Utah and Montana GenLEX Initiative: Final Report

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EXECUTIVE SUMMARY

INTRODUCTION

In June 2012, Utah's Department of Workforce Services (DWS), in partnership with Montana's Department of Labor, was awarded a Workforce Innovation Fund Grant from the U.S. Department of Labor to carry out the consortium's "Next Generation Labor Exchange (GenLEX)" initiative.

In the fall of 2012, the University of Utah's Social Research Institute (SRI) was awarded the contract to serve as the third party evaluator. This included providing a research design and statistical analysis for evaluation of three sets of LEX test components introduced through the GenLEX project. This report presents findings from the final year and overall summary of the Gen LEX initiative during which the third set of test components (TC-3) and overall process were evaluated.

The primary research questions presented by the GenLEX project that this evaluation attempts to answer, as appropriate to Utah and Montana, include:

> 1) Does the introduction of the GenLEX project test components result in improved outcomes (percentage of job seekers acquiring new employment, employee labor market attachment, and quarterly wages) for job seekers using the system? (UT only)
> > 1a) In Utah, where the LEX data and means tested program participation data are collocated in DWS, are there any significant differences in the outcomes listed in Question 1 for those who have used means tested assistance programs? (UT only)
> 2) Do test components result in increased usage of the LEX by employers in the state as measured by employer website activity, number of non-mediated job orders to labor exchange, and weekly count of employers using LEX? (UT only)
> 3) As each group of test components is added, what is the marginal effect of each group of components on the outcomes listed in Questions 1 and 2? (UT only)
> 4) What is the level of customer satisfaction among job seekers and employers using the LEX and do these levels of satisfaction increase as additional test components are introduced? (UT & MT)
> 5) Was the intervention implemented as intended to the targeted recipients? (UT & MT)
> 6) What factors (external or internal) acted to support or frustrate efforts to implement the test components as intended to the targeted recipients? (UT & MT)

This report presents the final summary for the GenLEX initiative in Utah and Montana. These findings reflect the experiences of job seekers, employers, and agency staff after implementation of all GenLEX test components. The mixture of quantitative and qualitative data provides a substantial body of evidence to draw from when evaluating the efficacy of the changes introduced to the labor exchange (LEX) in each state. The process evaluation provides a rich context for understanding the personnel dynamics, agency challenges, political influences, and user experiences related to the initiative. It is hoped the discussion and conclusion with lessons learned will provide valuable resources to other states seeking to improve their state's LEX.

Outcome Measures: Utah job seeker data was gathered using the strongest evaluation design: a randomized control trial. Adult job seekers accessing Utah's LEX were offered participation in the system evaluation and, if agreeable, were randomized into the current or test systems. Case managed clients and vets were excluded from the study. Overall, job seekers in the test system did not experience improvement in the outcomes that the program was trying to affect. As shown in Table 1, analysis of the first three Job Seeker Outcomes (acquiring new employment, labor market attachment, quarterly wages), revealed no significant difference between users of the current and test systems. Analysis of labor market attachment data is available for the TC-1 and TC-2 period,

Table 1: GenLEX Study Job Seeker Outcomes: Baseline Through TC–3

Job Seeker Outcomes	Utah							Montana			
	Yr 1	Year 2		Year 3		Year 4					
	Base-line	Current System	TC–1	Current System	TC-2	Current System	TC-3	Base-line	TC-1	TC-2	TC-3
1. Percentage of job seekers acquiring new employment		45%	45%	46%	46%	46%	46%				
2. Employee labor market attachment		2.40 quarters	2.37 quarters	2.39 quarters	2.34 quarters	N/A	N/A				
3. Quarterly job seeker wages		$3,765	$3,648	$3,813	$3,705	$3,944	$3,794				
4. Job seeker satisfaction	.91	.89	.83*	.90	.70*	.86	.79*	.91	.79*	.65*	.59*

* - Indicates statistical differences between test and current systems in Utah and between years in Montana.

but not for TC-3, due to issues of data censoring. The results for Job Seeker Outcomes #1, #2, and #3 show consistent results over the study period. Job Seeker Outcome #4, seeker satisfaction, was measured both in Utah and Montana. In Utah, those in the current system were more satisfied than those in the test system for all years. This difference was statistically significant; however, both responses still reflect moderate satisfaction. In Montana, satisfaction was significantly lower in TC-1, TC-2 and TC-3 compared to the baseline period. As in Utah, scores in Montana represent generally moderate satisfaction.

Employer Outcomes should be interpreted with caution, as comparisons are primarily based on historical trends. At TC-1, Employer Outcome #1, non-mediated job orders, showed no significant changes from the baseline trend. The TC-2 period, in contrast, showed a significant increase of 210 orders per week after controlling for the historical trend (p<.001) (View historical trends for employer outcomes in Attachment 9). This represented a clear increase above the historical trend going back to 2011; a period of relatively strong rate of growth in the historical trend. In TC-3, the number of non-mediated job orders dropped below the baseline trend by a small amount. For Employer Outcome #2, non-mediated weekly employer usage of the GenLEX system, the TC-1, TC-2,

and TC-3 periods all fell below the baseline trend for system usage. However, for both TC-1 and TC-2, the nominal rate was still increasing, just not above the baseline trend. This was not true at TC-3.

There are possible explanations for this trend other than the intervention such: the large year over year change could have come from employers returning after the recession. This may have made it hard to sustain the rate of growth, even with a new system. Also, the evaluation periods were not the same for each time period and thus seasonal effects could have influenced the outcomes.

Employer satisfaction (outcome #3) between baseline and TC-1, TC-2, and TC-3 was significantly lower in the Utah system. In Montana, there was no statistical difference between the baseline period and TC-1 through TC-3; however, the sample size was small for this group.

Table 2: GenLEX Study Utah Employer Outcomes: Baseline Through TC–3

Employer Outcomes	Utah				Montana			
	Baseline	TC-1	TC-2	TC-3	Baseline	TC-1	TC-2	TC-3
1. Number of non-mediated jobs orders to labor exchange	1,011	1,392	1,740[1]	1,789				
2. Weekly count of employers using LEX[2]	567	691	712	666				
3. Employer satisfaction	.82	.67[1]	.65	.65	.66	.61	.56	.65

1. Statistically significant differences
2. Note: An earlier version of this table reported these scores as totals. Because the time frames for each year vary, these values are now being reported as weekly means.

Additional Data: In order to fully understand and interpret the outcome data above, additional feedback regarding experiences with the LEX was gathered throughout the study, including the TC-3 period. These additional data sources, collects in both states, included: 1) job seeker and employer focus groups, 2) online surveys randomly distributed to job seekers and employers accessing the LEX, 3) online surveys with agency frontline staff, 4) stakeholder interviews conducted with GenLEX initiative staff members.

Job Seeker Input: The typical job seeker using the LEX in both Utah and Montana has at least some post high school education, is computer literate, unemployed and does not access the LEX at the agency. In Utah we also know the average user is in their early 40's and more likely male. Those who do access the LEX *primarily* at the state office (10% in Utah and 15% in Montana) have significantly lower levels of education and are more likely to struggle with using the computer.

In general, job seekers appreciate that the site is free, listings are legitimate, their information is not sold to third parties, and their resumes with work history, education information, etc. is stored for them for future use. Some common challenges job seekers experience with each state's LEX include:
- Low quality matches
- Difficulty navigating the site

- A desire for specific employer information on postings
- More jobs that show expected wages
- Inaccurate searches / desired filters such as location, distance, job title to focus search
- Limited functionality to sort and manage job search results
- Limited functionality surrounding resumes and editing profiles
- "Hidden features," within the LEX are hard to use if one doesn't know where they are

Employer Input: The target group of employers included in the GenLEX initiative are those posting jobs directly to the site; either downloading job opening to the system or personally posting jobs.

Employers accessing the state LEX are typically drawn to the site because of the high volume of applicants, ease of posting jobs, the help provided by agency personnel with whom they have personal relationships, access to labor market information and wage ranges, and because the site is free. Comments regarding challenges with the state LEX included:
- Low quality matches
- Difficult site navigation
- Inaccurate searches / desire ability to search by location
- Limited functionality to sort and manage applicants
- Low awareness of and minimal preparation for changes on the LEX
- Outdated job seeker profiles
- Ideas that all job seekers on the LEX are on unemployment and do not want to work
- Low quality information and design on job seekers' profiles and resumes
- Help options not helpful

DWS and Montana Job Service Personnel: Both Montana Job Service workers and Utah employment support staff (Connection Team (job seekers), Workforce Development Specialists (employers) and the Specialized Employment Team (SET)) experienced the impact of the changes introduced through the GenLEX initiative through their everyday encounters with both job seekers and employers.

In general, the concerns of front line agency staff are very similar to those expressed by job seekers and employers. These staff reported frequent challenges with matching, navigation issues, and struggles with resumes. Staff perceptions are heavily influenced by the type of user they interact with in the office. However, as noted above, job seekers accessing the LEX primarily onsite are not typical of the general job seeker population. Similarly, employers who frequently call in with questions are those who struggle more with the online system.

While the needs workers' experiences are true for the population they encounter, the more intensified needs of this group skews their perceptions of the capacity of users as a whole. Yet, the needs of those they serve in the office are very real thus adequate training for frontline workers is critical to their success in serving both job seekers and employers who struggle the most with accessing and using the online system.

Montana Job Service workers statewide have struggled to embrace the GenLEX initiative. At TC-1, only 29% felt jobs.mt.gov was not as good as other website. At TC-3, 44% expressed this opinion. As the study came to a close, only 23% of workers felt GenLEX was moving the LEX in the right direction. These workers had, as a result of GenLEX, been asked to make significant shifts in their roles and identity within the agency. There was fear of reduced influence on the activities of job seekers and employers using the LEX, inadequate customer service and job loss. In Utah, staff often struggled to understand the changes, but were more open to the general direction of the process.

Process Evaluation: Research questions 5 and 6 reflect two questions typically answered by process evaluations: "Was the intervention implemented as intended to the targeted recipients?" and "What factors (external or internal) acted to support or frustrate efforts to implement the study components as intended to the targeted recipients?" Answers to these questions developed over the course of the evaluation, from research design, to baselining, implementation, and finally sustainability planning. Data for this portion of the evaluation relied heavily on key stakeholders and the GenLEX implementation teams and provided both common and unique elements by state.

Montana and Utah are able to work as partners on this innovation grant because they use similar databases to manage the LEX system; thus, the technical nature of the GenLEX initiative is supported by this connection. While similar in their use of this particular technology, they are very different in other ways significant to implementation of the grant. A primary difference is the scope of services offered within each state agency. Montana focuses on employment while Utah provides employment services along with a plethora of other services such as public benefits, housing, etc.

GenLEX in Montana: Implementation of the GenLEX initiative in Montana started strong, guided by an IT expert who was also a long term partner with Utah's LEX team. Over the course of the study, changes in personnel had a significant impact on implementation fidelity. Shifting agency and larger state priorities led to reductions in personnel and technical support, undermining the vision of the project both to the GenLEX team and Job Service staff in general.

Technology system changes impact every aspect from an agency. While GenLEX was primarily a technology based grant, the business side (front facing staff, management, and users) were greatly impacted. Throughout the GenLEX initiative communication challenges between these key stakeholders and shifting personnel on all sides lead to multiple issues effecting implementation including: inadequate training for frontline staff, confusion for frontline staff regarding roles and responsibilities, delays in initiation of new features leading to delays in evaluation periods, creation of "work-arounds" to bypass new processes, and non-functioning components of the LEX.

Over time these issues have been addressed as best as possible. Job Service workers are beginning to identify strengths within the new system and recognize the value in shifting focus from those who can navigate the LEX on their own to those who really need extra assistance and can benefit from personalized help. IT staffing problems remain acute and the system originally shared with Utah will likely be dismantled very soon.

*GenLEX in Utah***:** The GenLEX initiative was initiated by DWS personnel from both the business and IT sides of the agency. This connection helped the implementation component of the project remain

connected to both parts of the agency. However, like Montana, Utah also experienced staff turnover in critical positions and this created challenges in maintaining fidelity to the design. Again, shifting agency and state priorities disrupted and delayed the implementation process at time. It was also very challenging maintaining the staffing levels needed to operate two LEXs simultaneously. While the grant had provided adequate funding, another state agency managed personnel attached to the GenLEX project and at times decisions were out of the GenLEX team's control. Significant functionality components of the system were not functioning throughout the life of the grant, yet DWS could not know or fix these issues.

While Utah had representation from the IT and business sides in the conversation, lack of strong connections with the front line workers led to challenges with implementation. This group as required to work with job seekers both systems. This was quite challenging and hard to train to as working versions of the new system were not ready until after training. It was especially hard for workers to understand system changes that were geared to all users when they typically work with those facing more challenges to system access.

Managing the Interstate Partnership: In the beginning, the GenLEX teams in Utah and Montana entered the initiative with similar goals. While no one anticipated 100% agreement on all issues, those involved shared a common understanding of the project. Over time, changes in personnel both on the GenLEX teams and in agency leadership lead to shifts in philosophy and direction for the GenLEX initiative. These changes led to more challenges in working as partners in the initiative.

The underlying differences in the perspectives of the two GenLEX teams has, over time, made the working relationship less and less productive. Early in 2016 the programmers who were working with both states did not have their contracts renewed by Montana. This basically ended the GenLEX connection and there has been little interaction between the states in this last year of the grant. While frustrating, this reality more accurately reflects the need for each state to be responsive to their unique needs.

DISCUSSION

This final evaluation of the GenLEX initiative brings to a close a nearly 5-year process of focused efforts of enhance and improve Utah and Montana's public LEX.

Job Seekers: The GenLEX initiative explored four outcomes for job seekers in Utah. Analysis of DWS administrative data for job seekers provided baseline data indicating that the 2008 recession had a dramatic, negative impact on the quality and likelihood of employment for those using Utah's LEX. The pattern of outcomes discovered in TC-1 period continued through TC-2 and TC-3. At all three evaluation periods, job seekers in the test system had similar outcomes in terms of new employment in the quarter they were looking or the next quarter, wages in the next quarter, and the length of labor market attachment. There were also no significant differences discovered for low income users. Interpretation of these findings are very difficult given the short time frame of the study. The only job seeker outcome measure with significant differences over time and between the current and test system cohorts was job seeker satisfaction which generally remained similar to baseline for those in the current system and remained significantly below baseline throughout the study for those in the test system.

Throughout the evaluation the primary areas of concern among users included the ease of navigation of the site and the quality of the matches. The challenge users experience in attempting to find good quality matches was the impetus behind many of the requests for additional features. Feedback suggests that job seekers are interested in many of the current features and functions, but often do not know such options are available. There is an expectation that when changes occur on a website, users are generally informed through features pointing to "What's New!" Aligning such notifications to features found on other websites could increase user access. The agency staff at DWS and Montana Job Services' have worked diligently to address some of the primary issues which have been raised. Now that the RCT is completed, more changes are planned for implementation in a more incremental manner; as is typical as websites develop over time.

Employers: The GenLEX initiative explored three outcomes for employers in Utah. As with the job seekers, historical trend data were used to identify both linear and seasonal components of the data and determine a baseline trend for two employer outcome measures. In Utah, these two measures (number of non-mediated job orders and weekly count of employers using the LEX) were analyzed using a time series design. Because the employer baseline data only extended to post-recession periods, it is hard to measure the impact the recession had on these outcomes. However, it is clear there has been a steady increase in the number of non-mediated jobs posted on the LEX. Interestingly, the TC-2 trend of increase in non-mediated job orders did not extend to the weekly count of non-mediated employer system usage either at TC-2 or TC-3. Again, while there was an increase in the weekly count of employers using the LEX this increase did not rise significantly above the trend line. The final outcome measure for employers in both Utah and Montana was employer satisfaction. Employer satisfaction rates in Montana were lower at baseline than that found in Utah. These Montana rates remained remarkably stable throughout the GenLEX initiative and did not show any statistical difference in satisfaction, which was likely due to a low sample size. In Utah, the employer satisfaction rates started out higher then fell to equal rates found among Montana employers; all results in both states remained in the low to moderately satisfied range.

Like job seekers, employers emphasized addressing the matching function available on the site by adding additional tools to narrow results as desired. Employers report that their use of the site is heavily impacted by the time cost of getting into and out of the site. As with job seekers, simplifying the overall navigation of the site and raising awareness of features that already exist may positively impact the overall experience employers have on the LEX. With many desired features being underutilized, there is a potential to increase user satisfaction with minimal monetary investment.

