



UTAH DEPARTMENT OF
**WORKFORCE
SERVICES**

WORKFORCE INNOVATION AND OPPORTUNITY ACT

WIOA ANNUAL REPORT



PROGRAM YEAR

2019

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Equal Opportunity Employer/Program

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STATE PLAN

UTAH'S STATE WORKFORCE Development Board, along with agency, community, education and business partners developed its 2020-2023 state plan during Program Year 2019 (PY19). The process involved presenting a draft to stakeholders and the general public at town hall meetings throughout the state. The plan was approved by federal partners. The full plan, including an executive summary can be viewed at this link: jobs.utah.gov/wioa/wioastateplan.pdf.

As the new plan was being developed, Utah continued to implement its current plan.

Utah's State Workforce Development Board certified three Comprehensive One-Stop Centers. The certification process includes partner agency management meeting, training all partner staff to ensure they are familiar with all the services and resources available, the board's review of the center to ensure customers have access to high quality services from all Workforce Innovation and Opportunity Act (WIOA) partners and the center's commitment to meeting at least two times per year for continuous service alignment and coordination improvement.

Utah's State Workforce Development Board is the only board in the United States to partner with government agencies and community organizations to participate in a statewide partnership service project. In January 2020, Utah's workforce development partners came together to gather food products to create Pantry Packs for K-12 school children to have access to meals during the weekend.

The State Workforce Development Board supported the development of the WIOA Partner Memorandum of Understanding, Infrastructure Funding Agreement and the One-Stop Operator Memorandum of Understanding and approved them.

The State Workforce Development Board received information on available performance measures data

from the core partners and an economic update from Workforce Services. The sub-committees and partners utilized this information to inform the development of the 2020-2023 WIOA plan.

The Apprenticeships Committee supported the Apprenticeship Job Fair during National Apprenticeship Week including the first industry and education breakfast. The committee has maintained content for the Utah apprenticeships website, which provides information for employers and job seekers. The committee supported partner initiatives such as training career and technical education counselors on apprenticeships, involving more employers on the committee and coordinating on grants. The committee supports the goals and objectives of the state's Apprenticeship State Expansion Grant, ensuring grant progress and needs are discussed at each committee meeting. The committee also contributed to the state WIOA plan ensuring its goals align with the plan.

The Career Pathways Committee members regularly shared information and proactively supported various projects and initiatives across the state that benefit business needs as well as help students and job seekers achieve their goals. The committee facilitated discussions related to improving alignment, connections, and filling gaps among agency, education and community programs. The committee developed actionable goals for the State WIOA plan.

The Operations Committee oversaw the certification of the Midvale, Spanish Fork and Lehi Comprehensive One-Stop Centers. The committee continued to evaluate the job seeker survey implemented in 2019 and initiated a new business customer survey. In addition, the committee led the development of the recertification process for one-stop centers and contributed to the WIOA plan.

The Services to Individuals with Disabilities Committee supported the Golden Key Awards, which recognizes

businesses that hire and support individuals with disabilities. The committee continues to work closely with Utah's Business Leadership Network to help improve workplace opportunities for individuals with disabilities. Several mentoring events for students, the Work Ability Fair, and presentations for employers were implemented by this committee. The committee reviewed the goals in the state WIOA plan to ensure they are incorporated into the committee's work.

The Youth Committee has been working with a group of students who will contribute to the development of short workshop videos that will help youth understand how to get and keep a job. The goal is to create videos that support concepts partners are currently teaching youth. The committee promotes engaging employers in work-based learning activities and helping youth connect with those opportunities. Committee members utilize meetings to share information with one another to ensure alignment and collaboration. The Youth Committee incorporated its goals into the state WIOA plan.

Utah's plan was in its approval process as the COVID-19 pandemic began to impact the world. As events related to the pandemic began to unfold, Utah's workforce system

partners came together to provide support to impacted individuals and businesses. During this time, it became clear that the primary goals of the Utah plan demonstrate the actions needed for almost any situation. These goals include:

- A focus on partnering
- Involving employers directly in the workforce development system
- Establishing education and training programs that meet both the current and emerging needs of businesses and organizations
- Providing education and training options that provide the skills and competencies required to meet employer and job seeker needs
- Leveraging and aligning resources to reduce or eliminate barriers to employment so that at-risk populations have greater opportunities in the workforce.

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 can meet individual needs. The State Workforce Development Board and its partners work together to ensure coordination and communication of these efforts.

TALENT READY UTAH

Talent Ready Utah is a collaborative partnership between the Governor's Office of Economic Development, Workforce Services, the Utah System of Higher Education, the Utah System of Technical Colleges, the Utah State Board of Education, the Salt Lake Chamber and industry partners. Talent Ready Utah partners participated on State Workforce Development Board

committees to ensure coordination and alignment with the board and Utah's WIOA plan.

Talent Ready Utah grants have been designed to strengthen collaboration between industry, education and economic development to better respond to the needs of regional and statewide high-growth, high-wage STEM occupations and industries. Talent Ready Utah has been a successful model for industry collaboration and has demonstrated success in developing new educational programs and aligning existing programs to support industry growth.

These grants were used to develop Career Pathways that began in high school, linked to post-secondary education and provided concurrent enrollment when possible.

Pathways for adults were also developed as appropriate. This included the development and expansion of the Utah Aerospace Pathway, Medical Innovations Pathway, Diesel Tech Pathway, Architecture, Engineering and Construction Pathway and the Utah Rotor Pathway. Funding for this program was derived from the Unemployment Insurance Special Administrative Expense Account.

MEDICAL INNOVATIONS PATHWAY

Workforce Services joined members of the Medical Innovations Pathway Program to discuss the outcomes from the 2019-2020 school year and the impact COVID-19 had on the participants in the program. The Medical Innovations Pathway Program offers specialized courses and practical work experience to help students develop skills needed by Utah's most elite medical device and laboratory testing companies. In order to comply with social distancing protocols, a virtual graduation was held for the 12 students who completed the Medical Innovations Pathway Program. Despite straying from the normal graduation process, all agreed the virtual ceremony was a huge success. As COVID-19 continues to affect daily lives, program directors continue discussing ways to continue the program while keeping participants safe.

WORK EXPERIENCE

Utah continues to utilize work experience to assist youth and adult job seekers in acquiring occupational skills needed to obtain suitable employment. The Youth and Career Pathways Committees assist in coordinating efforts to promote and expand work experience opportunities for employers and job seekers. The committees' members and core partners collaboration has contributed to building relationships with employers in local areas and developing contracts with new employers; providing outreach to employers to expand work experience opportunities for individuals with disabilities; and increasing engagement with technical colleges to educate on work experience programs provided by partner agencies.

