is no disruption of services or delays that could contribute toward the youth choosing not to take the next step on their career pathway.

4. Describes how the waiver will align with the department's policy priorities such as: A. Supporting employer engagement B. Connecting education and training strategies C. Supporting work-based learning D. Improving job and career results; and E. Other guidance issued by the department

Through allowing both in-school and out-of-school youth to use ITAs to access training services it opens up more training programs for the youth to select from as they will now be able to use the Eligible Training Provider List approved programs. By opening up the training program opportunities, youth will be able to better connect to training programs that match their interest, support their learning style and better prepare them for employment and work-based learning. Youth who are able to complete occupational skills or adult education programs more easily may be more prepared to enter the job market and be a qualified employee. Serving in-school and out-of-school youth with the same policy and procedures allows for a continuity of services for all youth. All youth will be eligible to receive training services, connection to work-based learning and then employment and job search support. To better connect youth to work-based learning, they will be able to use the Eligible Training Provider List and find registered apprenticeships and also more easily find academic components that give them the credentials and support to be successful at an internship or on-the-job training placement.

5. Describe any individuals affected by the waiver:

The effect of this waiver would be positive for both in-school and out-of-school youth customers who are enrolled, as both groups would be supported with WIOA funding while completing post-secondary training activities. The effect of this waiver would also be positive for education providers on the Eligible Training Provider List as they will not be required to go through procurement in addition to the requirements of being on the list. This will hopefully encourage providers to continue to be on the Eligible Training Provider List.

The intention of this waiver is to provide ITAs to any in-school youth who wants to complete a post-secondary or adult education program. This waiver will also be able to benefit in-school youth participants who are age 16-21 and continue to support them until they complete their training program. This waiver will be able to affect disadvantaged populations and youth with barriers to employment through ensuring both in-school and out-of-school youth are able to receive all of the youth program services, receive a continuity of services without disruption and have access to more training providers and programs. Both in-school and out-of-school youth may have significant barriers to employment and have had previous hardships that could impact their ability to be successful. It is important for these youth to be able to not only receive support but to be able to customize their services to match their interests and abilities. Without this waiver, in-school youth would be restricted to select training programs where they are less prone to be successful and find suitable employment. Also without this waiver, in-school youth who would like to receive an ITA would have to be closed and enrolled as an out-of-school youth. This disrupts continuity of services and could potentially stop services that could greatly benefit a population who may be disadvantaged and have barriers to employment.

6. Describe the process used to:

a. Monitor the progress in implementing the waiver:

- Continue to review in-school enrollments and those accessing post-secondary education through an ITA to assess whether the waiver continues to be necessary.
- Review financial reports quarterly to ensure out-of-school youth expenditures are continuing to exceed the in-school expenditures in order to meet the goal of spending 75 percent of funds on out of school youth.
- Biannual monitoring of providers available to youth on the ETPL to ensure there are options to foster customer choice.
- Make adjustments as necessary, based on the number of in-school youth accessing ITAs and the amount of funds being spent on out-of-school youth.

b. Provide notice to any local board affected by the waiver: Consistent with the general waiver request, the state will adhere to the publication requirements to ensure the broadest participation possible, including appropriate partners and interested parties such as labor, community-based partners, and the State Workforce Development Board.

c. Provide any local board affected by the waiver with an opportunity to comment on the request: Utah is a single state and therefore no local board would be affected.

d. Ensure meaningful public comment, including comment by business and organized labor, on the waiver: Department of Workforce Services provides access to the waiver in order for businesses, organized labor, and the community to have an opportunity to make public comment on the waiver for a period of 30 days.

e. Collect and report information about the waiver outcomes in the state's WIOA Annual Report: The outcomes of this waiver will be reflected through the common performance measures, specifically credential attainment, measurable skill gain attainment and employment rates.

7. The Secretary may require that states provide the most recent data available about the outcomes of the existing waiver in cases where the state seeks renewal of a previously approved waiver:

Workforce Services has been monitoring its progress in implementing the waiver to ensure Utah complies with waiver goals and measurable programmatic outcomes are met.

Out of 142 in-school youth served in PY18, 38 youth (26.76 percent) were working toward obtaining a post-secondary credential. The remaining in-school youth were working on completing secondary school requirements with the intent to eventually enroll in post-secondary education. In PY18, for in-school youth who were engaged in post-secondary education and closed within the program year, 75 percent obtained employment.