Overall GenLEX Initiative Process: Now that the GenLEX initiative has come to an end, both Utah and Montana are taking steps to move forward with their respective LEX processes.

In Montana, project leaders continue to work with staff to transition into their new roles as slowly embrace the changes. LEX staff will continue to work toward implementing components that make sense for their state's population and business environment.

In Utah, outcome measures from the RCT with job seekers did not produce any findings suggesting the test system improved outcomes for job seekers or employers; however, at the end of the

GenLEX initiative, Utah decided to retain the test system as they believe there are enough positive components in the test system that once fixes had been made relative to quality of matches and navigation issues, satisfaction will increase and users will be more satisfied with the product. More than 40,000 job seekers were converted to the test system (now the only system). Resume and work history information from the closed system remains available to those who want it retained. Since the end of the evaluation period (September 30, 2016), the GenLEX team has made changes to the system reflecting staff, job seeker and employer input. These features will now be added and evaluated on a more incremental basis, allowing for more focused and timely fine tuning as each change is evaluated.

The GenLEX initiative was funded to make improvements to very specific components of the LEX. Through the evaluation process, additional areas of focus have been identified as important to the success and future of the LEX. Participants in the study identified several additional factors that could be addressed in an effort to improve the effectiveness of the LEX in Utah and Montana. These areas include the policy links between the LEX and the receipt of public benefits (specifically UI, but also cash assistance in Utah), the general perceptions about who uses jobs.utah.gov and jobs.mt.gov as a means to find workers and employment, and educating employers and the public at large regarding the wide range of resources available on the states' LEXs.

Negative perceptions about both job seekers registered on the state's LEX and the types of jobs available on the LEX are likely built, in part, on the aforementioned issue, but the issue is much larger. Whereas LinkedIn is perceived to be a place where one seeks professional employment, the state LEX is the place to find low-wage work or post jobs for entry level, low-wage jobs. Some aspects of the GenLEX initiative are addressing this issue. Both job seekers and employers have suggested expanding efforts to educate the general population about the states' LEXs and all that is available in terms of resources and agency supports.

CONCLUSION

Excluding user satisfaction, both job seeker and employer outcome measures focus on elements that are very difficult to influence in ways likely to produce statistically significant change. The research evaluation could identify broader lessons learned which would apply to any state LEX. These "lessons learned" are a product of ongoing conversations with the agency partners throughout the course of the project. It is hoped that these reflections might assist others engaging in similar projects and associated evaluations.

Lessons Learned:

1) Reduce the time between receiving the grant and bringing the third party evaluator on board. Important positive momentum was lost during this time, resulting in early personnel changes that impacted the project.
2) Develop stronger ties to upper management to retain support as needed over time in order to stay focused on the vision and goals of the project.
3) Better assess the timing of the implementation of the initiative. If there are too many other competing interests, it may be difficult to get the attention of staff at all levels to focus on the

changes, as well as give the time and attention needed for training and skill building around the implementation.

4) Build in regular deadlines on program design so the project moves forward at a more consistent pace rather than too much being left to the end. There should be time to work out the bugs (and there will be bugs!) and fully test components and implement fixes before the component goes live.

5) When working on a project through a federal grant, create a more streamlined process for doing grant modifications. It can almost be assumed that there will be changes needed after the first year based on early lessons learned.

6) Make sure that those managing the project have the capacity to distribute resources as needed to be successful, including physical resources and personnel.

7) Design and implement strategies for helping technology averse staff to feel comfortable with and embrace new technology based products and services.

8) Engage representatives from agency administration, the IT department and the business side (including both central and office based business representatives) from the beginning of the project. Keep these connections and opportunities for input going throughout ALL stages of the process.

9) Test assumptions early and often. A faulty foundation underlying the project will come back to haunt the implementation process. Ask questions such as: "How do we know people really want this?" "Will we really be able to make the changes proposed if the project is successful?" "Are we going to go ahead with the changes regardless of the findings?" "Are there subgroups within our user base that need to be considered or need to receive specialized services?"

10) State and local political factors are closer to home and may be considered more important than commitments to a federal partner. Before making commitments to follow federal guidelines, work with local partners to garner support for such activities as the political winds can change quickly.

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INTRODUCTION

Utah's Department of Workforce Services (DWS) has effectively served the people of Utah as "Utah's Job Connection" since 1997. Long recognized as a national leader in its successful use of technology, DWS is seeking to enhance the current labor exchange (LEX) which was implemented in 2002 and has had minimal changes since. Little is known about how online labor exchange systems can be altered to improve outcomes for job seekers and employers. This has become an even larger concern as financial resources continue to limit the availability of personnel to assist job seekers and employers in connecting with each other.

In June 2012, Utah's DWS, in partnership with Montana's Department of Labor, was awarded a Workforce Innovation Grant by the U.S. Department of Labor to carry out the consortium's "Next Generation Labor Exchange (GenLEX)" initiative. This initiative is based on the hypothesis that "LEX outcomes can be improved for both employers and job seekers through enhancements to online functionality and comprehensive bridges to career pathways and education and training opportunities." By receiving the Workforce Innovation Fund Grant, the consortium obtained the funding necessary to evaluate the effectiveness of test components added to the labor exchange.

In response to a request for proposals, the University of Utah's Social Research Institute (SRI) submitted a proposal and was subsequently awarded the contract to provide a research design and statistical analysis for evaluation of LEX test components introduced through the GenLEX project. In the first year of the grant, data were collected to establish a baseline for all outcome measures. In the second and third years of the grant the first and second sets of test components, TC-1 and TC-2, were introduced in the test system in Utah and the entire system in Montana. The year two and year three reports presented the findings following the evaluation periods. This report presents findings from the final year and overall summary of the grant during which the third set of test components (TC-3) and overall process were evaluated. (A full timeline of the GenLEX initiative can be viewed on pg. 114.) As will all years, data were collected from multiple sources including state LEX systems and input from various users including job seekers, employers and state staff.

STUDY SCOPE AND PURPOSE

As outlined by DWS in the original DWS Workforce Innovation Fund Grant proposal:

> The Utah/Montana GenLEX project is designed to: 1) mitigate mediated (staff-assisted) services use and make self-service LEX more successful; 2) provide LEX at a lower cost-per-participant; 3) address the strain on and access issues with physical One-Stop Centers; 4) assist job seekers and students with better connection to career pathways and related education opportunities; and 5) improve Common Measures and introduce new, innovative outcomes that more accurately measure LEX success.

While the goals are broad in scope, the specific overarching hypothesis states that, "LEX outcomes can be improved for both employers and job seekers through enhancements to online functionality and comprehensive bridges to career pathways and education and training opportunities." This

hypothesis will be tested through the rigorous evaluation of test components introduced into the LEX over the course of the grant period.

The primary research questions presented by the GenLEX project that this evaluation attempts to answer, as appropriate to Utah and Montana, include:

> 1) Does the introduction of the GenLEX project test components result in improved outcomes (percentage of job seekers acquiring new employment, employee labor market attachment, and quarterly wages) for job seekers using the system? (UT only)
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Due to the scope of the agency, DWS is able to combine a much broader set of data to measure outcomes thus several research questions will only be answered in Utah. Additionally, Montana does not have the technical capacity to match elements such as wage data linked to specific employers to determine if a customer had secured a job through the LEX.

TEST COMPONENTS ONE (TC-1) RELEASE

The first set of test components released on the LEX was referred to as the "Job Matching Release." The primary components of this release included randomization of Utah job seekers into "test" and "current" systems on the LEX, a new job matching system, new pared down registration for both job seekers and employers, and the implementation of enhanced web design features. As outlined in Attachment 1 (job seekers) and Attachment 2 (employers), these features were introduced in response to input from a variety of sources in the time leading up to reception of the Workforce Innovation Fund grant. This set of test components, referred to as TC-1, was evaluated in the year 2 report.

TEST COMPONENTS TWO (TC-2) RELEASE

The second set of test components (TC-2) released on the LEX was referred to as the "Interactive User Experience." These components were introduced in Utah on October 1, 2014 and evaluated through September 30, 2015. In Montana, these components were introduced on November 15, 2014 and evaluated through October 24, 2015. The primary job seeker components of this release in Utah include capacity to upload a resume in PDF, a link added to Utah Futures, customers can receive text notifications and link their profile to social media accounts, improved FAQ's and YouTube help videos. Enhancements for employers include options for formatting job descriptions, ability to copy and paste in information from another document, option to send email directly to job seekers so responses return to the employer, add company logo and social media links to profile, and a place to add notes to favorites.

TEST COMPONENTS THREE (TC-3) RELEASE

The third set of test components (TC-3) released on the LEX was referred to as the "Advanced Job Search Tools." These components were introduced in Utah on October 17, 2015 in Utah and November 20, 2015 in Montana. The evaluation period continued in both states through September 30, 2016. The new job seeker components of this release in Utah included the option to upload a Word document as their resume, changed "job goal" to 'What Types of Jobs are you interested in?' added 'Job Types' that display to seekers based upon their job interests, a Military Crosswalk, a calendar displaying appointments, workshops, onsite recruitment events, a "To Do" List seekers can mark off items completed, the ability for customers to enter their employment goals, discussion groups for a networking resources regarding seeking employment. Also, seekers can send their employment counselor a message through jobs.utah.gov. New employer features include the option to use pre- application questions, the ability to upload and attach an application to a job posting, the ability for the employer to 'undo' formatting, the option for seekers to email the employer through the system, and a star ranking system of job seekers. Employers can also search for candidates by name and view potential candidate resumes prior to logging in. (See Attachments 1 & 2 for details.)

FINDINGS

The list of outcome measures evaluated in the GenLEX initiative is presented in Table 3. After consultation with the Utah Department of Workforce Services, it was decided that "Employer Website Activity," as measured by the number of clicks on the site, would not be a meaningful outcome. Due to the way that the site is designed, a "hit" in onetime period is not the same as a "hit" in another time period. Thus, it will not be possible to distinguish between a change in the measurement and a meaningful change in the way that the site was being used. This outcome measure is now called "Weekly count of employers using LEX." All other outcomes remain the same as those proposed in the final Evaluation Design Report (EDR).

TC-3 Analysis and Data

During the TC-1 annual report, it was unnecessary to run Hierarchical Linear Models (HLM) to account for multiple observations within persons. During the TC-2 and TC-3 periods there was a possibility of encountering multiple episodes per person. For example, a person randomized to the test group may have entered in the TC-1 period, obtained employment and then returned in the TC-2 or TC-3 period. Because of the study design, the person stayed in the same group she/he was assigned to in the first case. As a result, there was a need to account for the fact that the person's two observations are not statistically independent. During the TC-2 and TC-3 periods, all analyses (with the exception of the Time Series Analysis for employers) used use HLM to account for these multiple observations within person and the analytic methods in the TC-2 and TC-3 reports do not match the TC-1 report (though they address the same questions).

Table 3: Outcome Measures

Outcome	Operational Definition	Analysis Strategy	Source
Job Seeker Outcomes			
1. Percentage of job seekers acquiring new employment	A user is defined as acquiring new employment if they have a new relationship (i.e. pairing of SSN with employer id with at least $1 in wages reported) with an employer in the quarter during or following the first login to the system.	HLM- Logistic DV	State Wage Data
2. Employee labor market attachment	Number of subsequent quarters with at least $1 in wages (up to 4).	HLM- Poisson DV with exposure term	State Wage Data
3. Quarterly job seeker wages	Earnings per quarter in dollars for the quarter following the start date.	HLM	State Wage Data
4. Job seeker satisfaction	Score on Likert scale questionnaire given to random sample of users. Satisfaction given on a rolling basis, using sampling strategy.	HLM	Online Survey
Employer Outcomes			
1. Number of non-mediated jobs orders to labor exchange	Number of non-mediated job orders on labor exchange system per week *This is a weekly count.* Non-mediated refers to postings that did not require the mediation of a DWS worker.	Simple Interrupted Time Series Analysis (ARIMA)	UWORKS Database
2. Weekly count of employers using LEX	Number of employers using labor exchange during a given week. (Usage of the system means at least one job posting during the week. An employer id can count only once)	Simple Interrupted Time Series Analysis (ARIMA)	UWORKS Database
3. Employer satisfaction	Measured using a Likert scale given to users on the site. Satisfaction given on rolling basis, using sampling strategy.	HLM	Online Survey

*UWORKS refers to the Utah LEX, including the database of users with associated social security number (not required), demographic information and usage statistics. UWORKS is used by employers posting jobs and job seekers searching for jobs. Note: All measures are collected on an ongoing basis. There is no discrete point in time where data will be collected. Data sources from UWORKS and the state wage data will be transferred to evaluators. Self service job orders and employers' usage of the LEX are available for the past 8 years. Employer website activity is available for past 5 yrs.

The follow-up time period for several of the outcomes extends beyond when the data was compiled for this report. As a result, later time periods during the TC-2 period were censored and thus were not analyzed until this TC-3 report when more data became available. It should be noted that some results did indeed change when the final quarters were added. TC-3 data for these outcomes should also be viewed as preliminary as future data could indeed change the results as additional quarters are added.

JOB SEEKER OUTCOMES

Design: A randomized controlled trial (RCT) research design is being used to answer Research Question 1 and a portion of Research Question 4. This design is being used in Utah, as only Utah has the capacity to maintain two labor exchange platforms simultaneously. The randomization system was tested prior to implementation of any of the test components. (Findings of the randomization testing can be found in Attachment 3) However, because of the limitations of how quickly each of the test components could be implemented and the requirement that once a user receives the newer system, we could not (in a later year) place that user back in the original system, users were randomized into the 'test condition' but the test condition varied from year to year. As a result, assignment to the 'treatment' group was experimental, but comparisons among each of the years of the treatment was a quasi-experimental design. This design was not as desirable as a simple RCT where new users are randomized to a single, completed system, but this was the only design possible based on the implementation of the GenLEX program, and it provides for much stronger inferences than, for example, a pre-posttest design.

The third set of test components (TC-3) for job seekers was implemented from October 17, 2015 through September 30, 2016. Utah Job Seekers have been randomized into two groups after they consented to participate in the study (see Attachment 3). The group receiving the online system as it has continued since baseline is referenced as the "current" group. The other group receives a version of the system with new components that are being tested by this study and is called the "test" group.

Data Sources: For the job seeker outcomes, there were two main data sources: 1) A survey that users in the system were offered to take and 2) tax records collected by the department of workforce services.   The job seeker satisfaction surveys were collected using a procedure that randomly sampled from the pool of users online and randomly sampled *when* it was taken during an online session as well. (See Job Seeker Satisfaction section for details).   The tax records from the Department of Workforce Services are all linked to the users in the online system using Social Security Numbers. Tax records record the amount that an individual makes during a quarter and the employer identification number that payed the amount.

Participants: The total counts for participants in the randomized controlled trial (RCT) through year three are reported in Table 4. These counts represent individuals who were 1) enrolled in the randomized controlled trial and 2) used the system at least once during the TC-1 and/or TC-2 period. This is the maximum number of persons that could appear in any of the RCT analyses. It should be noted that these are 'level 2' units or number of persons, but in the analyses there may be multiple observations within person. Some of the analyses have censored data because they involve

follow-up periods that extend beyond when the data for this report was queried from the system and will have a smaller *n*-size. Also, because final data will eventually be available for these time periods, it was decided not to impute the missing value. Instead, the results are presented as 'interim' with final results presented when the data is ready.

Table 4: Randomization Group

Current	Test
N	N
138,258	149,146

Low-Income (LI) Users
An important consideration in making changes to the LEX was the impact on low-income users. In order to evaluate for disproportionate effects, it was necessary to identify those determined to be "low-income" (defined as having received a service or benefit associated with a cash assistance program or SNAP [Supplemental Nutrition Assistance Program, formally food stamps] at any time in the three years prior to the target date of interest) and compare this group to "other-income" users. On average, 8.1% of the users on jobs.utah.gov are low-income. This rate dropped to a low of 5% in May 2009, and reached a high of 14% in August 2013. When referencing "low-income" users, it is important to remember that DWS case-managed customers were not included in the randomization (see Attachment 4). This customer set likely has a very different experience with the system due to worker assistance, thus references to low-income users do not include this group.

General demographic characteristics, income and wage data for the current and test groups can be found in in Tables 5 (only TC-3), 6 (All years) and 7.