Workforce Services offers two different types of work experience opportunities. The youth employment internship opportunity program provides youth with practical career exploration through short-term work experience exposure while allowing them to earn wages at the same time. Additionally, youth who participate

in employment internship opportunities gain soft and occupational skills required for the job. The on-the-job training program is offered to both youth and adult job seekers. The purpose of this program is to help job seekers who either 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 that employer after completion. The program is a great opportunity 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 helps broker a productive employer-employee relationship that will help each customer on their way to a successful, meaningful career.

Despite the economic disruption caused by the COVID-19 pandemic, Utah still managed to assist 129 youth and adult job seekers with at least one work experience opportunity in PY19. Work experience connections made in the Mountainland economic service area were driven by the outreach from workforce development specialists to employers and other community stakeholders. Workforce Services counselors worked directly with workforce development specialists to connect job ready customers with employment opportunities that aligned with their employment and career goals. Coordinating with local partners such as the technical college, county jail, alternative high schools and employers led to many positive outcomes. The example below illustrates how these collaborative efforts resulted in a success for everyone involved.

Steven first heard about Workforce Services' on-the-job training and bonding programs at the Utah County jail, where a Workforce Services counselor and a workforce development specialist presented at the "90 Day Out" county program. When Steven was released, he went to Workforce Services for assistance with career and education services. Through individualized career coaching services, he was placed in an on-the-job training position that paid \$14 an hour. He successfully completed this work experience opportunity and was offered a promotional opportunity to become a quality control foreman. His pay increased to \$20 an hour with the added benefit of a company truck. The partnership between the agency and employer, along with Steven's

good work ethic, led the employer to become a Registered Apprenticeship sponsor on Utah's Eligible Training Provider List. Steven is now waiting to start an HVAC apprenticeship. The employer stated that because of Steven's work ethic and positive attitude, he is willing to continue partnering and providing work opportunities to inmates from the "90 Day Out" program.

Utah's core, industry and education partners have worked together across the state to develop work experience opportunities for the participants. Below are examples showing how work experience was used to assist with career advancement and as a valuable career coaching tool, opening the job seeker's eyes to the possibilities they may have not considered.

Through a comprehensive career assessment, a Workforce Services counselor and Judy, a TANF (Temporary Assistance for Needy Families) participant, concluded that to achieve her goal of a career in web development, she would need to obtain additional education. After reviewing options for the additional training, they decided on the web development program at a local college. Unfortunately, Judy was lacking recent work history in the field for acceptance and admission into the program. She met with a workforce development specialist and they identified some potential unpaid worksite learning locations where she could obtain the experience. With assistance from the Workforce Services counselor and workforce development specialist, Judy secured an on-the-job training opportunity where she worked 20 hours per week at \$18.50 an hour as a web specialist. With this additional experience, she obtained the skills and work history she needed to be accepted into the web development program. Judy's increased income ended her TANF benefits. To continue supporting her training and work experience, Judy's Workforce Services counselors helped her enroll in the WIOA Adult program.

Linda had been working in sales for a long time and felt like she was constantly being laid off. She wanted to change to a career with more stable employment. She requested assistance with training in culinary arts. Linda and her Workforce Services counselor reviewed her financial needs and the labor market information for culinary arts. They determined that this was not the best option for her. In discussing Linda's previous positions, the Workforce Services counselor found that

Linda's recent experience did not lend to keeping up to date with the latest technology, so she was struggling to be competitive. The Workforce Services counselor suggested on-the-job training as a way to acquire the latest technology training that would build on the skills she currently possessed and benefit her long term. Based on her past experience with software sales for Microsoft contractors, the workforce development specialist was able to develop an on-the-job training opportunity for a software sales position for Linda. She was trained in various new software programs providing her with skills that could transfer to other employers in the industry and became a valuable addition to their sales team.

Michael is 19 years old. He has attention deficit hyperactivity disorder, is partially deaf and dropped out of school in 12th grade. When he came to Workforce Services, his goal was to further his education and find a career that would meet his needs. Michael was very interested in the general laborer position and started a youth employment internship opportunity in that field. During his work experience, Michael attended adult education classes and Workforce Services provided additional supportive services, such as funds for his welding helmet and eye glasses. The employer was so impressed with Michael's commitment and progress that they hired him for a full-time position.

Workforce Services is exploring opportunities for Utah to implement transitional jobs and incumbent worker programs to further support target populations with work experience opportunities.

LIFTING DISABLED YOUTH THROUGH CROSS-AGENCY PARTNERSHIP

Assisting populations with barriers to employment is a priority for Utah Workforce System partners. Engaging youth in work activities prior to graduation from high school is paramount for success in the workforce. Workforce Services, Utah Division of Services for People with Disabilities, and the Utah State Board of Education collaborate to improve employment opportunities for youth through the School to Work Program. This program offers transition age youth (14-22) with intellectual and developmental disabilities an opportunity to explore careers through work

experiences prior to graduation. The team includes the school teacher, youth and family, Division of Services for People with Disabilities, job coach, WIOA Youth counselor and vocational rehabilitation counselor. The team meets monthly to coordinate activities that assist the youth with goal development and skill acquisition in preparation for employment. Experiences are tailored to the youth's interests and individual needs. Job experiences have included opportunities in manufacturing, retail, service, construction and trades and technology industries. This experience prepares youth for competitive, integrated employment by the time youth exit the secondary school system.

The following success story highlights Tate's experience as a student in his last year of post high school services. Tate's support team includes his paraeducator from post high, vocational rehabilitation counselor, WIOA Youth counselor and job coach. His team worked together to coordinate services for a full range of support for a community integrated employment opportunity. Tate took an assessment to determine his strong interest and necessary skills leading to a job experience in exotic animal care. His WIOA Youth counselor and the employment specialist worked together to set up an internship at a locally-owned reptile shop. The business owner and supervisor provided Tate with different job tasks and identified the job task that needed to be completed that closely matched Tate's abilities and interests. During the internship, Tate completed the job responsibilities with the assistance of his job coach and worked to complete tasks independently. The employer offered him a permanent position. His experience on the job site demonstrated that he was able to complete tasks above and beyond the expectations of his family, educators and service providers. Tate's job is meaningful to him and his work is highly valued by his employer and coworkers.

Through these opportunities, Workforce Services has found that youth have an opportunity to build confidence and work skills while increasing independent skills and exposure to career paths. Workforce Services, coordinating and aligning with workforce system partners, will continue to provide opportunities for youth to engage in activities in preparation for employment.

