

**UTAH DEPARTMENT OF WORKFORCE SERVICES  
DEMAND DRIVEN TALENT AND WORKFORCE DEVELOPMENT  
SERVICE AREA CONFIGURATION AND MANAGEMENT STRUCTURE**

**FINAL “PHASE II” RECOMMENDATIONS TO STEERING TEAM  
October 15, 2009**

---

This is the final “Phase II” report of the *Service Area Configuration and Management Structure* workgroup. The team was chartered to develop recommendations to the Steering Team in these areas:

- Criteria for service areas
- Service area configuration
- Service area management structure
- Job descriptions and KSA’s for Service Area Leader
- Guiding principles for staff hiring, structure, span of control
- Structure of support organizations

**Economic Service Areas (ESAs) – Criteria and Configuration**

- The following criteria were considered in developing the recommended Economic Service Areas:
  - ✓ Labor market areas (defined by work location and commuter patterns).
  - ✓ Connection to educational institutions
  - ✓ Industry clusters
- The analysis resulted in identification of nine service areas.
  - ✓ **Bear River**
    - Box Elder, Cache, Rich Counties
    - Bridgerland ATC, USU Extension
  - ✓ **Wasatch Front North**
    - Morgan, Davis, Weber Counties
    - Ogden-Weber ATC, Davis ATC, Weber State University
    - USHE Cluster: Weber State - Aerospace
  - ✓ **Wasatch Front South**
    - Salt Lake, Tooele Counties, Summit
    - Tooele ATC, SLCC, University of Utah, Westminster College
    - USHE Cluster: SLCC – Green Energy
  - ✓ **Uintah Basin**
    - Duchesne, Uintah, Daggett Counties
    - Uintah Basin ATC, USU Extension
  - ✓ **Castle Country**
    - Carbon, Emery Counties
    - CEU, USU Extension
  - ✓ **Southeast**
    - Grand, San Juan Counties
    - CEU Extension, USU Extension
  - ✓ **Mountainland**
    - Utah, Wasatch, Juab Counties

- Mountainland ATC, BYU, USU Extension, UVU
- USHE Cluster: UVU – Digital Media
- ✓ **Central**
  - Millard, Sanpete, Sevier, Piute, Wayne Counties
  - Snow College, USU Extension
- ✓ **Southwest**
  - Beaver, Iron, Garfield, Kane, Washington Counties
  - SUU, SW ATC, Dixie College, Dixie ATC, USU Extension

### **Economic Service Area Management Structure**

- The service area leader will be responsible for EC operations and achieving the demand-driven goals of the service area; some service areas will be consolidated under one leader. The steering team has approved six service area leaders (specific title to be determined).
- Program specialists, training staff, and related personnel would organize at the division level, and provide support to the service areas. The current regional management structure will not be replicated in the redesigned service areas.
- Service area leaders are expected to build partnerships and collaborate to produce the desired outcomes.

### **Service Area Leader: Job Descriptions and KSAs**

The individual in charge of each Economic Service Area will have oversight responsibilities for employment center operations, in addition to devoting significant time to demand-driven/business development activities. It is anticipated that demand-driven work will constitute approximately 50% of the leader's time. One of the keys to success is strong management at the EC level. Following is a summary of the expectations of a Service Area Leader:

- **Business Development/Building Relationships**
  - ✓ Acquire and maintain a working knowledge of industry, educational resources, and economic development opportunities within service delivery area; identify and understand key workforce challenges.
  - ✓ Develop professional contacts, resources and/or networks, with ATC professionals, higher education, and applicable advisory boards.
  - ✓ Establish contacts within the industry/occupation clusters in the service delivery area.
- **Achieving Outcomes**
  - ✓ Engage the support of industry and education leaders to coordinate strategies to develop talent within the service delivery area to achieve global competitiveness
- **Strategic Planning**
  - ✓ Develop and implement the strategic plan and operational plan for the service area
  - ✓ Identify priorities, maintain focus on priorities and ensure achievement of key DWS business objectives; Achieve critical outcomes for a set of simple, standard measures; keep it simple
- **Operations Management**

- ✓ Manage workforce - emphasize teambuilding; determine staffing requirements to support workload, establishes standards for employee training and performance, evaluates employee performance
- Financial Management
  - ✓ Develop service area budget, including fund allocation, revenue collection, budget projections
  - ✓ Monitor agency or program budget including revenues, expenditures, and budget projections

### **Guiding principles for staff hiring, structure, span of control**

The service area leader will have the flexibility, within established parameters, to determine the final ESA organization and management structure.

- Criteria for Success of Management Structure
  - ✓ Cost and headcount: new organization cannot exceed the “as is”
  - ✓ Span of control – expand beyond current span of 1:4
  - ✓ Staff-to-line ratio – determine the least amount of staff support for lean operation of the line organization
  - ✓ Minimize levels – each level adds complexity and barriers to communication and problem-solving
  - ✓ Focus and accountability – must have line of sight to service delivery and outcome measures
  - ✓ Establish workload criteria and standards

### **Structure of Support Organizations**

- Establishment of a Performance Review Team (PRT), reporting at division level vs. continuing the lead worker classification is still under review. Key areas of discussion: Achieving local service autonomy, providing training and mentoring resources to employment counselors, and developing standard review processes, continuous quality improvement, case editing
- Define core responsibilities of supervisors and program staff; assess how to optimally organize with appropriate spans of control for supervisors.
- Policy, program, and training functions will be organized at the division level, but matrixed and assigned to support ESA leaders
- Define grant writing, contracts, demand driven planning, implementing and evaluating responsibility at local levels as a direct line responsibility to the ESA leader with statewide coordination
- Business Community Liaisons will be assigned at the service area level and will become local industry experts. The BCL is responsible for matching employer needs with DWS services, and building relationships between DWS and employers. Business development is a full-time job; the BCL will not carry a caseload.