Table 5: Gender and Income Data (Just TC-3)

		Randomization Group			
		Current		Test	
		N	%	n	%
Gender	Female	21829	47.39%	23589	48.09%
	Male	24113	52.35%	25424	51.8%
Income Level	Other-Income	41863	90.89%	44051	89.81%
	Low-Income	4195	9.10%	4998	10.18%

Table 6: Gender and Income Data (All Years)

		Current N	Current %	Test n	Test %
		\underline{Current}		\underline{Test}	
Gender	Female	94063	48.16%	101499	48.42%
	Male	100733	51.58%	107855	51.46%
Income Level	Other-Income	178249	91.2%	188377	89.88%
	Low-Income	17044	8.7%	21204	10.11%

Table 7: Wage and Age Data TC-1 TC-2 and TC-3

	Current Mean	Current SD	Test Mean	Test SD
Wages Last Year				
TC-1	$16791	$21727	$16236	$21218
TC-2	$17384	$23587	$17082	$22096
TC-3	$19972	24895	$19969	$27413
Age				
TC-1	34.5	12.1	34.4	11.9
TC-2	34.8	12.0	34.9	12.1
TC-3	35.1	12.1	35.5	12.1

Percentage of Job Seekers Acquiring New Employment:

New employment in the test compared to current group was analyzed using a hierarchical linear model with a binomial link function. Each person *i* was given a random effect to represent their average likelihood of employment. This random effect is intended to control for the possibility that individuals who are less likely to be employed are more likely to return to the system repeatedly.

Level 1:
$$\ln\left(\frac{New\ Employment_{it}}{1-New\ Employment_{it}}\right) = \beta_{0i}$$

The probability employment for person *i* at time *t* is modeled by an interecept β_{0i}.

Level 2: $\beta_{0i} = \gamma_0 + \gamma_1 Treatment * Year1 + \gamma_2 Treatment * Year2 + \gamma_3 Year1 + +\gamma_4 Year2 + U_i$

At level two, the effect of treatment was modeled as indicator variables, interacting with each year, and with a random effect for persons (U).

Data analysis at TC-3 showed that 46% of both the test groups and current groups had aquired new employment during the analysis period. This model found no significant differences between the test components and the current group for period TC-1, TC-2 or TC-3 in the probability of new employment. However, the model idenitify a 5% increase for both groups in new employment from the end of the baseline to period TC-2 (OR=1.05, See Table 8 and Figure 1). In other words, new employment increased for both groups from the baseline period, thus the test components did not impact the probability of new employment.

In addition, a model to test for an interaction between treatment in each year and low income status was run to see whether the treatment had a disproportionate effect on either the low income or non-low income groups. This model found no significant effects for a low income x treatment interaction in any of the years of the test components.

Table 8: Fixed Effects: New Employment

	Estimate	SE	p<.05
Intercept	**-0.1912**	0.013	*
Treatment Baseline	-0.0030	0.019	
Year One (Current)	-0.0126	0.0163	
Year Two (Current)	**0.0574**	0.0171	*
Year Three (Current)	0.0154	0.018	
Year One x (Test)	0.0054	0.023	
Year Two x (Test)	0.0022	0.023	
Year Three x (Test)	0.0171	0.025	

Figure 1: New Employment Next Quarter 2013-2016
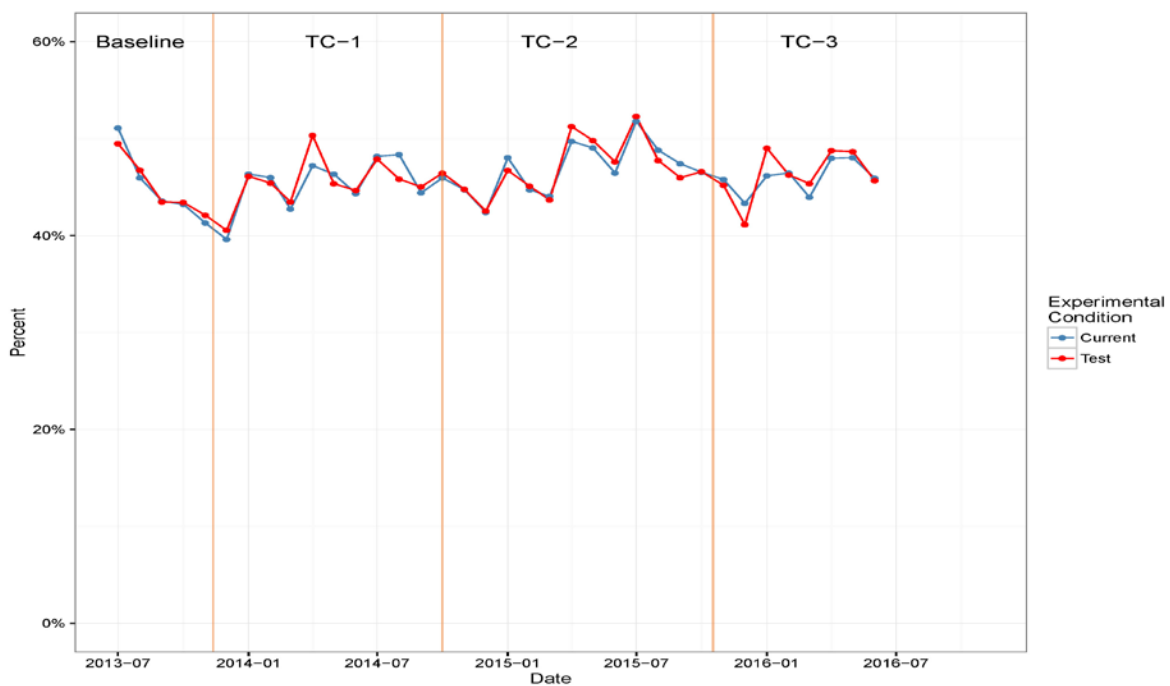
Employee Labor Market Attachment: The outcome 'Labor Market Attachment' (consecutive quarters with wages) relies on an especially long follow-up period. As a result, only the outcomes for TC-1 and TC-2 were able to be analyzed.

Labor Market Attachment (subsequent consecutive quarters with wages) was examined using a hierarchical linear model with a Poisson link function, where level one was observations within the same person over time and level two were person level effects. Person level effects were modeled with an intercept to control for the possibility that individuals with lower earning potential may be more likely to return to the system.

Level 1:

$$\ln(NQuarters_{it}) = \beta_{0i}$$

Number of quarters with wages for person *i* at time *t* is modeled by an interecept β_{0i}.

Level 2:

$$\beta_{0i} = \gamma_0 + \gamma_1 Treatment * Year1 + \gamma_2 Treatment * Year2 + \gamma_3 Treatment * Year3 + \gamma_4 Year1 + \gamma_5 Year2 + \gamma_6 Year3 + U_i$$

At level two, we modeled the effect of treatment as indicator variables, interacting with each year, with a random effect for persons (U).

It should be noted that due to the long follow-up period for this outcome, only data from the baseline TC-1 and TC-2 periods of the implementation of the GenLEX grant were able to be analyzed. This model found no significant differences between the test and current groups for number of consecutive quarters with wages in years one or two (Table 9). There was a significant increase in the number of "Consecutive Quarters with Wages" from the baseline to TC-1 and from baseline to TC-2 for both groups.   Testing was done to determine whether or not low income earners were affected differently by the test condition in TC-1 and TC-2 with an interaction term for each test by low income. There were no significant differences for low income earners in TC-1. However, in TC-2 low income earners in the treatment group showed significant improvements in number of quarters with wages. Low income earners in the treatment group in TC-2 had an 8% improvement in number of quarters with wages (RR=1.08, p<.001).

Table 9: Fixed Effects: Consecutive Quarters with Employment

	Estimate	SE	p<.05
Intercept	**0.65**	0.0054	*
Treatment Baseline	**-0.035**	0.0075	*
TC- 1 (Current)	**0.044**	0.0060	*
TC-2 (Current)	**0.034**	.0061	*
TC- 1 x (Test)	0.0083	0.0084	
TC- 2 x (Test)	0.0074	.0085	

Figure 2: Consecutive Quarters with Wages 2013-2015
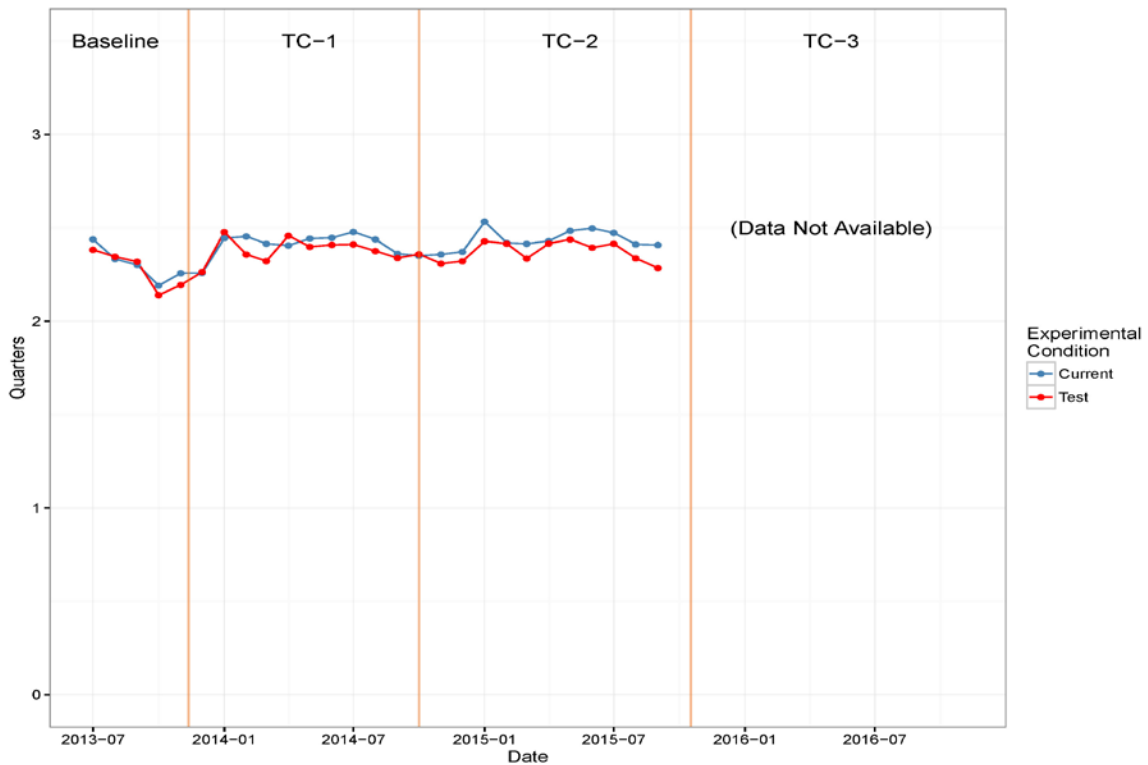
Quarterly Job Seeker Wages:

"Wages in the next quarter" were examined using a hierarchical linear model, where level one was observations within the same person over time and level two were person level effects. Person level effects were modeled with an intercept to control for the possibility that individuals with lower earning potential may be more likely to return to the system.

Level 1:

$$Wages_{it} = \beta_{0i}$$

Wages for person *i* at time *t* is modeled by an interecept β_{0i}.

Level 2:
$$\beta_{0i} = \gamma_0 + \gamma_1 Treatment * Year1 + \gamma_2 Treatment * Year2 + \gamma_3 Treatment * Year3 + \gamma_4 Year1 + \gamma_5 Year2 + \gamma_6 Year3 + U_i$$

At level two, the effect of treatment as indicator variables was modeled, interacting with each year, with a random effect for persons (U).

There were no significant relationships between the treatment components and the wages in the next quarter (Table 10) for any of the treatment component years. The mean predicted wages during the baseline period for job seekers was $3,564 per quarter. Average wages went up for

everyone over the course of the study by $167 dollars for TC-1 and $380 dollars for TC-2 and $101 for TC-3, but there was no difference between each of the test component groups and their comparisons (as can be seen by the TC-1 x test, TC-2 x test and TC-3 x test parameters).

Table 10: Fixed Effects: Wages Next Quarter

	Estimate	SE	
Intercept	**3564**	28	*
Treatment Baseline	-76.2	38	
TC-1 (Current)	**167**	30	*
TC-2 (Current)	**380**	31	*
TC-3 (Current)	**101**	34	*
TC-1 x (Test)	-10.1	42	
TC-2 x (Test)	-38.4	43	
TC-3 x (Test)	-83.7	48	

Looking at the trend over time for both groups (Figure 3), one can see that the test and the current system have virtually the same wages in subsequent quarters.

Figure 3: Wages Next Quarter 2013-2015
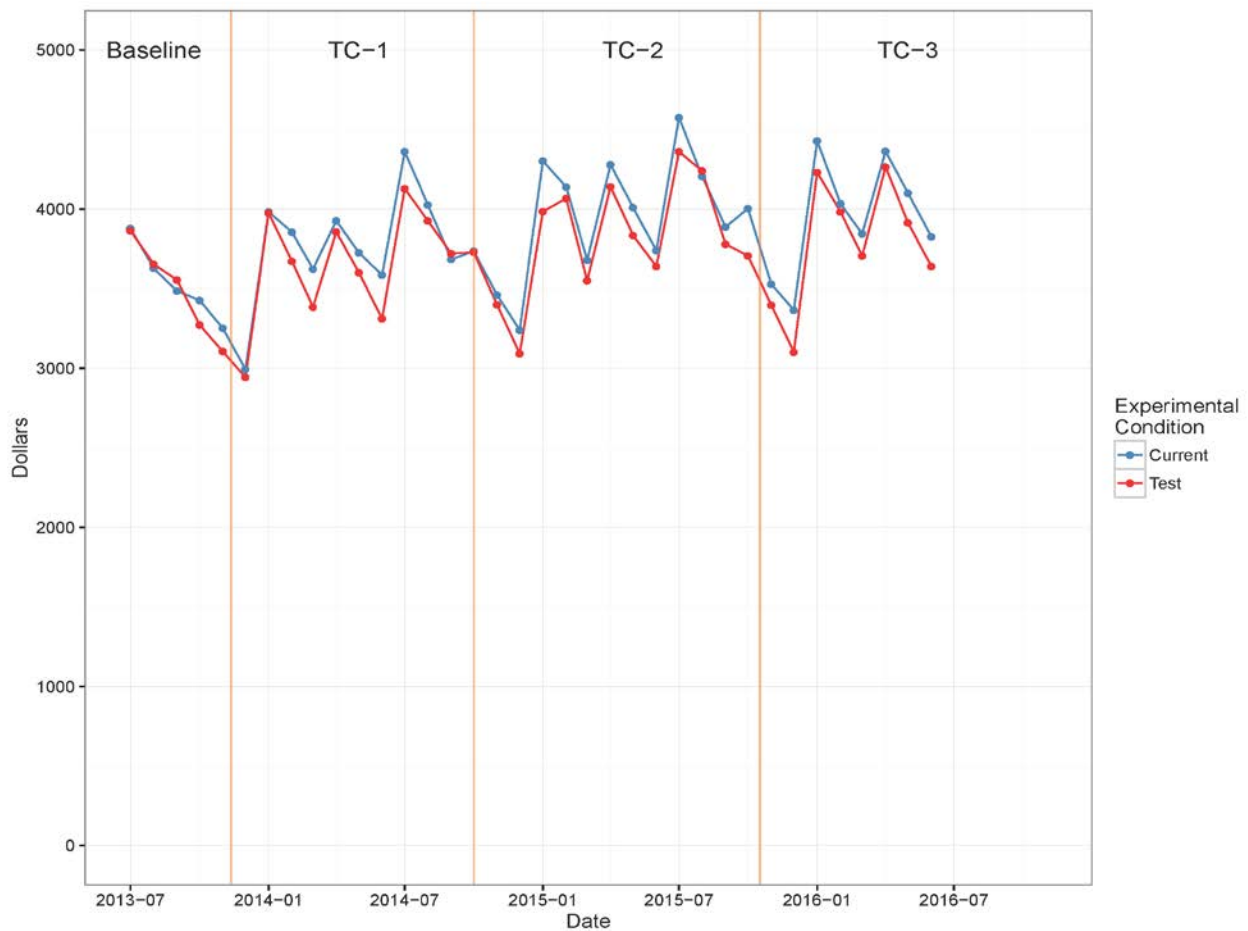
A test was also conducted to determine whether the treatment in any of the years had a disproportionate impact on low income earners compared to others. This was tested with an interaction between low income and each of the treatment components. This second model found no evidence for a disproportionate effect of treatment on low income earners. In other words, no evidence was found that the treatment improved outcomes for just low income clients. Low income earners in the test and current groups had statistically similar outcomes.

