

UTAH DISABLED VETERANS' OUTREACH PROGRAM AND LOCAL VETERANS' EMPLOYMENT REPRESENTATIVE GRANT MODIFICATION PLAN.

Fiscal Year 2010 through Fiscal year 2014

State Veterans' Program Plan Narrative

A. Projected Employment Outlook for Veterans

Utah's Department of Workforce Services (DWS) will use a team approach in each Employment Center (EC) to ensure that each veteran is offered all employment and training services on a priority basis. DWS is very proactive in working with employers on behalf of veterans and most ECs in the state have a business consultant or an individual that is assigned to work with employers. In the most heavily populated area of the state we have a business services unit that works with employers. Business Consultants also work closely with the local community and business development entities to ensure that new employers become aware of the services provided by DWS.

We plan on using all of these non-grant funded resources to work in conjunction with our Veterans Representatives to identify employers that have or anticipate having job openings. We will continue to place greater focus on larger employers that need more employees and also offer higher salaries and benefits, including FCJL employers.

Additionally, ECs located near federal employers have established excellent working relationships with the personnel staff of those employers. The VA Regional Office in Salt Lake City is projecting an increased workload because of the VA plan to centralize services. The new personnel director is working with the DVOP's statewide to recruit

veterans. Hill Air Force Base is one of the largest employer in the State of Utah.

DWS works closely with them not only to fill jobs with the federal government but to also assist the base contractors. Finally, we hope to access the new stimulus and green funding from all levels of government for our veteran clients. All jobs posted with the state are accessible through UWORKS, Utah's Job Match/Case Management system.

Using the Veterans Representatives and the Business Consultants we will develop the best job opportunities with the best employers that we can find. Also, UWORKS can be used to identify occupations in demand based upon the types of work that veterans are seeking. Ostensibly, the concentration on larger employers and follow up with the Veterans Representatives will lead to higher retention rates for veterans. DWS also has a rapid response team that works with employers that are downsizing or laying-off large numbers of employees. In such situations, the rapid response team refers veterans to our DVOPs for appropriate services. Intensive job development and coordination with employers should be effective in moving veterans back into the labor force.

We are expecting that the overall workload in providing services to veterans will increase for the foreseeable future. This is for a number of reasons. First, we expect to see an increase in the number of disabled veterans seeking services as a result of soldiers that are being injured in the war on terrorism. At the same time we expect that the number of National Guardsmen and reservists that qualify under the Department of Labor definition of a veteran will increase because of the large number of personnel from Utah that have been called to active duty. We expect that many of these new veterans will be in need of intensive services due to their combat related experiences and disabilities. We are also seeing larger numbers of regular armed forces personnel

cycle through the services. Most of these troops will attend the Transition Assistance Program and many that are retiring or that have completed long-term enlistments will have spouses that may be in need of intensive services. For those leaving the service that choose to remain or return to Utah, it is imperative that they get labor market information relative to the Utah economy.

Finally, from time-to-time the military encourages certain members of the armed forces to leave the military early. Each branch of the Armed Forces evaluates which occupational specialties it will need in the near future. Soldiers that don't have these occupational skills are encouraged to leave the military and many of these soldiers are not fully qualified in a particular occupation and will need additional training to get good jobs. We are aware of these problems and the need for intensive services. We have pathways in each EC that are designed to identify veterans and spouses and get these individuals to the service provider that is best equipped to help solve their problem. DVOP staff will case manage veterans with barriers to employment with emphasis on: disabled veterans, homeless veterans, veterans leaving correctional facilities and veterans that are economically and educationally disadvantaged. Every EC has a DVOP assigned as indicated in the Staffing Directory Attachment. For those ECs where DVOPs are not permanently stationed, managers are aware that they should communicate with their assigned DVOP for technical assistance in solving problems for veterans. More complex problems are forwarded to the state level for technical assistance and referral to other service providers that have the expertise to solve the specific problem. Networking with all possible service providers ensures that each veteran will receive the best services available.

B. Targeting Services to Veterans Most in Need

I. Veterans enrolled in, or who have completed training or education under the Department of Veterans Affairs Vocational Rehabilitation and Employment (VR&E) program.