APPRENTICESHIPS AND WORK-BASED LEARNING

Building partnerships to promote apprenticeships and work-based learning was an essential activity during PY19 for Utah. The Apprenticeship Sub-Committee of the State Workforce Development Board assisted with developing policies for the Apprenticeship State Expansion grant, identifying system needs and serving as a voice for apprenticeship in Utah. The Utah Commissioner of Apprenticeship, appointed through the 2019 Utah legislation, is an important partner. The commissioner's efforts in identifying the current apprenticeship landscape in Utah, maintaining contact with key stakeholders and collecting data helps further grant activity and fill data gaps. The Utah State Board of Education is also an essential partner to achieve success in youth apprenticeship. Utah has two other Department of Labor grants focused on apprenticeship. Coordination between administrators of these grants occurs regularly to ensure mutual goals are shared and supported.

The Utah Federal Office of Apprenticeship registers all Registered Apprenticeships Programs. Currently, there are 234 apprenticeship sponsors registered with the Office of Apprenticeship, 21 were new in PY19. The Office of Apprenticeship indicates that Utah currently has 4,115 apprentices in registered apprenticeship programs, 1,161 were new in SFY 2020. During PY19, there were 145 active female apprentices (3.5 percent of the total) compared with 3,983 males. This is a slight increase in representation for women from the prior year. From May 2019 to May 2020 the number of individuals declaring themselves as veterans increased from 184 individuals to 387, which is a 110 percent year-over increase.

Utah is experiencing success in working with existing career pathway programs to expand work-based learning approaches including apprenticeship. In PY19, the Architecture, Engineering and Construction Pathway was launched. This partnership was led by Associated General Contractors and Weber State University and was funded through a Talent Ready Utah grant from Workforce Services. Through concurrent enrollment high school students can take courses in areas that will lead to a degree and internship opportunities. The Architecture, Engineering and Construction Pathway group includes representation from industry, education and

government. It is working to include apprenticeships as part of the pathway. When a Department of Labor Youth Apprenticeship Readiness grant became available, the efforts of the Architecture, Engineering and Construction Pathway group were leveraged to apply. Although the

project was not awarded, Utah will explore other options to connect these efforts to the Apprenticeship Expansion grant during PY20.

STRATEGIES FOR **BUSINESS ENGAGEMENT**

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

Workforce Services employs skilled workforce development specialists whose main goal is to reach out, engage and support Utah employers. Since there are over 113,000 employers in the state, workforce development specialists are adept at working with those in their local areas, meeting with them individually and educating them on Workforce Services. They endeavor to determine the individual employer's workforce needs and provide insight and solutions to support them.

Workforce development specialists are an integral part of assisting employers in meeting their workforce needs. An important way they have supported employers this year is by educating and recruiting them to be part of monthly statewide virtual job fairs. Workforce Services purchased the rights to the Easy Virtual Job Fair platform and has offered it to Utah's employers at no cost. Workforce Services promotes this service to all employers. Beginning in April 2020, the virtual job fairs have averaged 100 employers and 800 job seekers at the monthly events. This has been a valuable resource to businesses that are thriving during the pandemic but finding it difficult to recruit with the social distancing restrictions.

Workforce Services staff from Carbon and Iron County partnered with PeopleReady, a business with locations

in both counties, to facilitate a virtual "employer recruitment." Workforce Services marketed the event and ensured staff at PeopleReady would be able to meet virtually with job seekers. During the online recruitment event 20 job seekers met with PeopleReady staff remotely and explored employment opportunities. PeopleReady expressed excitement with the results and is ready to partner with the Workforce Services for further recruitment opportunities.

Workforce Services, along with other workforce system partners, have supported state and local economic recovery efforts during the pandemic and economic downturn. For example, Workforce Services provided valuable resources, unemployment data and industry support for several economic recovery task force groups including the Salt Lake Chamber of Commerce which is the largest Chamber of Commerce in the state. Support was also provided to employers that reached out to the Employer Initiatives Division requesting guidance and information regarding furloughs, unemployment, reducing employee hours, etc. Virtual meetings were held with business owners and their employees to explain their benefits.

In response to COVID-19, virtual meetings were held with industry associate presidents and their leadership teams to introduce them to available Workforce Services resources during this unprecedented time. Unemployment insurance, TANF, WIOA, Workforce Research and Analysis and Employer Services staff attended. These meetings led to industry associations reaching out for assistance from Workforce Services.

UTAH WORKS

Workforce Services partners with the Utah Works Program managed by the Talent Ready Utah Center of the Governor's Office of Economic Development to drive partnerships between businesses and educational institutions to create short-term, new-hire training programs to address high demand company identified workforce gaps. Grant funding is used in collaboration with cost sharing efforts from the partners to: create training curriculum, procure tools and training resources, reimburse tuition or faculty salaries, support program marketing and fund other efforts that directly support the training program requirements.

APPRENTICESHIP EXPANSION GRANT

Over the course of the year strong partnerships have been developed with employers seeking to create apprenticeship programs and employers who have not actively used their apprenticeship program in some time. The manager of the Apprenticeship Expansion grant has assisted employers who are interested in developing a program through the registration process to facilitate the registration of new programs. Employers are assisted with identifying the occupation they wish to register, reviewing existing work processes and connecting with the Office of Apprenticeship to be registered. Once registered, programs must track data, provide mentoring and market their programs. The grant manager supports these new programs by connecting them to sponsors who have long-term programs and can assist new sponsors in overcoming challenges.

Utah's Eligible Training Provider List is usually the first place job seekers are directed to find a program when they are working with a Workforce Services counselor. Enhancements were made to Utah's labor exchange system this year so that when existing sponsors and employers post apprenticeship openings on jobs.utah.gov, the opening will display on the Eligible Training Provider List.

An important business engagement strategy Utah has implemented is encouraging business to champion apprenticeship. For example, Workforce Services held a small event at a local technical college with several employers that were interested in beginning apprenticeship programs. An employer who successfully

uses his apprenticeship program was invited to speak about his experience and the Office of Apprenticeship. After several follow up conversations, six of the programs in attendance were registered.

COVID-19 has delayed the development of apprenticeship programs for many large employers as they are trying to better understand their budgets and focus their attention on the health and safety of their employees. The Apprenticeship Expansion grant has provided an incentive for many employers to try out apprenticeships. This grant allows for the payment of on-the-job training funds to employers participating in registered programs. During this time of economic uncertainty, employers are becoming more interested in the funding to allow them to continue to develop apprenticeship programs for their workforce.

Over the program year, several employers and industry associations were interested in participating in registered apprenticeships but were hesitant to register and work directly with the Office of Apprenticeship due to being too small and lacking the infrastructure to manage their own programs. Workforce Services provided strategies to connect these employers to intermediaries. As an example, Workforce Services successfully facilitated two new intermediary sponsors in registering programs with the Office of Apprenticeship. In addition, partnerships with industry associations and union intermediaries have been leveraged to refer employers who may be interested in using their programs for apprentices.