**Continuous Shift Towards Spending More Funds on Out-of-School Youth**

WIOA Youth Expenditure PY17		WIOA Youth Expenditure PY18	
In-School Youth %	Out-of-School Youth %	In-School Youth %	Out-of-School Youth %
10.11%	89.89%	6.00%	94.00%

The above data shows an increase in out-of-school-youth spending from the previous Program Year by 4.11 percent. By the end of PY18, 94 percent of WIOA Youth funds were spent on out-of-school youth and only 6 percent on in-school youth.

A quarterly breakdown of in-school-youth versus out-of-school-youth expenditures indicates that out-of-school-youth expenditures significantly exceeded the expenditure goal of 75 percent:

Qt 1 (07/01/18 – 09/30/18)		Qt 2 (10/01/18 – 12/31/18)		Qt 3 (01/01/19 – 03/31/19)		Qt 4 (04/01/19 – 06/30/19)	
ISY %	OSY %						
6.00%	94.00%	4.00%	96.00%	6.00%	94.00%	9.00%	91.00%

Utah has been maintaining its in-school youth enrollments to support increasing out-of-school youth expenditures.

Qt 1 (07/01/18 – 09/30/18)		Qt 2 (10/01/18 – 12/31/18)		Qt 3 (01/01/19 – 03/31/19)		Qt 4 (04/01/19 – 06/30/19)	
ISY %	OSY %						
16.72%	83.28%	16.91%	83.09%	17.30%	82.70%	16.80%	83.20%

\*\* The quarterly percentage may include the participants served in the previous quarter(s)\*\*

**In-school youth are engaging in post-secondary education.**

Workforce Services has been able to maintain its partnership with John H. Chafee Foster Care Independence Program and administer the Education and Training Voucher program by serving in-school youth who are preparing for post-secondary education. This federally funded program is designed to assist foster care youth or youth who have aged out of foster care, with the support needed to complete post-secondary education and obtain employment. In Utah, to administer the Education and Training Voucher program to foster care youth, a WIOA co-enrollment is required. Since most of the foster care youth are in-school youth, the waiver has enabled Workforce Services to continue serving this at-risk population while positively impacting their ability to earn post-secondary credentials, enter the workforce and become contributing members of society. Utah was able to serve 213 Education Training Voucher youth during PY18. Out of these 213 youth, 37 cases were closed due to obtained employment or income in PY18 while co-enrolled in Education Training Voucher and WIOA Youth.

The waiver also positively impacted education providers on the Eligible Training Provider List because they were not required to go through procurement in addition to completing the requirements of being on the list. This encourages providers to continue to be on the list, benefiting both the in-school and out-of-school youth. Utah continues to certify the education providers and monitor their performance on a yearly basis.

**ATTACHMENT B**  
**Waiver Approval Letter**

May 26, 2020

The Honorable Gary R. Herbert  
Governor of Utah  
Utah State Capitol  
Suite 200  
Salt Lake City, UT 84114

Dear Governor Herbert:

Thank you for your waiver requests submission to the U.S. Department of Labor (Department) regarding certain statutory and regulatory provisions of the Workforce Innovation and Opportunity Act (WIOA) and the accompanying plan to improve the statewide workforce development system (copy enclosed). The waiver request was received March 4, 2020, as part of your recent WIOA State Plan submission. This letter provides the Employment and Training Administration's (ETA) official response to your requests and memorializes that Utah will meet the outcomes and implement the measures identified in its plan to ensure accountability agreed to by Utah and ETA. This action is taken under the Secretary's authority to waive certain requirements of WIOA Title I, Subtitles A, B, and E, and Sections 8–10 of the Wagner–Peyster Act in WIOA Section 189(i).

Requested Waiver: Waiver of 20 CFR 677.150 in order to allow optional removal of intergenerational poverty participants from performance outcomes for the purpose of researching impacts.

ETA Response: This request falls outside of the Secretary's waiver authority and, therefore, cannot be approved. WIOA 189(i)(3)(A)(i) prohibits the Secretary from waiving requirements related to participant eligibility and from waiving requirements related to the basic purposes of Title I of WIOA, which include the promotion of accountability using the core indicators of performance at 20 CFR 675.100(f). ETA will provide technical assistance to the State regarding conduct of its evaluations without this waiver.

Requested Waiver: Waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY).