DWS and VR&E have established the following referral process:

The Technical Assistance Guide (TAG) of December 2008, published jointly by the U.S. Department of Labor Veterans' Employment and Training Service and the U.S. Department of Veterans Affairs Vocational Rehabilitation and Employment Service is the Standing Operating Procedure for all partners in the VR&E process of preparing Veterans for employment. The procedures listed below are developed from the TAG.

Intensive Services Coordinator (ISC): DWS will provide an ISC at the VR&E office. DWS ISC will regularly follow up with DVOP staff throughout the state with regard to all Chapter 31 Veterans referred to those DVOPs. Data collected will be entered on the VR&E Tracking Report in the format specified in the TAG. This report will be submitted to VR&E and the DVET on a quarterly basis, not later than 30 days after the end of each quarter. The ISC was formerly referred to as the Central Point of Contact.

Orientation Day Procedures: The ISC will participate in the orientation presentation to the veterans by explaining the role of DWS in serving Chapter 31 veterans and will explain what services are possible through DWS. The ISC will provide DWS information materials to the veteran, including the identity and location of Veterans Representatives in DWS (DVOPs) prior to the veteran's departure from the Regional Office the day of the orientation meeting. The ISC will be part of a team approach in providing job development, Labor Market Information (LMI), and

employment / placement services which are suitable to veteran customers during the VR&E orientation day.

ISC DVOP Services: In his/her capacity as a DVOP, the ISC will provide a full array of DWS services while at the VR&E office, including job development and job placement, to those Chapter 31 program participants whose most convenient contact with DWS will be at the Salt Lake VR&E Office.

Method of Operations: The following constitute the method of operations between the ISC and the VA VR&E programs for those Chapter 31 program participants who have been referred for **job placement / job development services (Case Management)**.

1. As early as possible when the rehabilitation goal is identified, or approximately one hundred and twenty (120) days prior to Chapter 31 participant finishing training, he/she will be referred by the VR&E counselors to the VR&E Central Point of Contact.
 - a. The VR&E counselor will provide the **Name, Address, Phone Number, and Social Security Number** of the Chapter 31 program participant to the VR&E Central Point of Contact.
2. The VR&E Central Point of Contact will refer the Chapter 31 participant to the ISC, providing the **Name, Address, Phone Number, and Social Security Number**. A local DVOP may also be notified concurrently, but the ISC is the primary individual responsible for follow-up action. The ISC will keep a log for follow-up purposes.
3. The ISC shall contact EC DVOP staff to ensure Chapter 31 veterans are contacted within seven (7) days of the referral and that the following case management services are accomplished or provided:

- a. Registration for work
 - b. Job seeking skills workshops
 - c. Resume assistance
 - d. Employability Plans
 - e. Job referrals
 - f. Follow up
 - g. Enroll Ch.31 participants in UWORKS
4. The local DVOP staff to whom the Chapter 31 Veteran is referred will notify the ISC via e-mail the day the veteran shows for the initial appointment. If the veteran does not respond to the referral, the local DVOP staff will likewise notify the ISC. However, the local DVOP must make at least three contact attempts (phone calls, letters, etc.) before reporting that the veteran did not respond.
 5. If any problems are encountered concerning the veterans' disability, motivation or any other barriers to employment, the local DVOP will document these problems and notify the ISC who in turn will notify the VR&E CPC.
 6. Local DVOP contact with the Chapter 31 participant will occur at least once every two weeks. All services and contacts shall be narrated/reported in UWORKS, Utah's case management system. The ISC shall follow-up with local DVOPs to ensure this is accomplished.
 7. The ISC and VRE counselors agree to improve networking efforts for all Chapter 31 participants by inviting local DVOPs to attend case management sessions whenever schedules permit. A VR&E counselor will notify the ISC of case management site visits to outlying areas of the state.
 8. Local DVOPs **will not** terminate a Chapter 31 participant without the knowledge and concurrence of the ISC and the VR&E counselor. VR&E will notify the ISC

of Chapter 31 program actions affecting the closure of the veteran's case from active status.