MARKETING APPRENTICESHIPS

Workforce Services has a strong relationship with several local media outlets enabling Utah to increase public awareness of apprenticeships. When a local news outlet wanted to do a story on helping people to get back to work during COVID-19, they reached out to Workforce Services. Workforce Services shared resources on getting back to work, including apprenticeship as an effective strategy. The estimated audience of this story was 37,174 individuals with a publicity value of \$39,759.

Utah has built a strong foundation through its partnerships and working closely with its State Workforce Development Board to increase apprenticeship programs in more industries during the coming years.

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 of the core programs. For PY19 Utah's employer engagement rate was 8.3 percent and the repeat business rate was 46.9 percent.

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 we've engaged in the current program year, and the past three program years
- Employers we have 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, it further identifies the name of the employer, the date the employer was served and who served the employer

This report enables staff to identify, and if appropriate, contact employers who have not utilized services. It also identifies previous customers to ensure services continue to be offered.

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

We continue to develop innovative strategies to further increase the number of employers who work with Workforce Services, especially in response to the economic impact of COVID-19.

In cooperation with the State Workforce Development Board, a survey was developed to improve Utah's

employer engagement rate. The survey was created through an employer led workgroup reporting to the Operations Committee. The group worked on ideas for improving employer engagement with Workforce Services and identifying employer needs. The survey has been conducted statewide. Questions included in the employer survey are outlined in Attachment C. Workforce Services, in collaboration with its partners, will continue to explore ways to improve employer engagement and educate employers on how to most effectively use Utah's labor exchange system and engage in Utah's workforce development system. Enhancements and improvements will be implemented based on feedback from employers.

Workforce Services' State Office of Rehabilitation's business relations team continues to work with employers to promote and support hiring and retaining people with disabilities. Services provided by the business relations team include:

- Training on disability awareness
- Customized accommodation assistance
- Consultation on disability issues and individualized support
- Connections to business networks
- Employer training workshops and job fairs

Due to the COVID-19 pandemic, the business relations team transitioned to virtual service provision to support and meet the needs of employers. This includes using online platforms to host job fairs and workshops, along with providing employers with individualized consultation sessions related to the pandemic. In addition, the business relations team coordinated with the Governor's Committee on Employment of People with Disability and the business leadership network, Disability:IN to provide webinars on work accommodations, virtual meeting etiquette and telework as a response to the pandemic.

STATEWIDE ACTIVITIES

UTAH UTILIZED STATEWIDE ACTIVITY funds to disseminate the Eligible Training Provider List and other information on program services, accessibility, employer services and success stories highlighting effective service delivery strategies. Funding was also used to conduct research and evaluation, provide technical assistance to one-stop partners to meet the goals of the state plan, support the State Workforce Development Board, develop staff, monitor services, and for administrative costs, such as finance. The funds spent on the statewide activities have directly and indirectly impacted 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 where all issues are identified and resolved prior to enrollment in a WIOA funded program. These reviews have helped Workforce Services eliminate findings from audits performed by the state auditor's office. The second type of review is a monthly random selection of up to 10 percent of all WIOA cases. These reviews are used to ensure adherence to policies and provide individualized training to staff.

STAFF DEVELOPMENT

A team of Workforce Services operational program specialists provide customized support to individuals and teams across the state to increase consistency, quality and accuracy in program delivery and performance for all programs. This team works in partnership with supervisors and managers in each of the one-stop centers to help achieve performance measures and ensure customers are receiving quality services. This team also works in partnership with state level staff to identify strategies to improve performance measures and specific areas that need an increased focus. Support includes one-on-one targeted support to individuals and teams, ongoing training on policies and procedures, assisting with implementation of statewide initiatives, follow-up activities to ensure quality implementation and new employee training.

During PY19, a series of trainings were provided to staff on developing career coaching skills, learning techniques and gaining hands-on experience with career exploration tools. The intent of the training was for staff to learn ways to coach customers and clients with the goal of providing seamless and integrated services. Another focus was preparing at-risk job seekers to meet the demands of employers and successfully engage in the workforce by providing quality career coaching and education services.

The first module of the Career and Education Training Series was entitled, "Quality Essentials." The training reviewed executive functioning and motivational interviewing strategies designed to help counselors move customers toward positive change. The second module, "Career and Education Coaching," was designed to introduce and build a foundation for career coaching philosophy, definitions, tools and an understanding of how it connects to overall department goals and federal laws. The third module, "Career Assessment and Strength-Based Coaching," covered strength-based and solution-focused career coaching, de-escalation techniques, budget and finance goals as well as hands-on experience with career exploration tools such as career information systems.

This training model includes a specific training for leadership prior to rolling out training modules to staff statewide. This training provides a preview of the staff training using an interactive format of the training and concepts for leadership. It helps leadership prepare to facilitate, support and provide coaching to staff. In addition, this leadership training provides an opportunity to share and learn about best practices, innovative ideas, how local area staff are implementing training skills and how leadership holds them accountable.

The Partner Referral System was created to support and improve American Job Centers' ability to refer individuals to partners and track outcomes. WIOA requires all partner staff to be trained and knowledgeable about all programs and services offered in the American Job Center. The Partner Referral System is designed to be

used by the partners of local one-stop centers that have been certified as American Job Centers. This includes all WIOA core and required partners and additional partners as defined by the local office. The system supports staff knowledge about partner programs by providing information sheets for each partner that display the partner name and description, services provided, eligibility criteria, referral process and contact information. The Partner Referral System supports “warm hand-off” referrals because it ensures individuals receive information about the referrals they receive, the referrals are accepted by a partner and the referrals can be tracked. Local American Job Centers can access reports to help them continually improve referral processes.

RAPID RESPONSE

Utah’s Rapid Response program implements early intervention strategies creating opportunities to engage employers, community partners, economic development agencies and training providers. These strategies help avert the negative impacts of layoffs by quickly moving workers from layoff to employment or training.

Approximately five percent of Dislocated Worker funds are reserved for Rapid Response activities and Additional Assistance funding to local areas. Funds provide Rapid Response services to as many companies and workers as possible, regardless of the size of the event.

This is accomplished through formalized coordination with the state Dislocated Worker unit or through a local-area response, provided by local workforce development specialists if layoffs impact less than 15 workers.

The Dislocated Worker unit is housed with 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 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 management, 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, 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 dislocated workers.