ETA Response: ETA approves, through June 30, 2022, the State's request to waive the requirement limiting ITAs to only out-of-school youth (OSY), ages 16–24. In addition to these OSY, the state may use ITAs for ISY, ages 16–21. ETA reviewed the state's waiver request and plan and has determined that the requirements requested to be waived impede the ability of Utah to implement its plan to improve the workforce development system. Approval of this waiver should not impede the state's efforts to prioritize OSY, including outreach to the OSY population.

The State must report its waiver outcomes and implementation of each approved waiver in the WIOA Annual Report. ETA will use this information to assess continued waiver approval and to identify promising practices that may be adopted more widely. ETA is available to provide technical assistance to you in support of your goals. The Department proposed additional flexibility in its budgets for Fiscal Years 2018 through 2021 to give governors more decision-making authority to meet the workforce needs of their states. If you have questions, feel free to contact my office at (202) 693-2772.

Sincerely,

A handwritten signature in black ink, appearing to read "John Pallasch". The signature is fluid and cursive, with the first name "John" being more prominent than the last name "Pallasch".

John Pallasch

Enclosure

cc: Jaceson Maughan, Commissioner, Utah Labor Commission  
Nicholas Lalpui, Dallas Regional Administrator, ETA  
Cynthia Green, Federal Project Officer, ETA

# ATTACHMENT C

## Employer Survey Questions

The survey questions include:

- Information about the organization
  - Industry
  - Number of employees
  - County where business is located
- Have you or your management used services provided by the Department of Workforce Services?
- Resources used on jobs.utah.gov
- Have you or your management met with a Department of Workforce Services employee?
- Have you or your management filled a job opening?
- Have you or your management interviewed an applicant using the online services at jobs.utah.gov or in-person at a Workforce Services One-Stop Center?
- Have you or your management hired an applicant using services provided by the Department of Workforce Services?
- Does the information available on jobs.utah.gov provide resources and information that assist with your organization's effectiveness?
- Job applicants referred to you from Workforce Services need additional training and or education in these areas (select all that apply):
  - Interpersonal/soft skills
  - Technical skills
  - Level of education attainment
  - Not applicable, job applicants are well qualified
  - Not applicable, have not yet received any job applicants
- How can Workforce Services One Stop Center staff better support your staffing needs?
- Score your agreement with the following statements, with 1 being “strongly disagree” and 5 being “strongly agree:”
  - Jobs.utah.gov provides my organization or business with qualified applicants who have the skills we are seeking
  - I would recommend jobs.utah.gov to another employer

- Jobs.utah.gov helps me to manage my business
  - Posting a job is easy on jobs.utah.gov
- How often have you accessed the website within the last 30 days?
- For which of the following topics has a Workforce Services One-Stop Center specialist visited your office to provide training?
  - Labor market information
  - Disability etiquette
  - On-the-job training
  - Reasonable accommodations
  - Americans with Disabilities Act
  - Apprenticeships
  - Veteran's employment and training
  - None of the above
  - Other (please specify)
- What additional services can Workforce Services One-Stop center provide?
- Please select the top 5 skills you value in qualified job applicants, ranking the selected skills in order of 1-5:
  - Critical thinking
  - Effective communication
  - Flexibility/adaptability
  - Image
  - Interpersonal skills
  - Leadership skills
  - Positive attitude
  - Problem solving
  - Teamwork
  - Time management
  - Work ethic
- Would you like someone to contact you as a follow-up to this survey?

## ATTACHMENT D

### Customer Survey Questions

The questions include:

- Which location did you visit?
- What brought you into the office today?

Rate the following statements using a 1-5 scale with 1 being “strongly disagree” and 5 being “strongly agree:”

- I felt welcome when I walked into the office.
- It was easy for me to find what I needed in this office.
- It was easy for me to find what I needed after I was referred to another resource or location.
- The office staff who served me were knowledgeable about the information and services I needed.
- The information and services I needed were provided in a format that was easy for me to understand and use.
- If the resources were not easy to access and/or use, please explain.
- Were you referred to another location or asked to use a telephone or website to access the services you needed?
- Please select the resources you were referred to (list of resources provided).
- The resources I was referred to were helpful (use 1-5 rating scale).
- Please indicate which type of services you received at this office.
- I would recommend this office or services to a friend (use 1-5 rating scale).
- Would you like someone from the One-Stop Center to contact you regarding your experience in this office.
- Please briefly describe what you would like to discuss when someone from the One-Stop Center contacts you.
- Please provide your name, email address and telephone number below if you would like someone from the One-Stop Center to contact you regarding your experience in this office.