II. Returning wounded or injured service members

DVOP staff are assigned to do outreach at both the Veterans Hospital and at a Veterans Clinic that recently opened in the western part of the Salt Lake Valley. As these DVOP's come in contact with wounded or injured service members, they can either provide employment and training services to the veteran or refer the veteran to another DVOP or to other DWS staff for services.

III. REALifelines Participants

The DVET makes initial contact with the REALifelines participant once he/she relocates to Utah. The DVET will assign the nearest DVOP to the REALifelines participant's location to case manage the participant and provide intensive services such as; assessment interview, develop and employment plan, identify barriers to employment, and develop a plan of action. The DVOP will also coordinate services with VA or State Vocational Rehabilitation, VA medical Center, Vet Center, Workforce Investment Act, etc. The plan of action will include initial and ongoing coordination with the DVET.

IV. Homeless Veterans and those veterans who are at the risk of becoming homeless.

In response to a resolution from the Utah Legislature in 2004, DWS formed a task force to develop a Homeless One-Stop Service Delivery System. Included was a provision for working directly with homeless veterans. Contacts with homeless veterans are routinely directed to local DVOP workers. However, to better serve this

group, we established an outreach site at a prominent homeless shelter where DVOPs work with homeless veterans on-site.

Our concept for future work with homeless veterans is to provide an even more comprehensive and collaborative approach to reintegrating homeless veterans into meaningful employment within the labor force. We anticipate that this will lead to these veterans receiving job referrals and/or needed intensive services that will eliminate barriers that otherwise would preclude gaining employment. To stimulate the development of effective service delivery systems, DWS will capitalize on a network of program services that foster inter-agency and community cooperation among homeless service providers. The DVOP is the focal point for reintegration of homeless veterans into the workforce. Activities include:

- a. Overseeing the service delivery system among federal, state, local government, and community and faith-based organizations that succeed in assisting homeless veterans gain and maintain sustainable employment. Coordinating and assisting with outreach and assessment services for homeless veterans in area community and faith based homeless service provider centers and shelters.
- b. Orchestrating referral and employment focused case management for homeless veterans including supportive services, housing, food stamps, physical/mental health services and employment planning.
- c. Coordinating training services for participating homeless veterans including, DWS and community employment focused workshops; employer sponsored training (OJT, internships, WOTC, apprenticeship) basic skills, occupational skills training and certification programs.
- d. Interfacing with job coaching, job retention groups, and follow-up contact activities to better assure participant job retention.

V. Older Veterans

Based on the statistical data acquired from the ETA 9002 D Quarterly Report, the veteran population age 55+ has the lowest entered employment rate. The Central Region, the most populous region in the State, is doing outreach and providing this segment of the veteran population with Intensive Services.

VI. Veterans residing on Native Americans reservations

The half time DVOP in Moab provides services to Blanding and the Reservation. The DVOP schedules appointments in Blanding and visits the Chapter Houses in the Reservation. He attends meetings and provides case management to the Native American Veteran population in the area.

VII. Service Connected Disabled Veterans.

The goal of each DVOP is to assist those veterans that are most in need of intensive employment services. Service connected disabled veterans have always been targeted for intensive services in Utah. The DWS computer system identifies disabled veterans and the DVOP uses a case management approach to provide those veterans with one on one intensive services.

VIII. Strategies to conduct outreach, coordinate services and monitor results.

DWS works closely with the U.S. Department of Veterans Affairs, various service organizations, the Utah Department of Veterans Affairs and other community based organizations to find targeted veterans. We do this through formal and informal contacts, the veteran's civic councils, job and information fairs and the annual homeless veterans standdown. Each organization provides supportive services to mitigate barriers to employment. The final step is intensive employment related

services. The whole case management process is audited at the employment center level by supervisors and the center management team. At the state level we monitor the managers reports as well as the 9002 and VETS 200 series of reports.

C. Planned Deployment of Grant Funded Staff

Eleven half time and eight full time DVOP staff are assigned to provide services to veterans at thirty three EC's throughout the state. Employment and training services offered include registration for work and or training, job referrals, job search workshops, and intensive services.