Due to the adverse effects of COVID-19, there were a significantly higher number of WARN notices. As a result of extended furloughs, the Dislocated Worker unit responded to 25 WARN notices in PY19. This led to an unprecedented number of layoffs which translated into substantially more dislocated workers. The impact of COVID-19 presented an opportunity for the Dislocated Worker unit to assist the increased number of dislocated workers by providing over 160 virtual workshops open to individuals affected by layoffs from hundreds of different employers. The Dislocated Worker unit received over 6,300 customer registrations for the various workshops. An additional eight virtual workshops were presented to specific employers and their staff upon request. For example, OC Tanner needed four presentations to accommodate their affected employees. The Dislocated Worker unit assisted individual employers by providing information on employee services, unemployment insurance, COVID-19 benefits and resources available via one-stop centers. More than 450 employers received Rapid Response information from March to June.

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 for and customize services to specific events and 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 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 one-stop centers during their presentations so they can utilize available resources. This includes organizing job fairs on-site and at one-stop centers, when appropriate. 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
- One-stop center resources
- Job coaching
- Dislocated worker training
- Veteran services
- Temporary assistance

At the workshops, impacted workers are registered in Utah's case management system, called UWORKS, which expedites access to services. UWORKS identifies Rapid Response services, career services, company information and layoff and closure data. Employment and training counselors use this information to determine WIOA Dislocated Worker and Trade Act Assistance eligibility.

Early intervention is provided for worker groups who have had 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. Also, Trade-impacted workers receive a Trade Certification letter that provides instructions for accessing services and a Trade Act benefit brochure. Trade-affected workers are educated on 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 PY19, Utah had eight Trade Petitions certified impacting over 1500 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. Increased coordination between the Rapid Response program specialist and the Trade Adjustment Assistance program specialist has led to an increase in Trade petitions being filed and certified.

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 a company's leadership to help employees transition between layoff, new employment opportunity and available resources.

In response to COVID-19, Workforce Services has implemented several strategies to help in Utah's economic recovery to assist employers in an effort to prevent permanent layoffs and reconnect unemployed Utahns to employment. Some of these strategies include: connecting employers with workforce development specialists and Rapid Response services, virtual job fairs, developing work experience opportunities including apprenticeships, connecting more job seekers to Utah's labor exchange system, virtual job search workshops and outreach to impacted Utahns to discuss available resources and individual job search assistance.

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 older 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.

As of PY19 Utah had eight certified, comprehensive one-stop centers. The comprehensive one-stop center partners have regular partner meetings to ensure continuous improvement in aligning and coordinating services and leveraging resources. There has been a strong focus on improving referral processes and employee development related to partner programs and services. All of the one-stop centers have implemented the job seeker survey that was developed in collaboration with the State Workforce Development Board as ensuring high quality and effective service for customers is a common priority. The comprehensive one-stop centers are in the process of evaluating the data and incorporating customer feedback into continuous improvement efforts. It will play a role in the recertification process.

Utah certified three comprehensive one-stop centers during PY19 and will continue to build on workforce system partnerships and implement best practices based on lessons learned, customer feedback and evaluation and research projects to continually improve services to priority populations during PY20.

Examples of upcoming plans for PY20 include recertifying three comprehensive one-stop centers and certifying four additional centers. All offices not certified as comprehensive one-stop centers will be certified as affiliate centers by December 2020. One-stop center partners will continue to implement the business customer survey, hold partner meetings regularly with core partners to set goals and coordinate activities, implement the Partner Referral System and ensure staff are trained.

VIRTUAL WORKSHOPS

Utah developed virtual workshops in response to COVID-19, beginning with “Success at a Virtual Job Fair.” This workshop focused on providing navigation support and success strategies to customers participating in Workforce Services’ monthly virtual job fairs.

Other workshops include, “Find a Job You Love” and “Choose a Career,” which are part of our weekly Career Success Series. The “Find a Job You Love” workshop offers job search success strategies including professional branding, accessing job search tools and resources, effectively using social media, developing a powerful

resume and gaining an edge in an interview - in person, virtually or via video software. The “Choose a Career” workshop offers information on self-assessments and career exploration that can help job seekers discover, identify and focus on jobs related to their interests, skills and abilities. It also provides information on increasing their marketable skills by understanding training and education options such as completing a GED or high School diploma or pursuing a credential, apprenticeship, internship or degree program. Finally, there is information about paying for post-secondary education and training. All of the workshops have a one page resource guide and worksheet.

WORK SUCCESS

Work Success is a program open to all customers focusing on job readiness, job search and career service activities. The goal of this program is to help customers find and retain employment, typically in a two-to-four-week time frame. Customers can participate part time or full time with a Work Success coach who facilitates skill-building, networking, mentoring as well as life skills and strategies. Customers receive group and individualized coaching in job search, employment success and career planning.

In response to COVID-19, in-person Work Success has been reformatted to individualized career and job coaching for recent and past participants, virtual workshops and online job seekers services.

After moving to Utah from Puerto Rico in 2018 and looking for a job for months, Nilda attended Work Success and completed all workshops and Work Success requirements. She accepted a job offer as an administrative assistant. She was homeless and experienced unstable employment before coming to Workforce Services. She also reported that her obstacles included ageism, racism and not having the necessary educational credentials to get job offers. Nilda worked hard to implement all of the job search tips she learned from Work Success and built up a positive and confident mindset during that time.

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. This partnership between Workforce Services and Salt Lake Community College provides customers with the skills needed to succeed in this in-demand industry.

The past year has been particularly challenging for participants of the program. Only a few weeks into their classes, COVID-19 had a dramatic impact on the ability of instructors to teach this hands-on course. Additionally, many of the women struggled with additional life issues that they had to work through to be successful. Four participants were able to overcome their obstacles and successfully graduate from the program and secure positions in the industry.

Maria struggled with domestic violence and mental health issues that had resulted in a very inconsistent work history. During the program, Maria encountered issues with childcare and found herself homeless. She finished the program while staying at a family shelter and working to get stable housing. Maria did not let her situation deter her because she passed all of her classes. She graduated from the program, was offered full-time employment and found an apartment for her family.

Natalie was excited to be accepted in the Invest in You Too program. Unfortunately she struggled to deal with many obstacles including limited computer skills and her own physical and mental health issues. These issues were compounded when her three oldest children found themselves incarcerated in the juvenile justice system for gang violence. Natalie worked closely with her counselor and the licensed clinical therapist to develop coping skills to help her balance her needs as a mother and her need to complete the program that would improve her family's financial situation. Natalie was able to obtain a full-time position with a shift that would allow her to attend counseling and court hearings without sacrificing her employment.

Mary is another single mother who was excited to participate in Invest in You Too. She is a veteran who struggled with her confidence and balancing work and home with a special needs child. Mary worked closely with her counselor to overcome obstacles that she faced while in the program, making sure she had the support she needed to be successful in her classes. She graduated

and received two job offers. She is now employed full time.