Job Seeker Satisfaction

Satisfaction surveys are one method of collecting information regarding perceptions of the current LEX. The satisfaction surveys for job seekers (and employers) consisted of questions designed in partnership by SRI, DWS and the Montana Job Service. Quantitative and open-ended questions were analyzed to uncover overall satisfaction with the LEX, satisfaction with specific LEX components, and identify suggestions for change. Satisfaction surveys were self-report and voluntary. Therefore, there are some limitations to the survey data as it is not known how the responses of those who completed the surveys, versus those who did not might differ in terms of satisfaction. The results of this analysis were used to describe the dominant views of job seekers and employers who agreed to share their views via the satisfaction surveys.

Two methods of data collection were, and continue to be, used to provide baseline data regarding job seeker satisfaction (Research Question 4). The first method used involves a simple online survey presented as LEX users in both Utah and Montana access the system.

Figure 4: Customer Satisfaction Online Survey Sampling Procedure

*Select Random Number p for this session. If random number p < P then user will take survey. Otherwise, user will not be asked to take survey this session. P will be set at some initial value (maybe .30) then varied to ensure we are gathering a sufficient sample.

**Select random value for t from normal distribution N(M,S), where M is the mean length of session on GenLEX and S is the standard deviation of sessions.

Sampling*:* The survey uses the following sampling procedure (see Figure 4):

1. Job seekers are only eligible to take the survey if they have not taken a survey in the last 3 months. [1]
2. Online sessions are sampled randomly (with probability initially set at 10%).
3. If the current session is sampled, the user is invited to participate at a random time during the session using the pop-up window.

Data Collection: The online surveys were, and continue to be, made available to potential participants through a pop-up invitation to participate. An individual chooses to participate in the study by clicking on the "START SURVEY" button. This link redirects the job seeker to a secure site hosted by SRI. The participant is first asked to review the informed consent document (See Attachment 6). If the person clicks NEXT, they enter the survey.

The scale for the satisfaction survey is embedded in the online survey. The scales are similar, but not identical in the two states. Participants are asked to rate their level of agreement with or rating of each for the following statements:

- It is hard to find what I need on jobs.utah/mt.gov
- Overall, jobs.utah/mt.gov is easy to use
- Creating my job search account on jobs.utah/mt.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/mt.gov
- Jobs.utah/mt.gov provides job matches that meet my search criteria
- Applying for jobs is easy using jobs.utah/mt.gov
- The jobs posted on jobs.mt.gov are not up-to-date (MT only)
- I would recommend jobs.utah/mt.gov to other job seekers
- I would return to jobs.utah/mt.gov in the future to job search
- Overall, I am satisfied with my job search on jobs.utah/mt.gov
- Quality of the information
- Overall appearance
- How well the site is organized

Each item is scored from -2 to +2, with higher scores indicating more satisfaction and lower scores indicating less satisfaction. (Items that are reversed scored reflect this convention.) The scores are averaged for each scale. Responses to individual job seeker satisfaction scale questions can be found in Attachment 7 (Utah) and Attachment 8 (Montana).

Satisfaction Response Rates: Response rates were calculated for the satisfaction surveys for Utah job seekers. These rates were calculated from January 1, 2014 to September 30, 2016. Previous to

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[1] It was observed that participants were being asked to take the survey even if they had completed one in the last three months (contrary to the sampling design). To correct this problem, the survey from each individual that was the most complete was selected. In the event of a tie, a random survey was selected.

this, it was not recorded if a user chose not to take a survey. Response rates represent the number of job seekers who took at least one satisfaction survey divided by the number of job seekers who were asked at least once. The response rate was based on whether the individual agreed to take a survey when prompted, not on whether the person actually completed the entire survey. For Utah job seekers, 109,657 individuals were asked to take a survey and 23,430 said yes at least once. The overall response rate for Utah job seekers was 21%.

Utah Job Seeker Satisfaction Results

During the TC-3 period, which started on October 17, 2015 and ended on September 30, 2015, there were 1284 valid scores in the current system condition and 1907 in the test condition.

Figure 5 shows the unadjusted monthly means for Utah job seeker satisfaction from the start of the study until the end of the TC-3 period. The red line shows the test component group and the blue line shows the current component group. Higher scores indicate more satisfaction and lower scores indicate less satisfaction. The error bars represent 95% confidence intervals on each data point. As can be seen from the figure, satisfaction has been decreasing for the test component group compared to the current system group over the course of the study.

Figure 5: Utah Job Seeker Satisfaction (Unweighted 7-2013 to 9-2016)
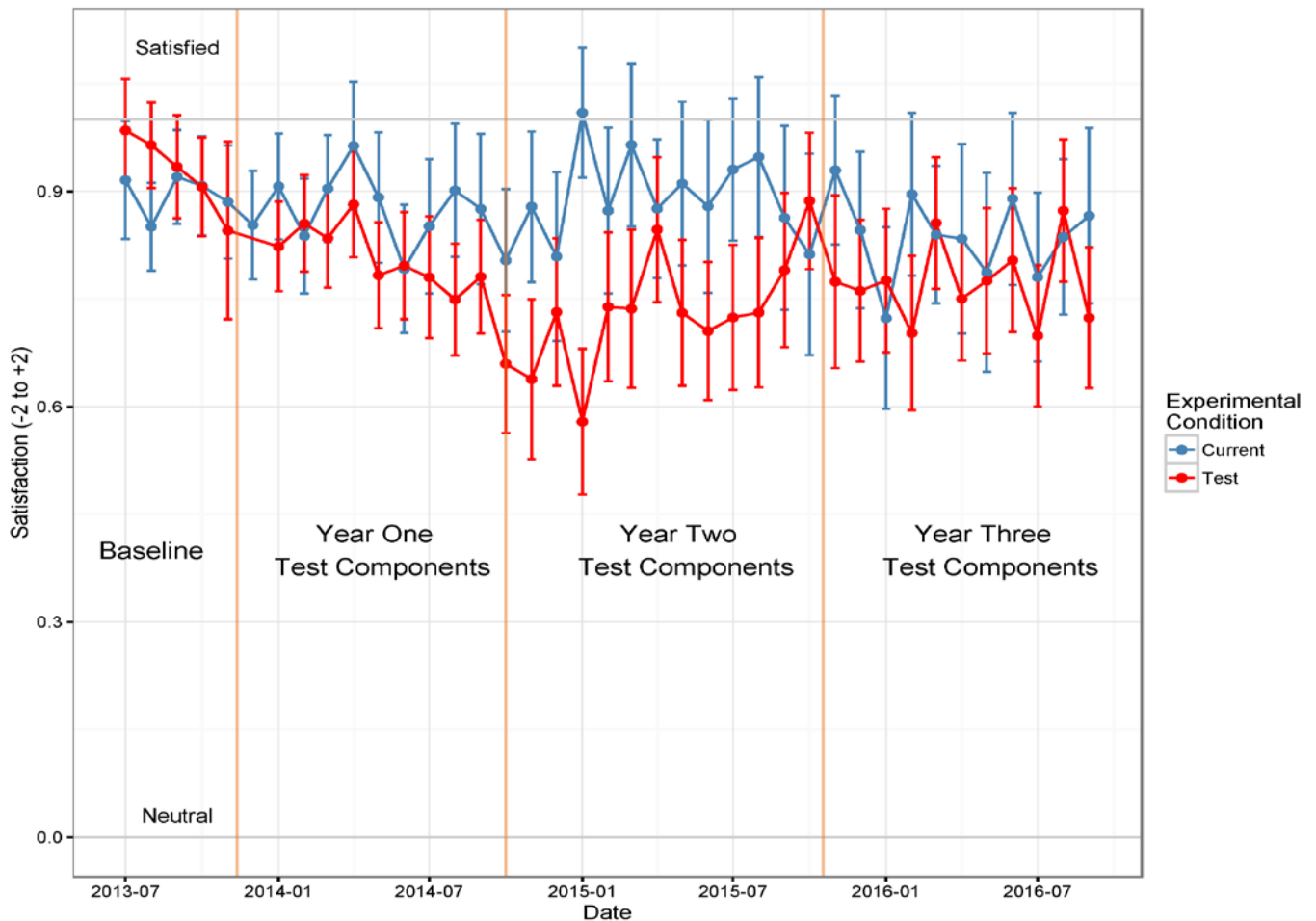
Figure 6 reflects levels of satisfaction of Utah job seekers after controlling for person level variation. Individuals may have taken the survey more than once over the course of the study, and these people may vary greatly from individuals who only took the survey once. This factor was controlled for using a random effects linear model:

Level 1:

$$Satisfaction_{it} = \beta_{0i}$$

The satisfaction for person *i* at time t is modeled by an intercept β_{0i} for person i.

Level 2:

$$\beta_{0i} = \gamma_0 + \gamma_1 Treatment * Year1 + \gamma_2 Treatment * Year2 + \gamma_3 Year1 + +\gamma_4 Year2 + U_i$$

At level two, the person level mean is modeled by fixed effects by each year and year by treatment.

Figure 6: Utah Job Seeker Satisfaction
Baseline through TC3 with Standard Error
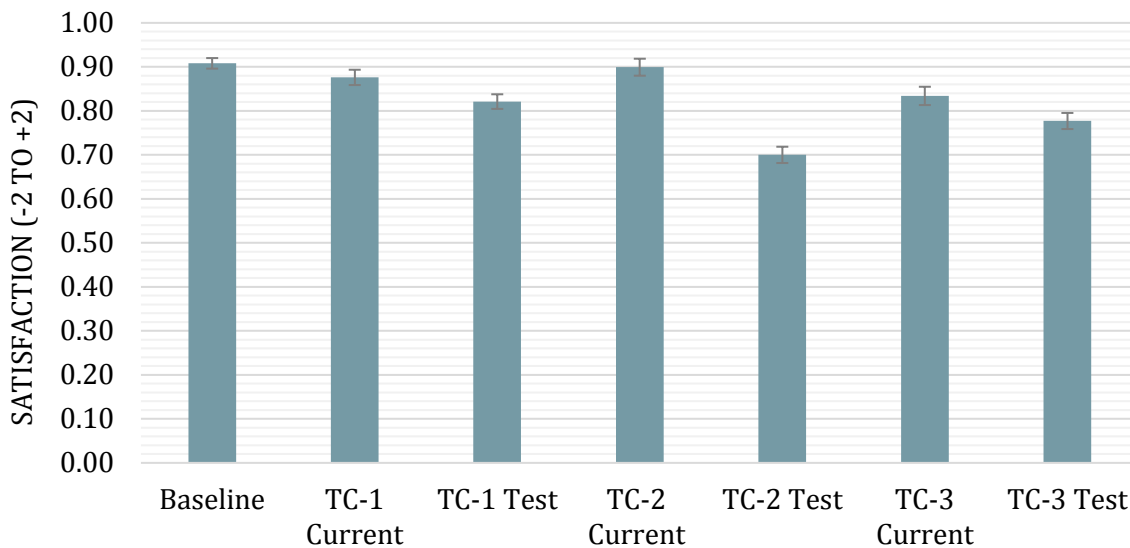
After controlling for person level variation, satisfaction for Utah job seekers was lower in each year for the group using the test components compared to the group using the current system: TC-1 Test was significantly lower than TC-1 Current, TC-2 Test was significantly lower than TC-2 Current and TC-3 Test was lower than TC-3 Current. However, TC-3 Test was more similar to the TC-3 Current satisfaction score than other years (1/20th of a point on average).

Survey Weighting: To adjust for missing data in the Utah satisfaction job seeker and employer satisfaction surveys, a population weighting adjustment was used as described in Brick and Kalton (1996). The purpose of this adjustment was to compensate for total non-response, or the disproportionate response of different classes within the survey sample. The adjustment for job seekers in Utah was calculated based on age, gender and whether or not the respondent was classified as low-income. The population proportions were drawn from the state database that records all users of the online system. The survey responses were linked to the state database using the unique user ID. This resulted in the same data source for the sample classes being able to be used for the population classes. For Utah job seekers, there were a small number of cases where gender was missing (<.01%). For these cases, because the number was so small, creating a separate

class would have made for a very unstable survey weight. To correct for this problem these cases were randomly assigned cases to either the male or female categories. The estimated satisfaction after weighting for response bias was similar to the previous results. For the TC-1 period, the weighted current system mean satisfaction was .90 and the test system was .72 (p<.05). For the TC-2 period, the estimated mean satisfaction for the current system was .86, and .67 for the test group (p<.05). For TC-3 the weighted mean satisfaction for the current system was .86 and .79 for the test system (p<.05).

Additional Job Seeker Qualitative Data - Utah: In addition to the Likert scale questions, a small number of additional questions (both listed response and open-ended) were added to the online survey. These questions provided demographic information (education level and employment status), objectives in using the website, access points, and a place to add general comments regarding the website and sponsoring agency. This information created an opportunity to further understand differences in user satisfaction that might be experienced by those in different groups. Responses to this survey can also be identified as participants or non-participants in the randomized control trial. Using this factor to compare outcomes helped evaluate for non-respondent bias.

Demographics: Participants in the online study logged into the LEX through the DWS site. Therefore, it was possible to connect individual responses to demographic data from DWS' administrative database (Table 11). This data was used to test for similarity both between those in and out of the RCT and between test and current RCT participants.

Table 11: Demographic Data TC-3 – Utah

Variables	In Study			Out of Study
	Current **n = 1229**	**Test** **n = 1826**	**All** **n = 3055**	**n = 1584**
Gender				
Male	712 (57.9%)	998 (54.7%)	1710 (56.0%)	913 (57.6%)
Female	514 (41.8%)	827 (45.3%)	2384 (44.0%)	670 (42.3%)
Average Age	41 years	43 years	42 years	46 years
Employment status				
Employed – Full time	125 (11.0%)	146 (8.6%)	271 (9.6%)	127 (8.5%)
Employed – Part time	106 (9.4%)	137 (8.1%)	243 (8.6%)	120 (8.1%)
Unemployed	901 (79.6%)	1413 (83.3%)	2314 (81.8%)	1240 (83.4%)
Education				
HSD or less	390 (34%)	559 (32.6%)	949 (33.2%)	475 (31.4%)
MORE than a HSD	757 (66%)	1155 (67.4%)	1912 (66.8%)	1037 (68.6%)
Income category				
Low-Income	76 (6.2%)	141 (7.7%)	217 (7.1%)	230 (14.5%)
Other-Income	1153 (92.3%)	1685 (92.3%)	2838 (92.9%)	1353 (85.4%)
Satisfaction score	.84	.78	.81	.76

When interpreting these findings, it is important to remember that veterans and those who were case-managed were not included in the study. Those who were case-managed are, by definition, more likely to be low-income, creating a difference between those in and out of the study by income level.

The impact of the case-managed exclusion is also evident in Figure 7 where those not in the study were more likely to have a high school diploma (HSD) or some college education. As was discovered during the baseline period, job seekers registered in the system overall are more likely to have at least a high school diploma or GED (97.4%) than the general population in Utah at 90.9% (Census, 2010).

Figure 7: Job Seeker Education Level
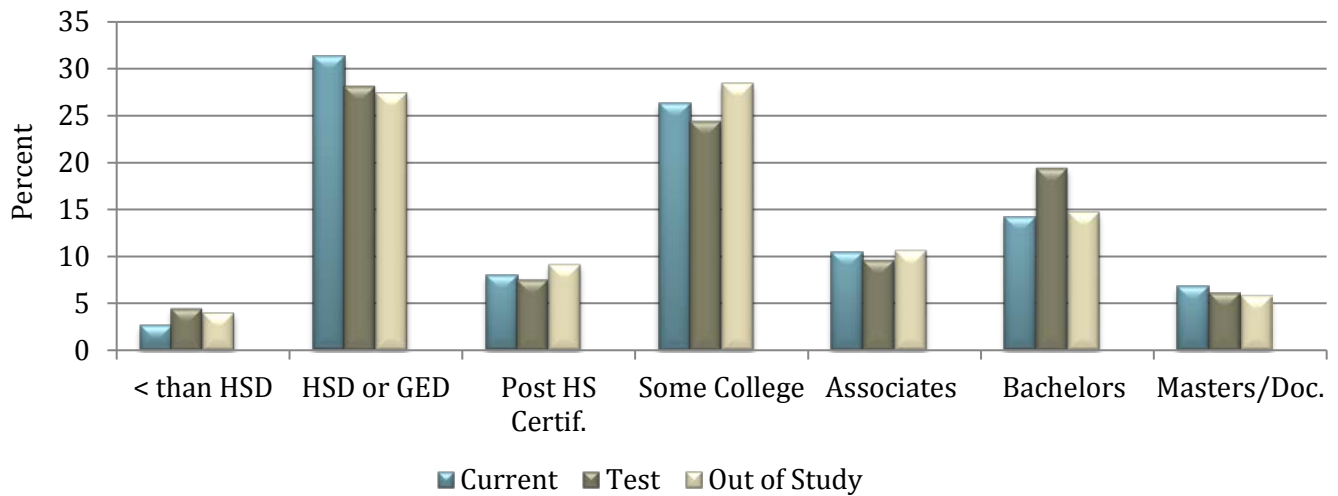
This year, participants were also asked whether or not they were currently in school. Only 10.3% reported that "yes" they are in school. Of the small number that reported that they are currently in school, 72.8% are unemployed, while 27.5% are employed either part time or full time.