DVOP staff are also assigned to do outreach at the VA Veterans Rehabilitation and Employment office one day per week, two homeless shelters in the Salt Lake City area, two half days at Hill Air Force Base, one day at the Veterans Hospital, one day at a VA Clinic. Six DVOPs participate as facilitators of TAP classes. In addition two DVOPs do outreach at Higher Learning Institutions and Community centers where veterans congregate.

DWS makes every effort to fill vacant positions as quickly as possible. Recently the only problem has been the lack of funding provided by the grant. The overall state budget, and hiring freezes have never been a problem. All employees responsible for recruiting and hiring of new employees are aware of the need to fill positions as quickly as possible.

D. DVOP Specialists

Duties Assigned to the DVOP Specialist:

Employment Exchange Services (Core Services)

1. Provide or facilitate a full range of employment exchange services, as appropriate, to meet the needs of newly separated and other veterans in the workforce development system. Responsibilities for employment exchange services may include, but are not limited to the following activities:
 - a. Conduct or refer veterans to job search assistance workshops.
 - b. Provide job development and job referral services.
 - c. Provide vocational resources information.
 - d. Provide labor market information (LMI).
 - e. Provide appropriate referrals to external training and supportive services.
 - f. Conduct workshops to transitioning military personnel through the facilitation of the Transition Assistance Program (TAP).
 - g. Make referrals to appropriate community resources.
 - h. Determination whether a veteran customer should move into intensive training services.

Outreach (20% of their time)

2. Conduct outreach activities at the following locations with the purpose of locating candidates who could benefit from intensive services:
 - a. Vocational Rehabilitation and Employment (Federal) (VR&E)
 - b. Homeless Veterans Reintegration Project (HVRP)
 - c. Department of Veterans Affairs (VA) Hospitals and Vet Centers
 - d. Homeless shelters
 - e. Civic and service organizations
 - f. Partners through the Workforce Investment Act (WIA)
 - g. State vocational rehabilitation agencies

- h. Other service providers such as Higher education institutions and Community Centers where veterans congregate.

Intensive Services

- 3. Provide and document intensive services to veterans using our current case management system (UWORKS). These services may include any combination of the following services:
 - a. Provide and conduct assessment (formal and informal on an ongoing basis)
 - b. Develop, negotiate, and document an employment plan
 - c. Provide and conduct career guidance
 - d. Coordinate supportive services consultation with Eligibility Specialist(s)
 - e. Coordinate other support services
 - f. Provide and conduct job development contacts
 - g. Make referrals to appropriate jobs
 - h. Determine eligibility and appropriateness for training services and make referrals
 - i. Follow rules, policy and procedures established by DWS

***NOTE: It is understood that certain situations arise in which a LVER responsibility may need to be undertaken by a DVOP. For example a veteran who attends a local EC and needs Employment Exchange Services from A DVOP in the absence of a LVER staff.**

Integration of the DVOP specialists into the workforce system to provide intensive services to veterans.

A DVOP is assigned to each EC (One Stop). In the absence of LVER staff at the EC, DVOPs shall keep one-stop service delivery system staff informed of the veterans' services and priority of service for veterans. DVOP staff are responsible to work with

disabled veterans and those veterans who are in need of intensive services in order to obtain and retain employment. DVOP staff case manage customers referred by Veteran Rehabilitation and Employment, veterans eligible for WIA services, veterans receiving Food Stamps, veterans receiving Financial Assistance, General Assistance homeless veterans, and REALifelines veterans. DVOP staff are responsible for conducting assessments, developing employment plans, referring or conducting job search workshops for the above-mentioned veteran customers, which are also those with the greatest needs as this group of veterans are the most economically and educationally disadvantaged.

Describe how veterans requiring intensive services will be assigned to DVOP Specialists and how DVOP specialists will facilitate the provision of direct services.