MIGRANT AND SEASONAL FARMWORKER SERVICES

Workforce Services has significantly increased its collaboration with Utah's National Farmworker Jobs Program during PY19. This was accomplished through weekly meetings to strategically plan outreach efforts and activities. Staff have shared contacts and information regarding Utah cities with a high concentration of farmworkers. Sharing this information has resulted in joint outreach visits to more migrant and seasonal farmworkers to offer them the full range of available services. Coordinating community resources, conducting outreach visits and sharing best practices has been beneficial for both programs. The Migrant Seasonal Farmworker program provides a platform in which employees can file a complaint pertaining to work related activities, including complaints about unpaid wages. During the latter part of 2019, two particular employees were able to recoup close to \$10,000 in wages owed to them. The resolution was reached as they were preparing to return home to their families.

CHOOSE TO WORK

Vocational Rehabilitation and Workforce Development staff successfully completed a pilot project to improve internal job development and placement services provided to persons with disabilities through the Choose to Work program. The pilot was designed to improve employment outcomes through rapid and increased client engagement, leveraging relationships with business partners to meet their workforce needs and effectively utilizing the labor exchange system. In addition, the Choose To Work job developers participated in extensive training and professional development to enhance their knowledge and skills to serve persons with disabilities and apply customized job placement strategies. The outcome of the project resulted in an increased job retention rate and significantly improved turnaround time for employment placements. During the test period in October PY19, the average placement rate was 56 days for Choose To Work clients and 92 days for the control group. The median wages for the test group averaged \$3,262, while the control group's average was \$1,683. The median wages for the

Choose To Work test group were higher than all vocational rehabilitation closures during the quarter of exit, two quarters after exit and the median wage for clients who worked three consecutive quarters was higher for the test group in comparison to the control group.

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 as well as their spouses who do not qualify for veteran services. This team works in collaboration with other public and private entities to make sure employment and support services are provided consistently throughout Utah.

During PY19, the Veteran and Military Employment Services team expanded the previous year's key strategies to further increase veteran employment services to all veterans, military service members, and spouses throughout the state by focusing on individual case management practices and post-employment services. Workforce Services offers priority of service and targeted services for veterans and their spouses so that they are able to quickly and efficiently navigate the job market and find employment that matches 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 PY19. This program recognizes employers who 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

counselors to ensure veterans' pre-employment training needs are met through co-enrollment. Expanding the pathways for job seekers for training and services like 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.

Achievements for Veterans and Military Employment Services in PY19 included the lowest recorded veteran unemployment rate in Utah's history. With the strong economic landscape, this program continued to build and sustain relationships with key partners at the local, state, and federal levels. Towards the end of the program year, Workforce Services began to see the effects of the COVID-19 pandemic on our veteran job seekers. During this time, additional strategies were implemented to continue providing the quality services veteran job seekers deserve. Virtual workshops were offered, including an outline of veteran job seeker services and two resume classes (federal and civilian). 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

Utah's core partners have been working together at the local level to develop strategies to serve customers more effectively. For example, Box Elder's Adult Education program reached out to Workforce Services for help in providing job readiness skills to their students. The two partners worked together to create an integrated education and training course that provides language arts skills to the students while also preparing students for a job. During the course, students were engaged in creating resumes, participating in mock interviews, completing applications and participating in many other job readiness activities.

Adult education programs have collaborated with partners to increase training opportunities for their students for in-demand jobs and targeted industry sectors. For example, adult education students have

access to coding courses that prepare them for jobs in the information technology sector. Recently, a program located in Salt Lake County worked with Focus Engineering to provide training opportunities for students interested in engineering. Students participated in onsite surveying and drafting workplace training. Another Salt Lake City adult education program worked with Workforce Services Refugee Services to provide POST training to refugee students. Other examples include a partnership between Adult Education and

Workforce Services that provided maintenance training for English as a Second Language students and training opportunities in composite manufacturing, business courses and Certified Nursing Assistant courses.

The partnership at the state and local levels between Adult Education and Workforce Services has become stronger as Utah certifies comprehensive one-stop centers and implements its WIOA plan. The value of this partnership for customers becomes apparent as staff work to align and coordinate services.

PERFORMANCE MEASURES

DURING PY19 UTAH continued to focus 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. Additional collaboration between WIOA core partners and other state agencies that contribute pertinent reporting information was continued to ensure all required elements are captured accurately.

Utah has a common exit policy that 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 met or exceeded all WIOA PY19 performance measure goals. Workforce Services continues to explore how to increase capturing of measurable skill gains and credential attainment, including working with Adult Education and postsecondary providers to receive completion data.

Performance Measure Element	Negotiated Goal	Actual
Adult Program		
Employment Rate - 2nd Quarter After Exit	67%	80.8%
Employment Rate - 4th Quarter After Exit	70%	73.5%
Median Earnings - 2nd Quarter After Exit	\$5,646	\$7,398
Credential Attainment	53%	76.1%
Measurable Skill Gains	Baseline	49.2%
Dislocated Worker Program		
Employment Rate - 2nd Quarter After Exit	81%	81.6%
Employment Rate - 4th Quarter After Exit	84%	84.7%
Median Earnings - 2nd Quarter After Exit	\$7,500	\$9,285
Credential Attainment	61.3%	74.7%
Measurable Skill Gains	Baseline	44.4%
Youth Program		
Employment Rate - 2nd Quarter After Exit	67%	75.8%
Employment Rate - 4th Quarter After Exit	65%	73.9%
Median Earnings - 2nd Quarter After Exit	Baseline	\$3,603
Credential Attainment	54%	56.8%
Measurable Skill Gains	Baseline	42.9%
Wagner-Peyser Program		
Employment Rate - 2nd Quarter After Exit	63%	70.5%
Employment Rate - 4th Quarter After Exit	67%	70.6%
Median Earnings - 2nd Quarter After Exit	\$5,414	\$6,646

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 is used to ensure the correct number of expected characters in the fields as defined. Code and cross-reference validation is used to verify that the user-supplied data 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 which place limits on what constitutes valid data as part of the data entry process.

The Workforce Services business team partners with the Management Information System staff quarterly to review data elements submitted for the PIRL quarterly and annual report. If errors are discovered, appropriate corrections are made within policy, systems or report coding.

Management Information Systems staff work with the Workforce Services business team to review all edit check issues and determine corrective action quarterly. Necessary modifications are made to the report coding, 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 one-stop 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. Policy and procedures have been implemented to capture the data validation requirements and process. A 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 captured. 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 updated and staff received targeted training.