Accessing the LEX: Respondents were asked about two complementary factors related to accessing the LEX. This included the *location* from which one connects to the LEX and the *type* of device used.

 Job seekers access the LEX from a variety of locations (Figure 8); most access the LEX, at least ***some of the time***, from home. Those who were out of the study were more likely to use the "DWS office" as one access point, in comparison to the current and test groups. It is important to note that overall, over 73% of respondents ***never*** access the LEX from DWS. This reinforces the fact that most LEX users are not engaging with DWS in person, but exclusively online. Those who indicated access from an "other" site typically identified it as another employment agency, for example, LDS Employment Services. In addition, many respondents reported that their primary access point changes, due to the flexibility of using a cell phone to access the website

Figure 8: All Access Points for LEX
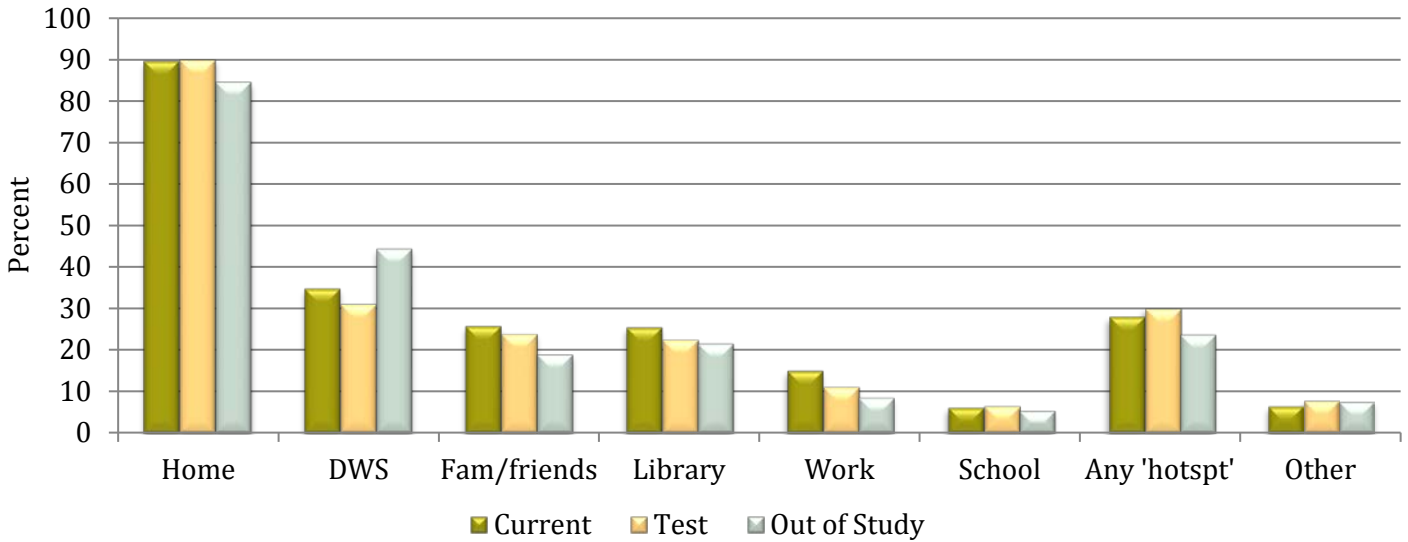
Figure 9 displays the location ***most often*** used to access the LEX. It is clear most people primarily access jobs.utah.gov from home. Of those whose primary connection point is DWS, the largest group comes from those "out of the study." This is consistent with the case-managed customers' presence in this group. However, those primarily accessing the site at home were significantly more satisfied with jobs.utah.gov than those accessing it at DWS or other locations.

Figure 9: Primary Access Point jobs.utah.gov
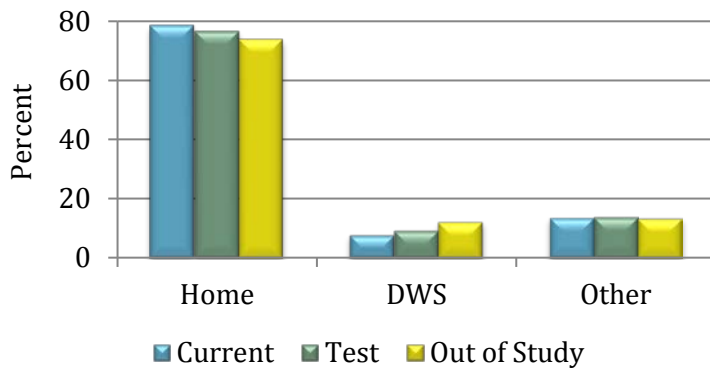
Figure 10: All Devices Used for LEX
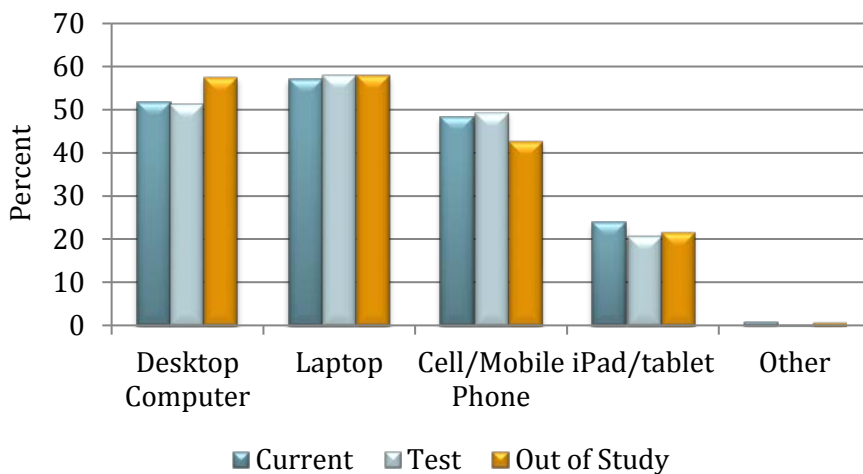
Figure 10 shows the types of devices used to access the site. The advent of mobile technology suggests that the device used to access the site is as important as the location.

While desktop and laptop computers are still the ***most commonly*** used devices for accessing the LEX (Figure 11), cell/mobile phones, iPads and other tablet type devices are increasing over time.

Figure 11: Most Common Device Used for LEX
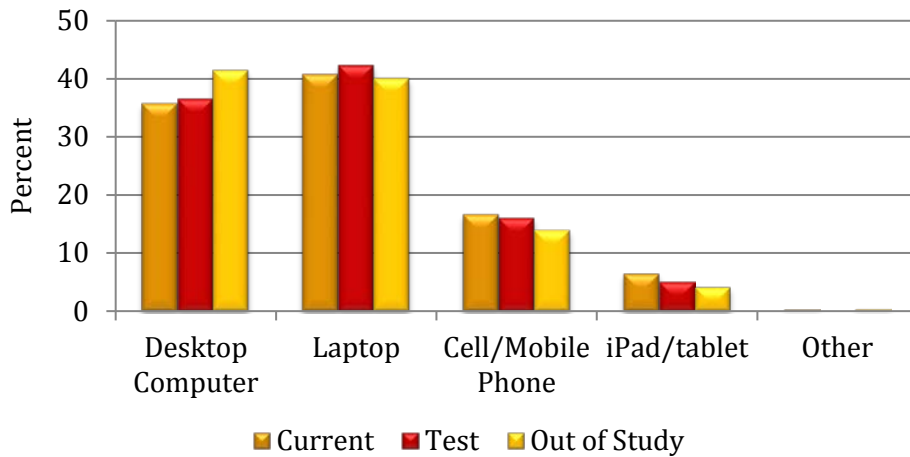
Comments from the qualitative data help to explain this trend and will be explained below. Again, the out-of-study group most commonly used the desktop to access the LEX. This is the resource most available at the DWS office.

Figure 12: Sign-In Method
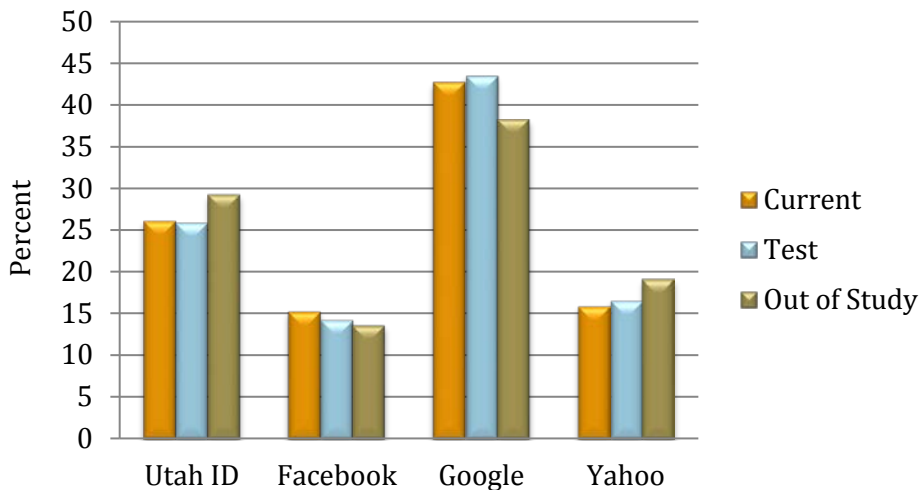
At baseline, "signing in" was listed as one of the greatest challenges. Job seekers were asked to indicate what method of sign-on was used for the current session and whether or not the person experienced problems signing in. As shown in Figure 12, job seekers most frequently accessed the site through Google. When asked about problems signing in for this particular session regardless of sign-in method, 7.6% of the current group reported a problem. While this percentage is down from the TC-1 period, it is a 1.2% increase from last year.

In addition to accessing jobs.utah.gov to find jobs, job seekers were asked to indicate other sites they use. As viewed in Figure 13, there was typically little difference in the websites that were accessed by each group. However, when viewing this outcome by education level, consistent with last year's findings, those with a HSD or less were significantly more likely to use Facebook, KSL, Indeed, or ONLY jobs.utah.gov and less likely to use LinkedIn, LDSjobs.org, CareerBuilder, Monster, and occupation specific, or specific company websites. Overall, KSL.com and Indeed.com are clearly the most frequently used job search websites.

Figure 13: Additional Job Search Websites Used

Legend: Out of Study, Test, Current

(Horizontal bar chart, x-axis: Percent, 0 to 60. Categories: ONLY jobs.utah.gov, Careerbuilder.com, Facebook, LinkedIn, KSL.com, LDSjobs.org, Craigslist, Indeed.com, Monster.com, Occupation specific website, Specific company websites, Other)
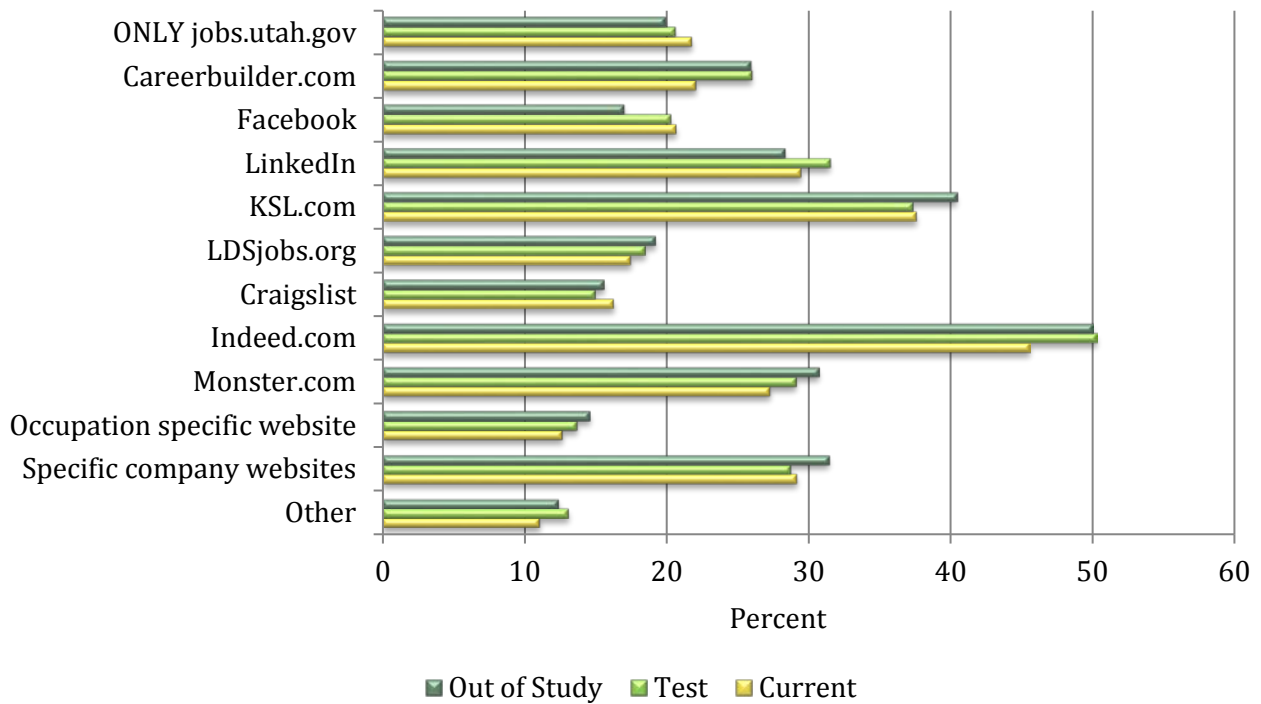
Adding New Features: Mobile Applications (Apps)

In late December 2015 a survey question was added to determine if job seekers across the various groups were aware that there was a mobile app available for jobs.utah.gov. As shown in Figure 14, an overwhelming majority across all groups were unaware that there was a mobile app available to job seekers. The few who had heard of the app most frequently reported learning about the app through the DWS website or when they met with a DWS employee. Of the participants who were aware of the mobile app, approximately 97% reported having used the app. When asked what they liked or disliked about the mobile app, some reported that they enjoyed the app while many participants reported that it was difficult to navigate and it is not user-friendly.

Figure 14: Awareness of Mobile App

Legend: Yes, No

(Vertical bar chart, y-axis: Percent, 0 to 90. Groups: Current, Test, Out of Study)
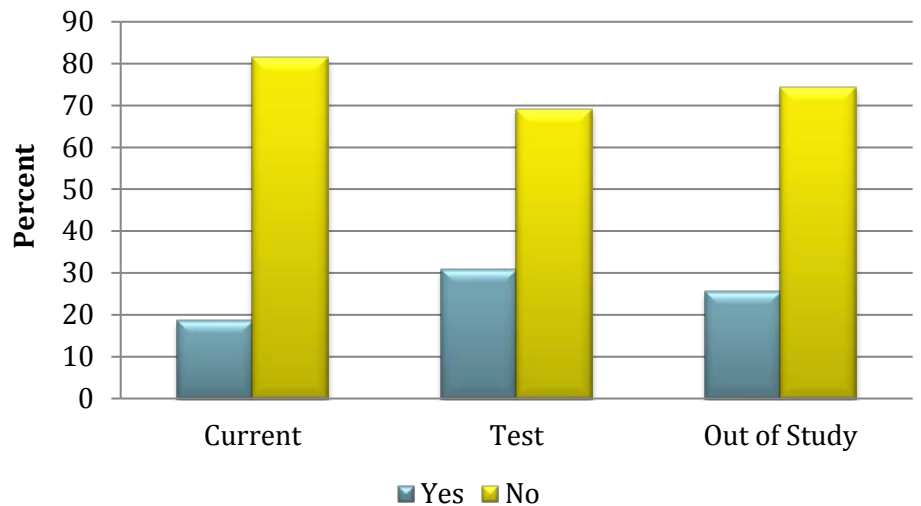
Montana Job Seeker Satisfaction Results

Figure 15 shows satisfaction of Montana job seekers after controlling for person level variation. Job seekers may have taken the survey more than once over the course of the study, and these people may be very different from individuals who only took the survey once. This issue was controlled for using a random effects linear model:

Level 1: $$Satisfaction_{it} = \beta_{0i}$$

The satisfaction for person i at time t is modeled by an intercept β_{0i}.