Veterans requiring intensive services may be identified in multiple ways. For instance, they may be identified during the work application process, they may come into the EC looking for supportive services, or a partner may refer them to the DVOP. Each veteran (including the groups identified for special consideration such as service connected disabled veterans, transitioning services members and economically and educationally disadvantaged veterans) will be identified at the initial point of contact and routed to the best resource to provide the needed services. This will ensure that all staff within the EC are part of the team providing services to veterans and only those veterans that are in most need will be referred to the DVOPs. One other tool that we use to identify veterans that need intensive services is the Veteran Report in UWORKS. Two of the items in the report are referrals to jobs and placements. If we see multiple referrals with no placements the DVOP considers that an indication of need for more intensive intervention.

E. LVER Staff

Utah has determined it to be most effective and efficient to have all grant-funded staff work as DVOPs. The DVOP roles and responsibilities are more applicable to the needs of the Utah veteran population. As we work with the present veteran population we found that there are two major groups in desperate needs for services. One group is the reservists and National Guardsmen that have been activated and sent to combat zones. As they return they need more intensive case management dealing with their barriers before they are ready for employment. The other group of veterans in need of intensive services is the homeless. After doing extensive outreach to this population we found that in order to truly address the needs of homeless veterans we must spend more time and effort in providing referrals for supportive services before they are ready for employment and training activities. The DVOP staff are trained to assume some of the LVER responsibilities as secondary duties when necessary and our Business Consultants work closely with the DVOP staff to fulfill the employer relations needed for the program.

F. Program Integration and Leveraging Process

In 1996 the Utah State legislature passed House Bill (HB) 375 creating DWS. The purpose of this Act was to combine agencies that had similar programs and services in an effort to avoid duplication of services and to provide for better customer service. Five agencies, The Office of Family Support, Department of Employment Security, Office of Job Training, Office of Child Care, and Turning Point now make up DWS. Presently, each EC is structured using the One-Stop Delivery System concept as outlined in the Workforce Investment Act (WIA). The primary goal of DWS is to become the job connecting point for employers and applicants. Our secondary goal is to identify

appropriate supportive services for customers, such as training, food stamps, and child-care that will enable them to be successful in their endeavors to become self-sufficient. Each veteran (including the groups identified for special consideration such as service connected disabled veterans, transitioning service members and economically and educationally disadvantaged veterans) will be identified at the initial point of contact and routed to the best resource to provide all needed services. All EC staff are trained to provide priority service to veterans as part of a team and only those veterans that are in most need are referred to the DVOPs.

DVOP staff assigned to each EC provide individualized counseling, job development, workshops and other employment-related services designed specifically for the needs of veterans. As mentioned above, several services provided to veterans originate within DWS. DVOP staff works closely with Federal Contract Job Listing employers. When the DVET learns of a new FCJL employer he sends a letter to that employer with copies to the EC manager and DVOP. The letter advises the employer that a representative from DWS will visit the employer to help with their veterans' recruitment efforts.

DVOPs maintain relationships with the Department of Veterans Affairs and the Utah Division of Veterans Affairs to ensure each veteran receives up to date information about the services available through those resources. DWS will continue to work aggressively with other service providers, community based organizations, veteran service organizations, other governmental agencies - including trade schools, colleges and universities, and private employers to build better partnerships for providing services to veterans. Utah is a national leader in its use of electronic systems to provide better services for our citizens. DWS' systems are excellent in providing on line services and information to veterans.

Additionally, job fairs, Homeless Veterans Stand Downs and Veterans Information Fairs are three of the outreach tools that we routinely use to inform veterans of services available.

G. Priority of Service

Assessment is the key to providing appropriate services to veterans. When a veteran registers in person at an employment center all staff are trained to consider the veteran for all programs and opportunities for which he or she qualifies. The veteran is referred to the staff member in the employment center that provides the needed services. The veteran in need of intensive employment services is referred to the DVOP who provides case management services. Additionally, our DVOP's regularly review all new applications filed through our on-line self registration capability. Veterans needing more intensive or additional services are contacted for a personal interview and assessment.

During an automated job match, applications of qualified veterans are extracted before non-veterans. The order of priority is as follows, qualified service-connected disabled veterans; qualified eligible veterans; and qualified eligible persons. Priority of service is monitored using the Utah Workforce System (UWORKS). The Case Management/Job Match System provides two veterans' reports that are used by management and DVOP staff. The first report identifies veterans by EC. This report shows the type of veteran, Special Disabled, Disabled, Regular, Other Eligible, etc; it also shows services provided to each individual veteran and information related to the quality of work application in the system. Useful information provided includes:

- Number of times referred to jobs.
- Number of times placed in jobs.
- Whether or not the veteran is case managed.