In PY19 the performance review team reviewed the initial 24 common data elements. Workforce Services is working on implementing the additional guidance released by the Department of Labor into the ongoing data validation processes and procedures. Through the data validation process conducted for PY19 data, 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. This ensures the errors and corrections are being 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 State Workforce Development Board. 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 State Workforce Development Board website jobs.utah.gov/edo/statecouncil/wioafinalreport.pdf

The following expert from the report's executive summary reviews the purpose and methodology of the evaluation:

“While many WIOA outcomes reflect program success, DWS strives to further improve service delivery and program outcomes. To this end, Utah’s WIOA program leaders contracted with the Social Research Institute (SRI), University of Utah to conduct a program evaluation. The purpose of the evaluation was to answer the following key research questions posed by DWS leadership:

1. What is the overall composition and experience of the WIOA customer base relative to demographics, education and work history, barriers to program participation and satisfaction with DWS programs and staff?
2. How do the DWS WIOA front-line staff experience implementing the WIOA program? From their perspective, what program and policy components support and/or hinder success in program implementation? What changes and/or supports would help them be more effective in administering the WIOA program?
3. What can workers’ notes and data entered in UWORKS reveal regarding the appropriate implementation of WIOA services?

To learn answers to these questions, three methods of data collection were employed: 1) in-person interviews with WIOA customers; 2) focus groups with WIOA front-line staff and 3) a review of case notes and other data in the online UWORKS system.”

The full report, data, findings and recommendations were reviewed and presented to Workforce Services staff and the State Workforce Development Board in the Fall of 2020. 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. This action plan will be further developed and implemented in PY20.

WORK SUCCESS STUDY

Workforce Services is participating in a national study 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. The evaluation will examine the effectiveness of innovative employment programs in helping people find and keep jobs and obtain economic security as well as, document the design and implementation of the programs to replicate and enhance the most effective components. Mathematica Policy Research is conducting the study.

Eligible participants in Work Success are randomly assigned to either a “Program Group” (Work Success program) or “Non-Program Group” (individualized career services). Effectiveness of the program will be determined by differences in outcomes between members of the program and non-program groups measured by:

- Weekly data tracking
- Interviews with Work Success coaches and program staff
- Survey of coaches and other staff
- Video recordings of Work Success coaching sessions
- In-depth interviews and surveys with study customers

Due to COVID 19, Work Success and in-person programs were put on hold in mid-March and a decision was made to end the enrollment phase of the study with 781 participants. The study will continue as planned with data analysis, follow-up surveys and participant interviews with an embargo period for participants until spring 2022. A pathway has been created during the embargo period for when Work Success becomes operational again. 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
- Improvement of self-regulation

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

CUSTOMER SATISFACTION MEASURES

UTAH USES SEVERAL METHODS to gather feedback from customers. One-stop centers continue to use surveys for specific events, verbal feedback provided to operations staff and feedback from partner agencies. A business customer survey was developed with active participation from the State Workforce Development Board. The survey was implemented statewide in all comprehensive and affiliate one-stop centers during December 2019. Survey results will be used to improve service as well as develop plans to engage business customers.

Core partners discuss customer feedback at their One-Stop WIOA team meetings. The feedback is used to improve processes, increase accessibility and inform training and professional development activities.

There were 3,168 responses to the survey statewide during the period of July 1, 2019 through June 30, 2020. Survey questions and response results are included in Attachments D and E. Utah will continue to gather feedback from customers and use the information collected to continually improve the service at the one-stop centers.

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 job seekers and employers consist of 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 PY19 period, there were 9,547 valid scored surveys. The average satisfaction score of 0.62 is a slight decrease from PY18 and more than double the number of responses. This outcome represents moderate satisfaction with the online system.

The response rates for employers calculated for PY19 show there were 96 scored results, with a satisfaction rate of 50 percent. 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 PY20 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 yield higher completion rates.

WAIVERS

UTAH USAGE OF WORKFORCE Innovation and Opportunity Waiver: Providing ITAs 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 in 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 measurable programmatic outcomes are met.

CONTINUOUS SHIFT TOWARDS SPENDING MORE FUNDS ON OUT-OF-SCHOOL YOUTH

WIOA Youth Expenditure PY19	
In-School Youth %	Out-of-School Youth %
11%	89%

The above data shows that we are exceeding our requirements for out-of-school youth spending. By the end of PY19, 89 percent of WIOA Youth funds were spent on out-of-school youth and only 11 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.

WIOA YOUTH EXPENDITURES

Qt 1 (07/01/19 – 09/30/19)		Qt 2 (10/01/19 – 12/31/19)		Qt 3 (01/01/20 – 03/31/20)		Qt 4 (04/01/20 – 06/30/20)	
ISY %	OSY %	ISY %	OSY %	ISY %	OSY %	ISY %	OSY %
14.5%	85.46%	10.3%	89.72%	6.2%	93.79%	11.9%	88.10%

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

WIOA YOUTH ENROLLMENT

Qt 1 (07/01/19 – 09/30/19)		Qt 2 (10/01/19 – 12/31/19)		Qt 3 (01/01/20 – 03/31/20)		Qt 4 (04/01/20 – 06/30/20)	
ISY %	OSY %	ISY %	OSY %	ISY %	OSY %	ISY %	OSY %
17.61%	82.39%	16.61%	83.39%	16.40%	83.60%	17.67%	82.33%

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

IN-SCHOOL YOUTH ARE ENGAGING IN POST-SECONDARY EDUCATION

Out of the 152 in-school youth served in PY19, 42 youth (27.63 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.

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 and positively impact their ability to earn post-secondary credentials, enter the workforce and become contributing members of society. Utah was able to serve 184 Education Training Voucher youth during PY19.

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 Eligible Training Provider List, 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

VIDEO SUCCESS STORIES

Vocational Rehabilitation Customized Employment

https://www.youtube.com/watch?time_continue=3&v=oJq37WU86kk&feature=emb_logo

Employer Services — Lowe's Launches Store with Hiring Help

<https://www.youtube.com/watch?v=9-OAgdrDDwk>

CUSTOMER SUCCESS STORIES

WIOA ADULT — Sharon was incarcerated as a youth off and on. As an adult she was incarcerated for a violent assault which resulted in a longer sentence. Additionally, Sharon had been in and out of a domestic violence situation with her children's father. She always had extremely low self-esteem and self-worth and, at that time, felt as if she deserved the abuse.

While incarcerated, Sharon earned her high school diploma. After her release, she was able to obtain

employment in production, driving heavy equipment and operating forklifts. When Sharon came into Workforce Services, she was interested in the computer-aided design program; however, she could not pass the entrance test. Her Workforce Services counselor referred her to a program that was helping students increase their learning skills. Even though it was difficult at times, Sharon proved to herself that she could succeed by passing the class. With the support from her Workforce Services counselor who provided ongoing encouragement, guidance, tutoring services and other supportive services as needed, Sharon graduated from the computer-aided design program.