# ATTACHMENT E

## Job Seeker Survey Results

### Utah Statewide Job Seeker Survey Results

July 1, 2019 – October 1, 2020

**Total responses for all offices: 3,168**

Survey Item	Statewide
Job Seeking, looking for a career change	988
Eligibility services	913
Accessing benefits or assistance	696
Unemployment Assistance	680
Use of equipment, resources	434
I felt welcome when I walked in the office	80%
It was easy for me to find what I needed in this office	77%
It was easy for me to find what I needed after I was referred to another resource or location	55%
The office staff who helped me were knowledgeable about the information and resources I needed	85%
The information and resources I needed were provided in a format that was easy for me to understand and use	76%
Were you referred to another location or asked to use a telephone or website to access the services you needed—percentage responding “yes”	26%
Directed to a website	67%
Given a phone number or called another agency	35%
Given a brochure or pamphlet	20%
Introduced in person or by phone to someone at another agency	8%
Sent to another agency or location	8%
Rating Scale – Percent rating statement a “5”: The resources I was referred to were helpful:	74%
Eligibility Services Division	1,458
Job search or job preparation	1,173
Unemployment Insurance	719
Adult Training Services	236
Family Employment Program	182
Rating Scale – Percent rating statement a “5”: I would recommend this office or services to a friend	81%

## ATTACHMENT F

### Labor Exchange Survey Methodology

All of the surveys conducted are voluntary, therefore, there are limitations to the survey data as it is unknown how the responses of those who completed versus those that did not complete the surveys might differ in terms of satisfaction. Despite these possible limitations, the results of this analysis were used to describe the generalized views of job seekers and employers who agreed to share their views via the satisfaction surveys.

#### Customer Survey

The Labor Exchange survey uses the following sampling procedure:

- Job seekers are only eligible to take the survey if they have not taken a survey in the last three months.
- Online sessions are sampled randomly (one in every ten customers).
- If the current session is sampled, the user is invited to participate at a random time during the session using the pop-up window.

The online surveys are available to potential participants through a pop-up invitation to participate, which after agreeing to take the survey, are asked a series of questions.

The scale for the satisfaction survey is embedded in the online survey. Participants are asked to rate their level of agreement with or rating of each for the following statements:

- I am comfortable using the internet to job search.
- It is hard to find what I need on jobs.utah.gov.
- Overall, jobs.utah.gov is easy to use.
- Creating my job search account on jobs.utah.gov was easy.
- Searching for jobs on jobs.utah.gov is hard.
- I often have trouble “signing-in” to job search.
- I can’t find jobs that match my skills and abilities on jobs.utah.gov.
- Jobs.utah.gov provides job matches that meet my search criteria.
- Applying for jobs is easy using jobs.utah.gov.
- I would recommend jobs.utah.gov to other job seekers.
- I would return to jobs.utah.gov in the future to job search.
- Overall, I am satisfied with my job search on jobs.utah.gov.

Each item is scored from -2 to +2, with higher scores indicating more satisfaction and lower scores less (items that are reversed scored reflect this convention). The scores are averaged for each scale. The result of the satisfaction scale score indicates the level of customer satisfaction.

## Employer Survey

Similar to the job seekers, employers are asked to participate at a random time during their online session. Data collection proceeds in the same manner as with job seekers.

Not all employers access the employment exchange system directly. In PY19, employers who used one or more methods of posting job orders had the opportunity to respond to the survey. Approximately 20 percent of employers post job orders by electronically uploading to the labor exchange system and 22 percent received assistance from Workforce Services staff, indicating the job orders were entered by staff. Employers that access the labor exchange directly are considered self-service employers. This group represents 68 percent of employers posting jobs.

The satisfaction scale statements evaluated by employers are scored using the same scale and overall satisfaction calculation as job seekers. The statements include:

- I am comfortable using the internet to complete tasks on jobs.utah.gov.
- It is difficult to navigate jobs.utah.gov.
- I can do everything I want to do on jobs.utah.gov.
- I would recommend jobs.utah.gov to other employers.
- I often have trouble “signing in” to post a job.
- Posting a job is easy on jobs.utah.gov.
- Jobs.utah.gov provides us with enough job applicants from our job postings.
- When posting jobs on jobs.utah.gov I have the flexibility to use my own screening criteria to find applicants.
- Jobs.utah.gov provides us with qualified applicants who have the skills we are seeking.
- I would recommend jobs.utah.gov to other employers for posting jobs.
- Overall, I am satisfied with the ease of posting jobs on jobs.utah.gov.