Level 2: $$\beta_{0i} = \gamma_0 + \gamma_1 Year1 + \gamma_2 Year2 + \gamma_3 Year3 + U_i$$

At level two, the person level mean is modeled by fixed effects by each year. It should be noted that this analysis is of quasi-experimental data. Changes in job seeker satisfaction could have been the result of other systematic changes that happened over the course of the study period.

This analysis found that satisfaction decreased from the baseline to TC-1 for job seekers (decrease of .12, p<.001) , from baseline to TC-2 (decreased by .27, p<.001) and baseline to TC-3 (decreased by .34 points, p<.001). The decrease from TC-1 to TC-2 was significant (.14 points, p<.001) as well as the decrease from TC-2 to TC-3 (.07 point, p<.05). After controlling for person level variation, the average satisfaction score at baseline was .93, .79 in TC-1, .65 in TC-2 and .59 in TC-3.

Figure 15: Montana Job Seeker Satisfaction 7-2013 to 10-2016
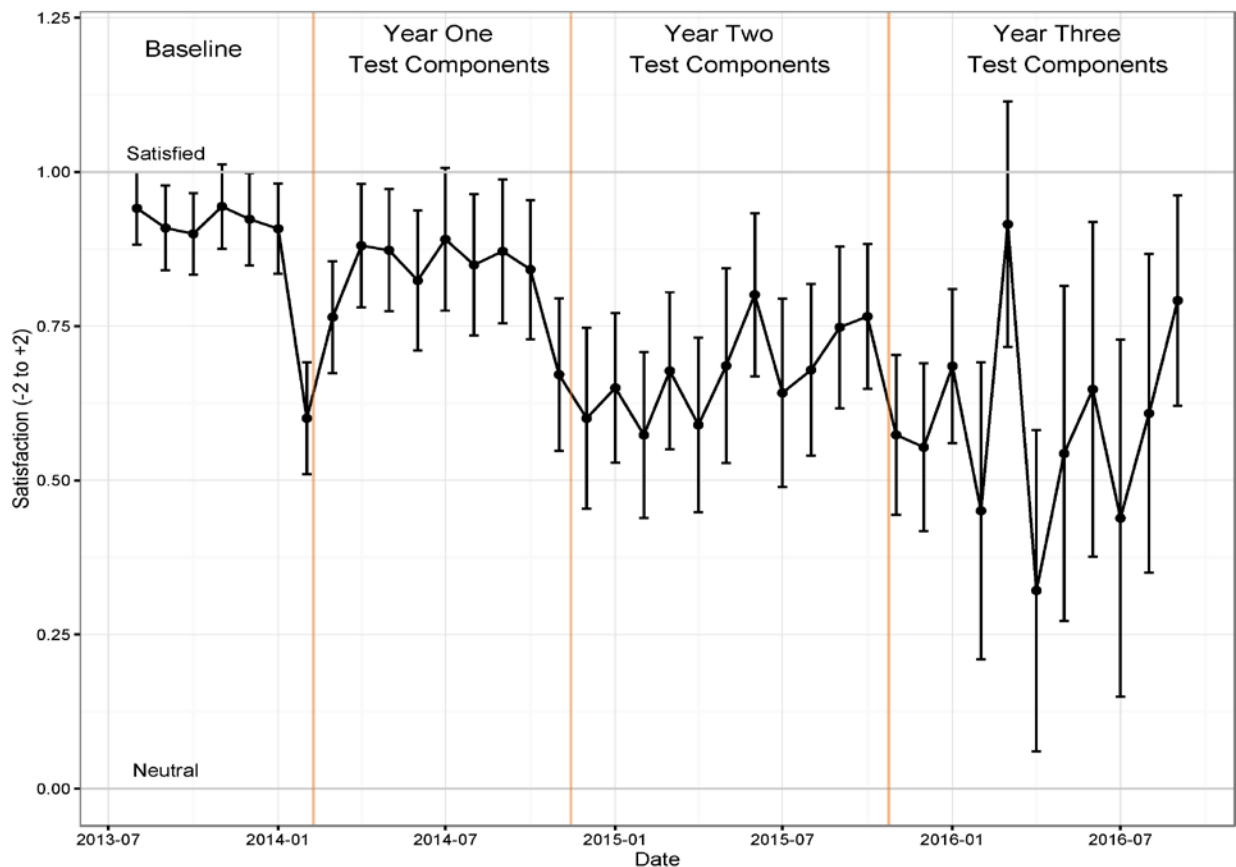
Figure 16 shows the Montana job seeker satisfaction from baseline through the TC-3 period. For this analysis there were 1961 valid baseline scores, 1460 valid scores for TC-1, 1222 valid scores for year TC-2 and 575 valid scores for TC-3. (Note: these are survey counts and not person counts. Individuals may have taken more than one survey in each time period.)

Figure 16: Montana Job Seeker Satisfaction
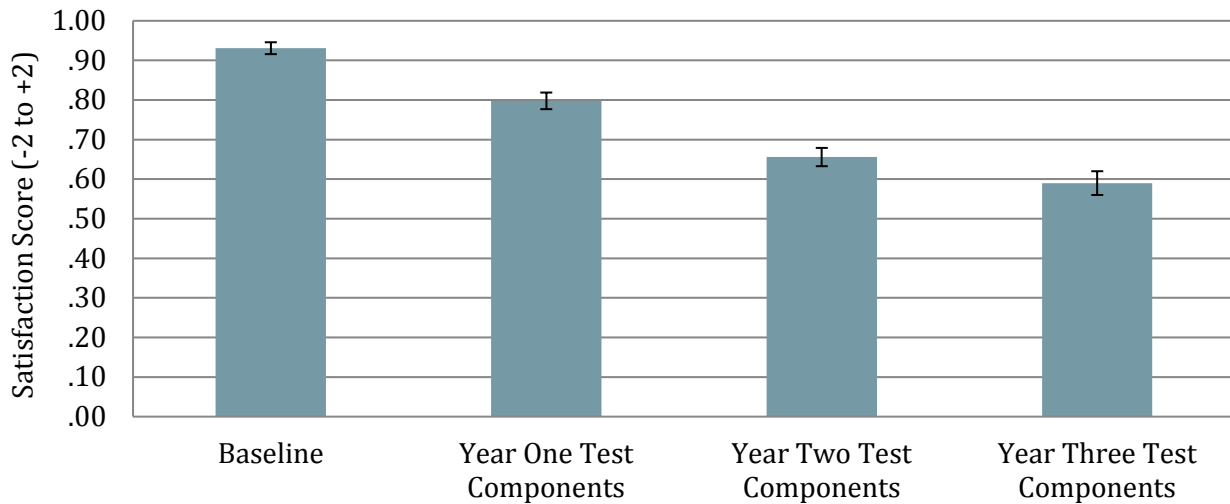
*Error Bars represent 1 standard error of the mean

Additional Job Seeker Qualitative Data - Montana*:* Similar to Utah job seekers, additional demographic information (i.e. education level and employment status), objectives in using the website, access points, and a place to add general comments regarding the website and sponsoring agency was gathered. Since job seekers are not being randomized in Montana, responses are being reported for the whole group.

While the online system used in both Utah and Montana is very similar, it is important to remember that the populations served by each are different. Montana Job Service is focused specifically on those seeking employment and Unemployment Insurance benefits. Utah's DWS provides these services and additionally administers all the state's public benefits (cash assistance, SNAP, Medicaid, child care assistance, etc.). The differences in services received and personal perception certainly could account for some difference found between the groups using the online systems.

Demographics: As shown in Figure 17, 38% of all job seekers were employed (full time or part time) at the time they participated in the online survey. This percentage has been consistent since baseline.

Data regarding education levels (see Figure 18) show that a majority of job seekers have at least some college

Figure 17: Employment Status - Montana
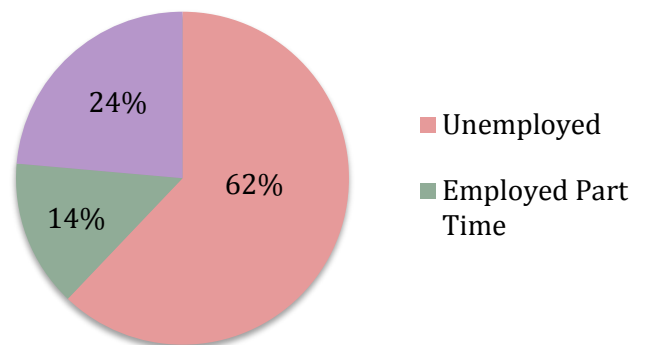
education (29%) and nearly a quarter have a high school diploma or GED. Only 2.9% reported having less than a high school diploma. This is true for 7.9% of the general Montana population (Census, 2010). As would be expected, those with a HSD or less were the most likely to be unemployed.

This year, participants were also asked whether or not they were currently in school. Only 5.9% reported that "yes" they are in school. Of the small number reporting they are currently in school, 58.6% are unemployed and 41.3% indicated that they are employed either part time or full time.

Figure 18: Job Seeker Education Levels - Montana
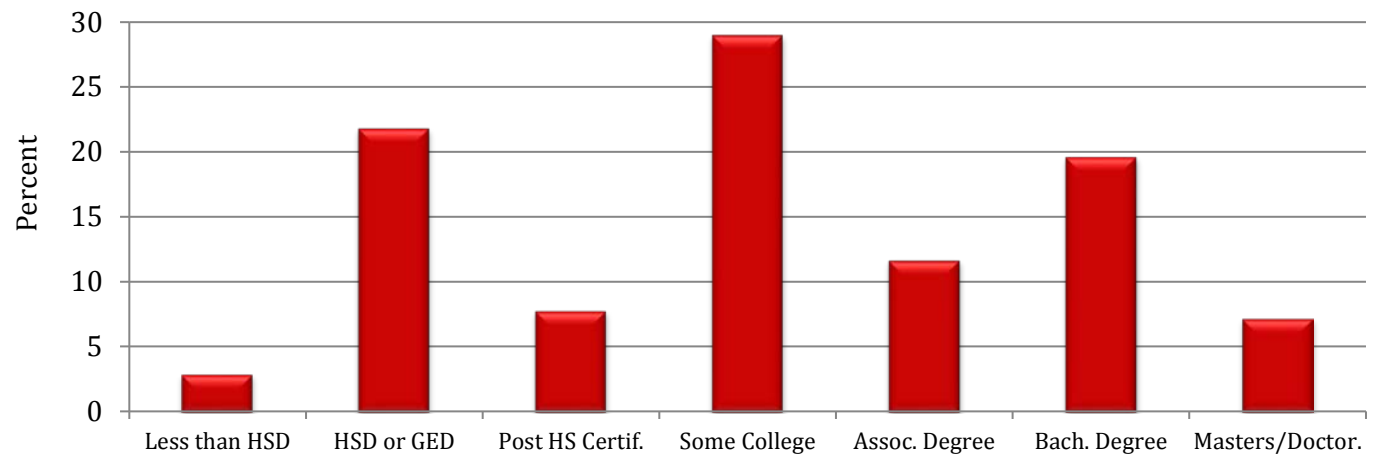
Accessing the LEX: Respondents report accessing jobs.mt.gov from a wide variety of locations and with a variety of devices. Most people (87.9%) using the LEX in Montana access it from home at least *some* of the time (Figure 19).

Figure 19: Web Site Access Point - Montana
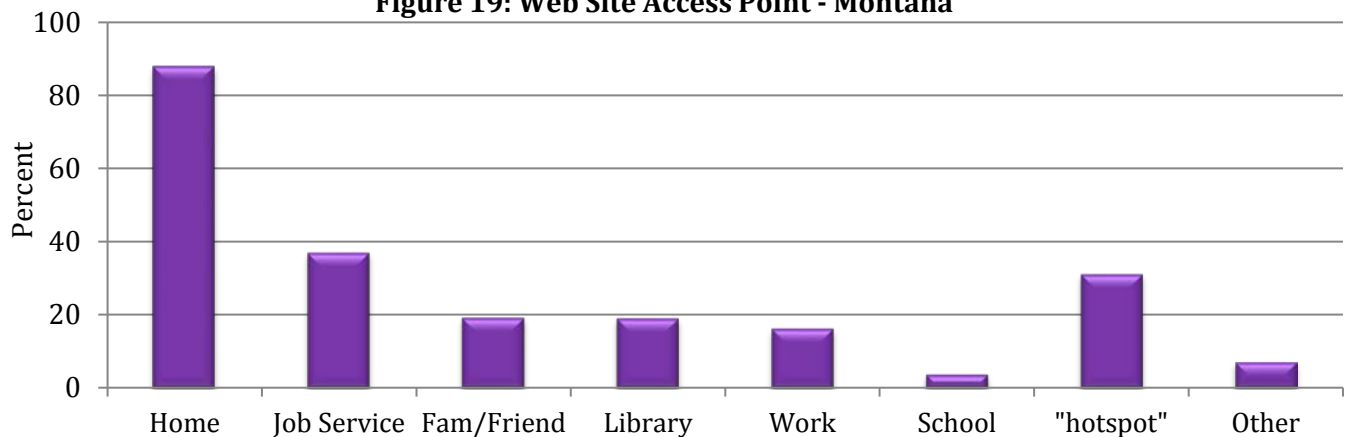
It is important to note that 37.2% of respondents reported they access the LEX from Job Services at least sometimes. Montana respondents were asked where they *most often* access the website. Figure 20 shows that, most Montana job seekers primarily access the website from their home (70.9%). Of those with lower education levels, over half (71%) reported their home being their primary access point and 15% reported accessing the site from job services.

Figure 20: Primary Access Point jobs.mt.gov

In addition to location, participants were asked to identify the type of device they use to access jobs.mt.gov (Figure 21). Those accessing job.mt.gov reported using a wide variety of tools to access the site. The most common devices used are the desktop computer or laptop, at 61% each.

Figure 21: All Devices Used for LEX-Montana

Based on findings in Figure 22, desktop computers and laptops are also the **MOST** often used device for gaining access to the LEX. 10.9% of respondents indicated that they use their cell/mobile phone to access jobs.mt.gov.

Figure 22: Most Common Device Used for LEX
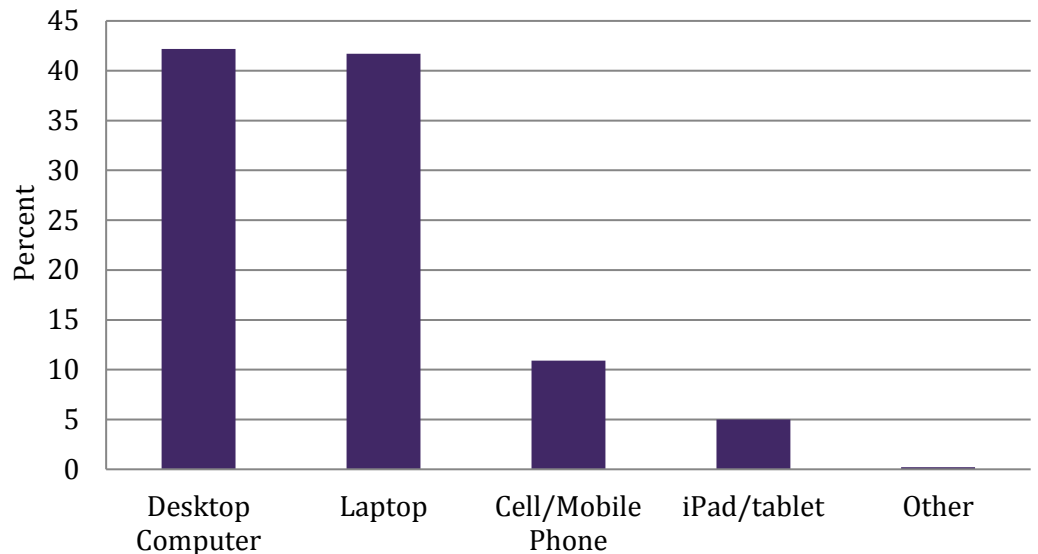
In addition to accessing jobs.mt.gov to find jobs, job seekers were asked to indicate other sites they used for this purpose (Figure 23). Craigslist was the most common site used (53.6%), followed by Indeed (39.8%) and specific company websites (39.5%).