The amount of joy and pride in this accomplishment felt by both Sharon and her counselor is best illustrated in the counselor's words: "She came in for her appointment... and waited for me and my supervisor to be with her at the same time. When my supervisor arrived, she announced, 'You two, I got my dream job!' I had goosebumps and was fighting tears because I watched this woman come from nothing to gain her own confidence, independence

and success. She is now employed in her dream job in an engineering field. She has climbed mountains and it has been such a great experience to be a part of her success!”

VETERAN WORK EXPERIENCE — Doug served in both the Bosnian and Kosovo military campaigns, and had been searching for an entry level position for more than two years. At the time he was also working with Veterans Affairs to better learn to manage his PTSD and addiction issues. When Doug came into an employment center to ask for help finding employment, a Disabled Veteran Outreach Program (DVOP) specialist met with him. The specialist immediately stepped in to help him by reaching out to an employer who was in need of asphalt laborers. The employer expressed an immediate interest in Doug as a laborer, but the DVOP specialist could see more in his potential and the employer mentioned they were in need of a project manager. Through assessments the DVOP specialist knew that Doug’s leadership experience in the military and educational background complimented the higher-paying project management opportunity.

The specialist proceeded to promote Doug to the employer as the ideal candidate for the project management position, enlightening the company on the benefits of hiring veterans in leadership roles. Knowing the employer might be somewhat hesitant in hiring Doug without prior project management experience, the DVOP specialist sealed the deal by explaining the WIOA Adult program and on-the-job training to help support David’s initial experiential training. The DVOP specialist’s confidence in Doug and his knowledge of Workforce Services programs and services created a win-win situation for the employer, who hired Doug as a project manager. The success of this on-the-job training paved the way for two more veteran work experiences with this employer, with the possibility of more in the future.

WORK SUCCESS — Akramah is from Ghana and worked with the United Nations to bring awareness to health concerns in his area through theater and dance. He earned his bachelor’s degree in fine arts from University of Ghana and was a theater teacher and dance instructor there. However, when he came to the US he was unable to find work at the level he had in Ghana. He went back to school and earned a master’s degree in education, culture and society.

When Akramah started Work Success, the job coach sat down with him to get a good understanding of his work

history, accomplishments, skills and abilities. She assisted Akramah in developing a resume which prominently highlighted the successes he had in Ghana as well as his work history in the U.S. Once Akramah began sharing his new resume with potential employers he started to get a lot more interviews. The job coach also assisted him in developing strong interviewing skills through mock interviews. Akramah did a mock interview prior to an actual interview with an employer. After a second interview, that employer offered him a job with a starting pay of \$50,000 with opportunities to earn more and advance. Akramah is now able to abundantly provide for his family.

VETERAN WORK EXPERIENCE — Noah is a Marine veteran, who participated in the Restoring Hope in Somalia and Southern Watch campaigns. Due to periodic incidents with the law which led to various incarcerations, he was on the verge of homelessness. He came to the Spanish Fork One-Stop Center, where Wagner-Peyser staff referred him for veteran services. A DVOP specialist followed up with Noah the same day, traveling from another office to meet him in person and complete an assessment. The specialist helped Noah complete an interest profiler and apply for WIOA Adult. Noah and the DVOP specialist reviewed the interest profiler results together and found that Noah was well-suited for maintenance type positions. The specialist contacted an employer looking for workers to maintain asphalt machines and promoted Noah’s qualifications for the job. After helping Noah create and target a resume for the position, the DVOP gave the resume to the employer’s hiring manager and negotiated with him on hiring Noah through an on-the-job training opportunity. Through the specialist’s efforts, Noah averted eviction and now has a promising career.

WIOA ADULT — Mike is a disabled veteran who recently relocated to Moab with his family. When he went to the Moab Employment Center to look for employment, the DVOP specialist encouraged him to apply for WIOA. Mike expressed interest in obtaining a Commercial Driver License (CDL), because of his military experience operating large trucks and transporting heavy equipment.

Mike worked with his counselor to improve his resume and job search strategies to help him find employment opportunities to meet his needs. Based on his military

experience, they determined that formal CDL schooling was not necessary, so they focused on studying for the written exam and finding employment that would allow him to prepare for the skills test with supervised driving experience. WIOA supportive service funding was utilized to cover expenses to help him reach his goal. Mike passed the written CDL exam and is now working a full-time job that allows him to gain experience in order to pass his skills exam.

YOUTHBUILD — Mary, a 17-year-old girl, had dropped out of school after completing the ninth grade and was homeless. She wanted to attend the YouthBuild program at Ogden-Weber Technical College to complete her high school education. She earned two certificates and her GED, as well as bringing up her Test of Adult Basic Education (TABE) scores so she was no longer basic skills deficient and is now employed. Mary was chosen to attend the annual Council of Young Leaders workshop in Washington D.C. She was also selected to attend a one-day event on Capitol Hill with legislators from our state. She completed the construction diploma, earning an Americorp 450 hr. \$1566 scholarship award. Mary is planning to attend Ogden-Weber Technical College in graphic design and is currently working on obtaining her driver license. Mary and her mother now live in their own apartment and are very excited for what the future may hold.

APPRENTICESHIP — John transitioned out of foster care at age 18. He started the plumbing apprenticeship program through Davis Technical College shortly after. Within four months of starting the program he was hired by a local plumbing company, and he has been completing his apprenticeship with the same employer ever since. Over the past two years, John has been able to increase his wages from \$12 per hour to \$15 per hour, and has approximately 94% of his program complete. He plans to continue his plumbing apprenticeship with the employer until he has successfully completed his program. The employer has indicated that John is a great worker and has a knack for plumbing.

WIOA YOUTH — Jack is autistic and has several challenges in social settings and academic environments. Workforce Services helped Jack obtain his high school diploma, and that helped him get a part-time job. Jack and his counselor explored his interests. They discovered that

he has a strong interest in welding, so she helped him get into a welding program. Through collaboration with vocational rehabilitation counselors, workforce development specialists, schools and employers on Jack's behalf, he has become better prepared for a rewarding career. Jack's counselor also collaborated with his parents and tutors to make sure he had the best support for success. Despite some challenges along the way, Jack reached milestones and continued moving closer to his overall goals. He has found confidence in his abilities through work and in the welding program, and is committed to his goals. Jack's parents have reached out and said thank you. "You have done so much for our son, and I will never be able to even begin to thank you for that! Your tireless dedication to his cause is going to be one of the big contributing factors that sees Jack over the finish line and to be self-sufficient, which is all his mother and I ever wanted for him."

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 %	ISY %	OSY %	ISY %	OSY %	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 %	ISY %	OSY %	ISY %	OSY %	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 Lalpous, 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.