- Number of times referred for services to other agencies.
- Number of job development contacts.
- Number of job search/job clubs attended.
- Number of tests taken.
- Number of skill codes on work application.
- Number of work registers on work application.
- Number of O*NET codes on work application.

The second report shows job orders by EC. This report shows how many veterans and non-veterans were referred and how many were placed. It also shows how many times the job order has been searched (this helps monitoring to ensure veterans' preference). The progress in providing priority of service is monitored in each employment center by the management staff mostly through case audits and review of applications of veterans. Region Directors and their program specialists regularly monitor reports and provide training on priority of service. At the department level the 9002, VETS200 reports, and the managers reports are reviewed. Finally, yearly training is provided to all staff involved in providing services to veterans.

Outreach conducted by DVOP staff will be one of the methods used by DWS to inform veterans of the services provided and their right to priority of service. Through the DVOPs, DWS has built a strong network to provide information to veterans seeking employment. This network includes out stationing at Department of Veterans Affairs sites, outreach through the Utah Division of Veterans Affairs, homeless shelters, the family support center at Hill Air Force Base, job and veteran information fairs, and community organizations including the veterans service organizations. We also use the mass correspondence capability in UWORKS to communicate with veterans and provide information regarding employment and training opportunities for those customers with an e-mail address.

EC staff are continuously made aware of their responsibility to provide priority of service to veterans through various means. The first is through written policy distributed to all staff. Second, our State Plan is posted in the intranet for staff to read. Third, the State Veterans Program Specialist provides training to management and EC staff regarding veterans' priority of service through quarterly meetings, and finally an annual training conference is provided for supervisors, lead workers, managers, and directors that reinforces priority of service.

H. Performance Incentive Awards

DWS has a monetary and non-cash Incentive Awards program to recognize employees that provide exceptional services to veterans. As in years past, DWS will use 1% of the JVSG funding for Performance Incentive Awards. The main objective of the program is to encourage our employees to be more attuned to the needs of our veterans and to motivate them to provide each veteran with outstanding service. A second and equally important goal is to ensure that there is improvement to the overall system of providing services to veterans. The Department has three unique levels of incentive awards that are funded independent of other incentive programs within the department. These veterans' program specific awards are:

- The Service to Veterans Awards;
- The Eagle Awards; and
- The Stars and Stripes Award for Service to Veterans.

All award recommendations must include a written explanation that describes why the incentive is being awarded and how the actions of the recipient of the award positively impacted the veteran(s). The majority of incentive awards are presented as cash incentives. However, about \$400 is used for non-cash incentives, including framed

certificates provided to our Eagle Award recipients and an American Flag encased in wood and glass that is provided to our Stars and Stripes Award recipient.

Service to Veterans Award: The Service to Veterans Award is a \$125 cash award given for excellence in service provided to Veteran customers. This is an “on-the-spot” award that is issued by the EC as outstanding service to a veteran(s) is provided. Any DWS employee who gives direct services to veterans is eligible for this award. Criteria for awarding a Services to Veterans Incentive are as follows:

A. A DVOP or other staff member provided outstanding service to a Veteran or to Veterans.

1. This can be as they are performing their regular duties. Examples:

- a. Searches to match Veterans to jobs in UWORKS
- b. Contacting employers in behalf of Veterans
- c. Providing Training services to Veterans
- d. Other services to Veterans not listed above.

2. This can also be done by performing duties other than their regular duties. For instance:

- a. Going the extra mile to improve the employability of the veteran
- b. Other “going the extra mile” service to veterans

B. A DVOP or other staff member promoted or established improvement to the overall system of providing services to veterans. For instance:

1. Improvement of pathways for services to Veterans within the Center.

2. Researching ways to provide Veterans with services not provided by DWS.

(Helping Veterans upgrade discharges, helping with disabilities, and others.)