Figure 23: Additional Job Search Websites Used
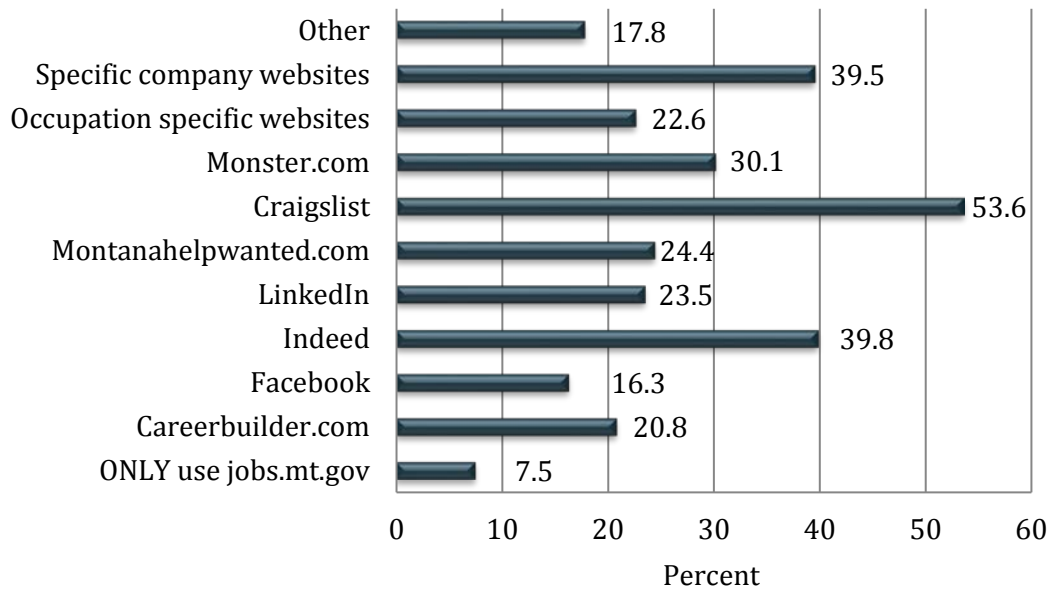
TC-3 Questions: During the final year (TC-3), questions were added to the survey that were not asked in previous years. These questions were designed to address features that were added during this year such as a mobile application (app) and a live chat feature.

Similar to findings in Utah, a large portion (79.5%) of respondents were unaware that a mobile app was available to them (Figure 24). Of the small portion (20.5%) who knew about the app, 93.4% indicated they do not use it. Reasons given will be included in the focus group section.

Figure 24: Awareness of Mobile App and Use of App
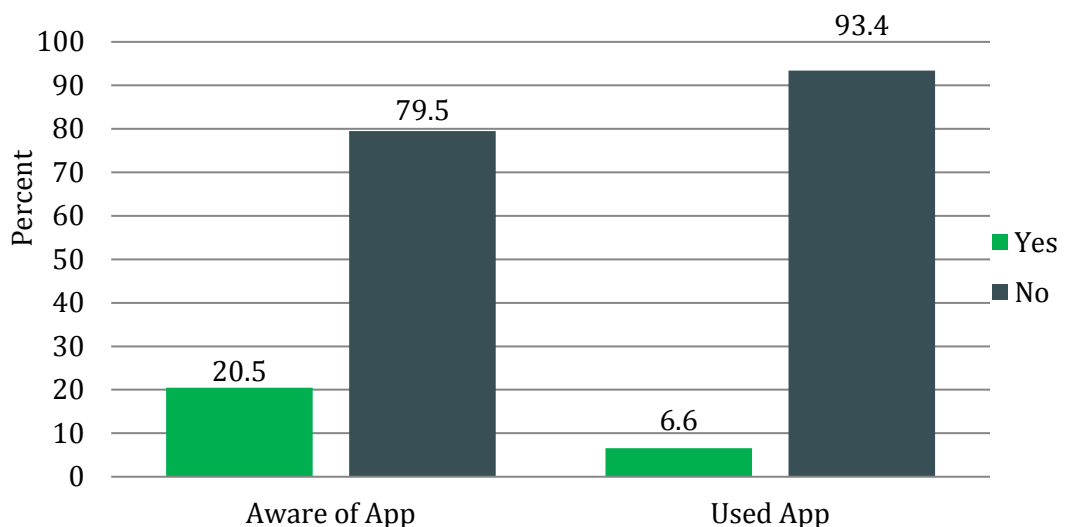
Another new feature added Montana during TC-3 was the live chat. A majority (76.8%) of survey respondents indicated that they were not aware that a live chat feature was available to them. Of those who were aware of this feature, only 7.2% indicated that they have used the live chat feature (Figure 25). Reasons given will be discussed further in the focus group section.

Figure 25: Awareness of Live Chat and Use of Feature
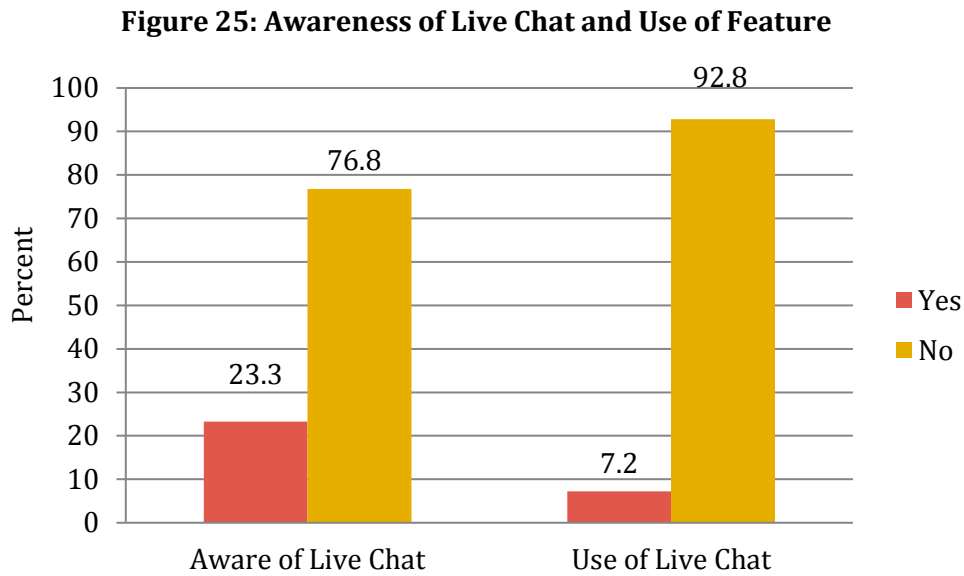
As shown in Figure 26, slightly more than half (54%) of job seekers were unaware that they have the ability to view hiring events in their area.

Figure 26: Knowledge of Hiring Events
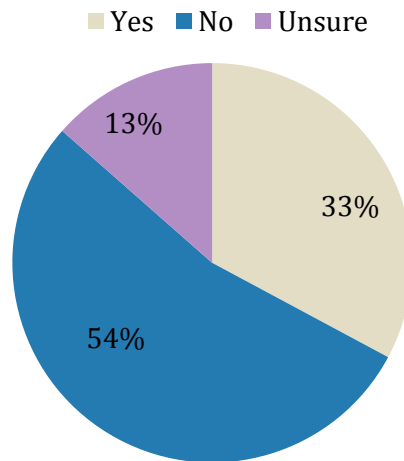
Additional Qualitative Data: Job seekers completing the online satisfaction survey in both Utah and Montana were provided an opportunity to add any additional comments or suggestions regarding the LEX or the agency managing LEX. These comments will be analyzed in conjunction with the focus group results presented in the focus group summary.

EMPLOYER OUTCOMES

The second set of outcomes evaluated in this report focuses on the experiences of employers and provides data in response to Research Question 2. The outcome measures related to employer outcomes include the number of non-mediated job orders and the weekly count of employers using the LEX. DWS historical data were accessed during the baseline period to explore both linear and seasonal components of the data. These results were used to inform the analysis of annual data through the course of the GenLEX evaluation period. (Results of this evaluation can be found in Attachment 9)

As with Job Seekers, Research Question 4 relates to user satisfaction, specifically, the satisfaction level of employers in both Utah and Montana. The TC-3 period for Utah employers extended from October 1, 2015 through September 30, 2016.

For all employer outcome models, ARIMA interrupted time series analysis was used to determine whether there were changes to the outcomes. It should be noted that statistically significant changes indicate that there was a significant change to the trend in a given year, but not that this change was necessarily causally related to the test components. There are many reasons that these trends could have changed, and the implementation of the GenLEX system is just one possibility.

Design: Employer outcomes all used a simple interrupted time series analysis design to analyze changes over the course of the study. Time series designs can only infer whether there were significant changes in a trend over time, but cannot establish the causality of this trend. For all employer outcome models, ARIMA interrupted time series analysis was used to determine whether there were changes to the outcomes. It should be noted that statistically significant changes indicate that there was a significant change to the trend in a given year, but not that this change was necessarily causally related to the test components. There are many reasons that these trends could have changed, and the implementation of the GenLEX system is just one possibility.

For each of these outcomes, the baseline time series was carefully modeled prior to analyzing these outcomes. All of the hypothesis tests in this section ask whether or not each year deviates from the predicted trend of the data. This is very different from asking whether or not there was a nominal change (i.e. whether the rates just increased from the previous year).

Data Sources: Employer data came from two primary sources: 1) Server logs from the Gen-Lex system, indicating when and how often user logged in and 2) Surveys that users of the online system were invited to take. The server logs of employer usage of the system recorded when and how often employers logged in to the use the system. Employers were invited to take satisfaction surveys using the same methodology that was used for job seekers.

Participants: The participants in the employer outcomes included any employers that used the GenLEX system as a 'self-service' user. Self-service means that the users were interacting with the system as an individual online user, as opposed to filing job orders using paper or an intermediary at DWS.

Number of Non-Mediated Job Orders to Labor Exchange

Using DWS' historical job data, non-mediated job orders were queried from the UWORKS database going back to the year 2010. (Prior to this date, the system did not record the job orders in the same way so the data could not be used). The counts of new job orders were aggregated by weeks of the year (one through 52, with the left over day at the end of the year being added to the 52nd week). The data were examined with both linear and seasonal components.

The ARIMA model estimated during the baseline period (ARIMA (0,0,1)(0,1,0)) was applied to both TC-1, TC-2, TC-3 periods (Figure 27), with an indicator variable for each year of test components. TC-1 showed no significant changes from the baseline trend, though the nominal number of orders did increase from 1011 orders during the baseline period to 1392 orders per week during TC-1. TC-2, in contrast, showed a significant increase from the baseline trend. Orders this year increased by 210 orders per week after controlling for the historical trend ($p<.001$) to an average of 1740 orders per week. This represented a clear increase above the historical trend going back to 2011. In other words, not only did the nominal rate of self-service job orders increase, but it increased above what was a relatively strong rate of growth in the historical trend.   In the TC-3 period, self-service job orders again decreased from the baseline trend by 152 job orders per week ($p<.001$), though the nominal amount of orders increased to an average of 1789 jobs per week.

Figure 27: Utah Employer Weekly Self-Service Job Orders 2010-2016
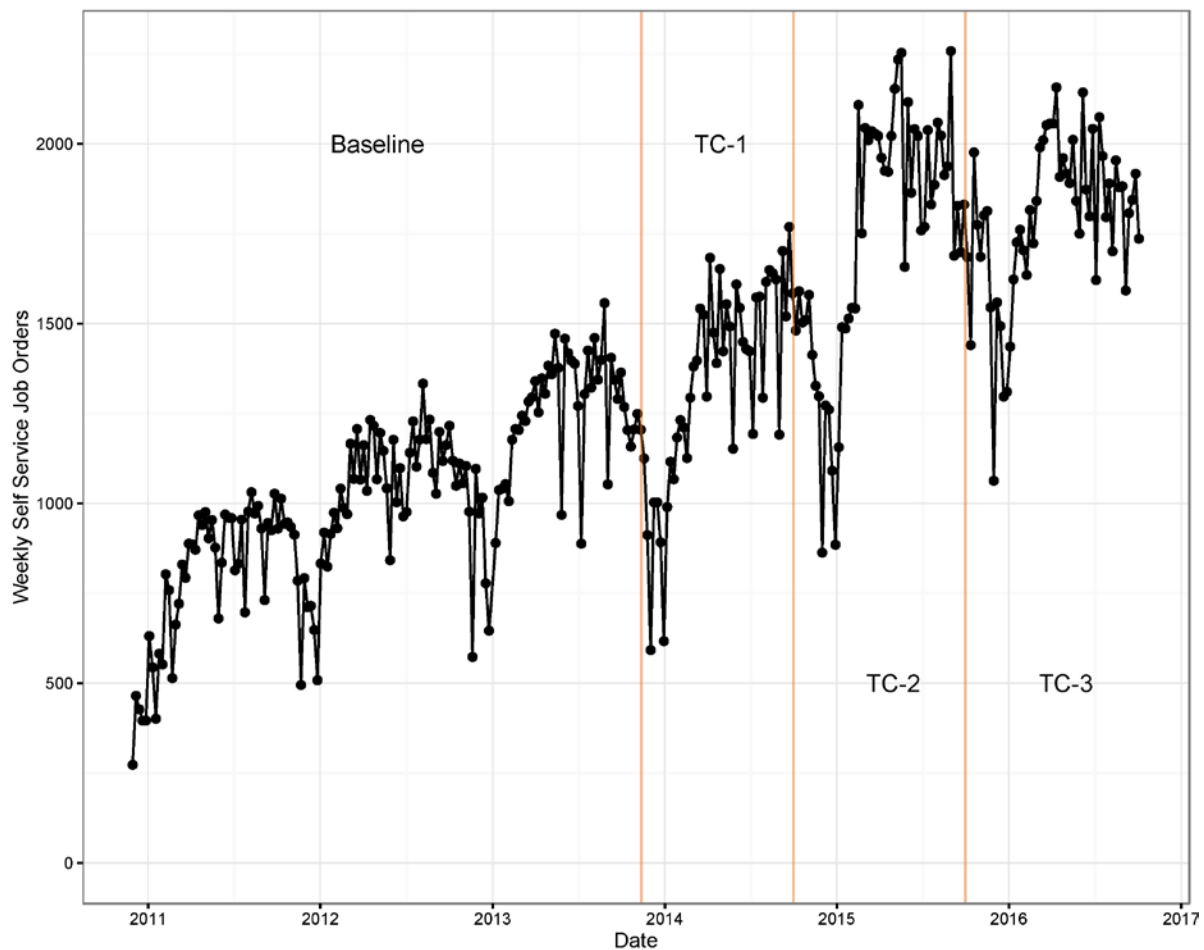
Weekly Count of Non-Mediated Employer System Usage

The weekly count of employer system usage is the second outcome measure used to answer research question 2. This outcome measure is defined as the count of unique employers using the UWORKS system on a given calendar day. Each login only counts once per day, but an individual user can count multiple times in a week long period. The data was queried from UWORKS by calendar day and then aggregated by week of the year for analysis. The data were examined with both linear and seasonal components.

The ARIMA model estimated during the baseline period (ARIMA(0,0,1)(0,1,0)), was applied to both periods TC-1, TC-2 and TC-3, with an indicator variable for each year of test components. For self-service employer usage of the system during TC-1, there was a significant decrease from the baseline trend of 60 users per week, after controlling for the historical trend (p<.001). For TC-2 there was a significant decrease, though a smaller amount than TC-1. After controlling for the historical trend, the decrease was 37 users per week from the baseline trend to TC-2 (p<.001). There was also a significant decrease from the baseline trend to TC-3 of 127 users per week (p<.001).

Though, for both TC-1, TC-2, and TC-3 the nominal rate was still increasing (just not above the baseline trend). In other words, the usage of the system is still increasing from the baseline period, but not at the same rate seen from 2011 to 2014. The mean weekly usage during the baseline period was 566 users per week, 689 users for TC-1, 712 users for TC-2 and 666 users for TC-3.