Candidates are nominated by their respective EC's and the respective region issues the award. Specific certificates are provided for this award.

- Blank certificates are distributed on a fair share basis to each region.
- The Veterans Program Specialist monitors the awards program on a quarterly basis to ensure that the spot awards are being used and that the awards are justified.

At the end of each fiscal year the Veterans Program Specialist shall compile all award narratives, which will be published and distributed to all ECs as a 'best practices guide'.

***NOTE: Any given person may receive more than one Service to Veterans Award during the year.**

The Eagle Award: The Eagle Award is a \$500 cash award for excellence in service to Veteran customers. There are a total of five Eagle Awards presented each year - one for each of our five Regions. Again all DWS employees who give direct services to Veterans are eligible for this award. However, to be considered for this award candidates must have received at least one Service to Veterans Award and must be nominated by their respective Region. This person demonstrates a pattern of excellence in service to Veterans. The recipient of The Eagle Award will be the person from the Region who is considered the Most Valuable Player in that region for delivering services to Veterans during the year. Eagle Awards are presented during the annual Veterans Program training conference for directors, managers, supervisors and lead workers, that is held in the fall of each year.

The Stars and Stripes Award for Services to Veterans: The Stars and Stripes Award for Services to Veterans is a single award presented by the Executive Director at the annual DWS awards presentation ceremony. This award is a Department-wide award

and is presented to the most deserving of the five Eagle Award recipients as determined by an Awards Committee, which includes the DVET. The decision is made primarily from the information provided in the narrative write-up for the Eagle Award. The Stars and Stripes Award is a cash award with accompanying U.S. Flag, encased in a flag case and engraved to highlight the achievement of the recipient.

We monitor the awards program on a quarterly basis to ensure that the spot awards are being used and that the awards are justified.

Awards Justification and Tracking: As indicated earlier, all awards shall include a written explanation of the actions that led to the award and how the action was of service to a veteran(s).

I. Transition assistance Program (TAP)

Utah has only one TAP site. Since late 1991 we have held TAP classes at Hill Air Force Base, Family Support Center. Since the start of the program there has been a continued effort to make the program the very best. Every module is custom designed to help each student become employed. The content of the program has been continually improved. DWS has some of the best computer networks. This, combined with the LMI section, has resulted in the very best information available to each TAP student on the labor market and employment trends of the future. When we recruit for new DVOP staff in the Northern Region where the TAP courses are conducted, one of the considerations is whether the candidates may be good instructors.

We always have at least two staff in the classroom to insure that every student gets individual help. Following are the names of TAP facilitators and dates of attendance to TAP training at NVTI:

- Steven Hadley -----07/13/1998
- Robert Ferreira-----07/10/2006
- Christopher Symes-----02/11/2008
- Karen Williams-----10/25/2004
- Theon Laney-----02/27/2006
- Paul Williams-----04/16/2007
- David Maxfield-----08/14/2006

Each of these DVOP's has a personal commitment to make TAP the very best. We also maintain an excellent relationship between the staff at the Family Support Center at Hill Air Force Base. As stated above, we use at least two DVOP staff for each day of the workshop. This is especially important on the final day of the training when we provide one-on-one interview training and practice along with critical feedback to give the students first-hand experience in job interviewing. We supplement our facilitators with resources from the community and services providers. Employers are an essential part of the mix. We have a long list of employers that are available to make presentations. For reference, each student is provided with a three ring binder for his or her career catalog along with other information they need to apply for employment. We also encourage follow up in the local ECs.

J. Narrative Budget Information

Actual costs are assigned to a particular program category. DWS uses separate time accounting codes for each program according to the Cost Allocation Plan including

separate time codes for DVOP, TAP and Incentive Awards. The charges for TAP are based on the actual hours that a particular DVOP spends teaching each TAP class. Half time DVOP positions provide services to veterans at 50% of their time. Each DVOP has a prescribed number of hours each week to provide services exclusively to veterans. However, in keeping with the requirement for all staff to provide priority service to veterans, if a veteran is in need of intensive services the half time DVOP's have the latitude to spend additional time with the veteran as a DVOP.