Figure 28: Utah Employer Weekly Self-Service Employer Usage 2010-2016
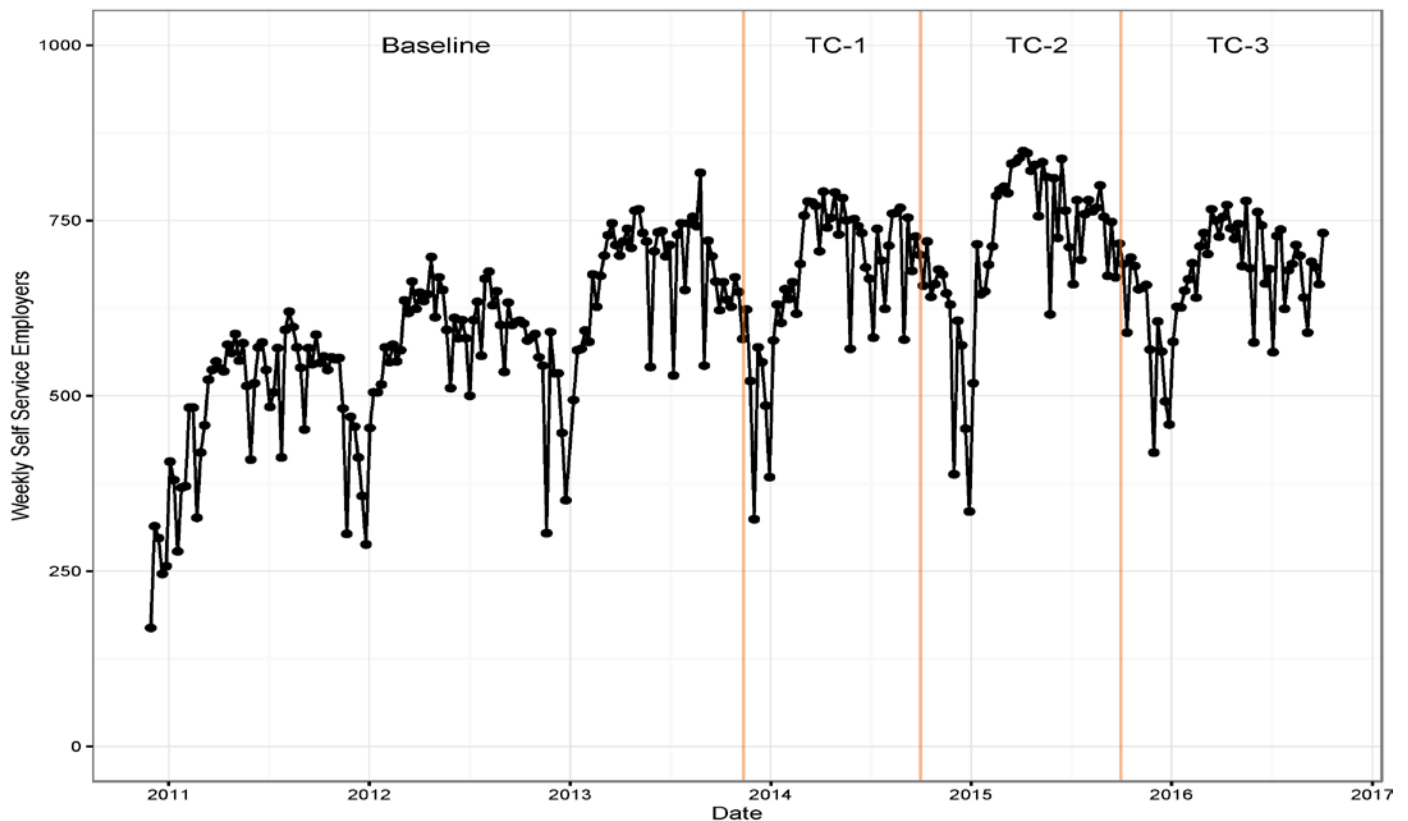
However, there are possible explanations for this trend other than the intervention; for example, the large year over year change could have been due to employers returning after the recession for new hiring. This may have made it difficult to sustain the rate of growth, even with a new system. Figure 28 shows the trend of weekly employer self-service usage during the baseline period as well as during the three test component periods.

Employer Satisfaction Measures

Two methods of data collection were used to provide data responding to the final employer outcome measure, Employer Satisfaction (Research Question 4). The first method of data collection regarding employer satisfaction was the same as implemented with job seekers. Employers in both Utah and Montana, who access the state LEX, were asked to participate in a satisfaction survey. Not all employers in either Utah or Montana access the LEX directly. In Utah, during the baseline period (2012), approximately 28% of employers had their job orders flat filed and another 28% received mediated services, indicating the job orders were entered by DWS workers. The remaining 44% of employers accessed the LEX directly. In 2015, these numbers shifted as approximately 15% of employers had their job orders flat filed, 28% received mediated services and 57% are accessing the LEX independently. Self-service employers in both states were the focus of the online survey.

Starting in July 2013 for Utah employers and in August 2013 for Montana employers, a random sample (10%) of employers were invited to participate in the online satisfaction survey for the baseline comparison.[2] Similar to job seekers, employers were asked to participate at a random time during their session. The invitation was followed by an IRB approved informed consent (See Attachment 6) document. Data collection proceeded in the same manner as job seekers.

The satisfaction scale statements evaluated by employers included:
- I am comfortable using the internet to complete tasks on jobs.utah/mt.gov
- It is difficult to navigate jobs.utah/mt.gov
- I can do everything I want to do on jobs.utah/mt.gov
- I would recommend jobs.utah/mt.gov to other employers
- I often have trouble "signing-in" to post a job
- Posting a job is easy on jobs.utah/mt.gov
- Jobs.utah/mt.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/mt.gov provides us with qualified applicants who have the skills we are seeking
- I would recommend jobs.utah/mt.gov to other employers for posting jobs
- Overall, I am satisfied with the ease of posting jobs on jobs.utah/mt.gov

Item scoring within the scale and overall satisfaction score calculation was completed in the same way as it was for job seekers.

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[2] The Evaluation Design Report indicated a population sample would be used to evaluate employer satisfaction. This did not happen during the baseline period. Since February 19, 2014 all employers have been invited to participate in the study. If a user agrees to participate they are not offered the survey again for at least three months. If they decline, the survey is offered again after, at minimum, 1 month.

The primary quantitative data regarding employer satisfaction will be reported here. Additional qualitative feedback from the online surveys and gathered in focus group sessions will be summarized in the Focus Group Results section of this report.

Employer Satisfaction Results – Utah

The time periods for the employer implementation periods are the same as for the Utah Job Seekers. Valid satisfaction scale scores were reported for 69 surveys at baseline, 406 for TC-1, 475 for TC-2 and 340 for TC-3.[3]

Satisfaction Response Rates:

During the entire study period, 9,820 (unique) employers were asked to take a survey at least once and 1,387 said yes at least once, for an overall response rate of 14%.

Figure 29 shows Utah Employer satisfaction over the length of the study. The error bars represent 95% confidence intervals on each data point. As can be seen from the size of the error bars, sampling on Utah employers is lower than on Utah job seekers, as a result, the estimates are not as precise as they were in the job seeker case.

Figure 29: Utah Employer Satisfaction (Unweighted 7-2013 to 9-2016)

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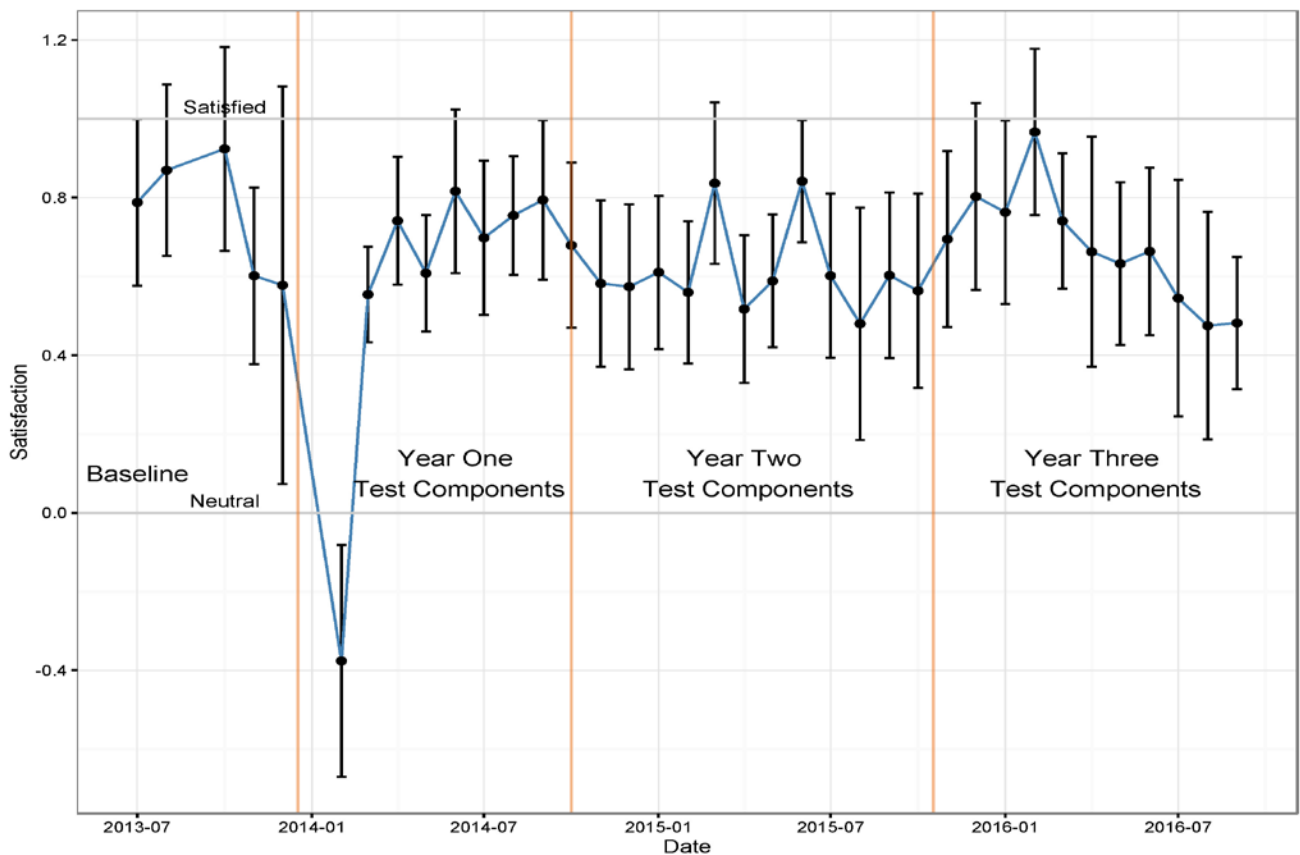
[3] The valid n for individual questions will be larger in many cases.

The following chart (Figure 30) shows satisfaction of Utah employers after controlling for person level variation. Employers may have taken the survey more than once over the course of the study and these people may be very different from individuals who only took the survey once. This factor was controlled for using a random effects linear model:

Level 1: $$Satisfaction_{it} = \beta_{0i}$$

The satisfaction for employer i at time t is modeled by an interecept β_{0i} for employer i.

Level 2: $$\beta_{0i} = \gamma_0 + \gamma_1 Year1 + \gamma_2 Year2 + \gamma_3 Year3 + U_i$$

At level two, the employer level mean is modeled by fixed effects by each year. It should be noted that this analysis is of quasi-experimental data. Changes in employer satisfaction could have been the result of other systematic changes that happened over the course of the study period.
After controlling for employer level variation, the Utah employer satisfaction decreased from baseline to TC-1 (.18 points, $p<.05$), from baseline to TC-2 (.25 points, $p<.001$) and from baseline to TC-3 (.24 points, $p<.001$), but was not statistically different from TC-1 to TC-2 or from TC-2 to TC-3.

Figure: 30 Utah Employer Satisfaction
Baseline through TC3 with Standard Error
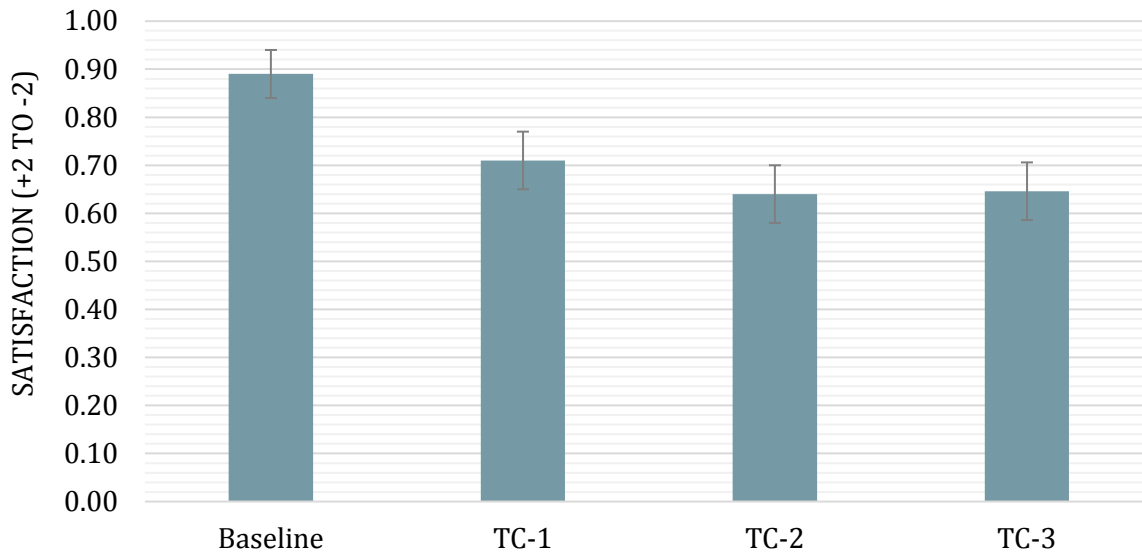
Table 12: Estimated Employer Mean

Satisfaction: Components 1,2,3*

	Baseline	TC-1	TC-2	TC-3
Mean	0.89	0.71	0.64	0.65
SE	0.05	0.06	0.06	0.06

* After controlling for employer level variation

Survey Weighting: As with Utah job seekers, to adjust for missing data in employer satisfaction surveys, a population weighting adjustment was used, as described in Brick and Kalton (1996). The purpose of this adjustment was to compensate for total non-response, or the disproportionate response of different classes within the survey sample. The classes for employers are more limited than was possible for job seekers as user level data is not as abundant on the employer side of the system. Many users share the same employer login and employers may occupy both rural and urban areas of the state. As a result, the employer classes were limited to large employers (defined within the DWS database as more than 30 employees) and small employers (those with 30 employees or less). The Utah database records this field directly from the state tax record system.

The weighted analysis reached a similar conclusion to the previous analysis; TC-1, TC-2 and TC-3 all had lower satisfaction from the baseline time period, but TC-1, TC-2 and TC-3 were not statistically different from each other. The weighted satisfaction level for the baseline was .86. The weighted satisfaction for TC-1 was .66; for TC-2, it was .63 and for TC-3 it was .65.

Utah Employer Qualitative Data*:* As with job seekers, a small number of additional questions (both listed response and open-ended) were added to the survey. Because not all employers use the system, it was determined that the additional questions should remain limited to issues particularly relevant to those using the online system.

Figure 31:Time Since Most Recent Login
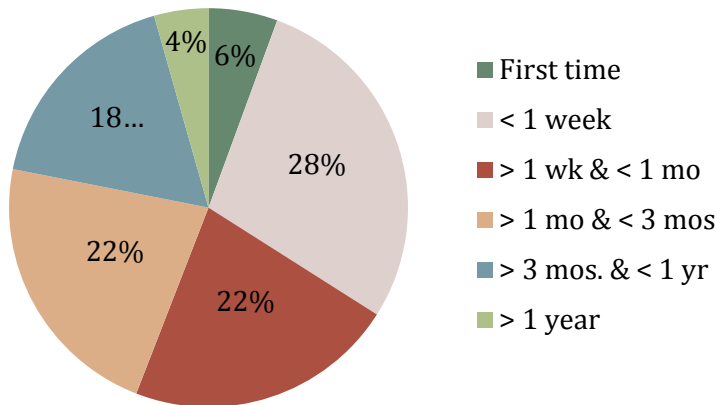
Employers were asked how long it had been since they ***personally*** used jobs.utah.gov to post jobs and seek job candidates. As Figure 31 shows, over a quarter indicated they had logged on less than a week ago and nearly half reported that they had logged on more than 1 week ago, but less than 3 months.

Figure 32: Frequency of Accessing Site

Employers were also asked how frequently they generally access jobs.utah.gov. Figure 32 shows that 25% access the site weekly, 21% access the site monthly and 23% access the site quarterly. Most of those who marked "other" indicated they simply use the system "as needed" when positions are open.
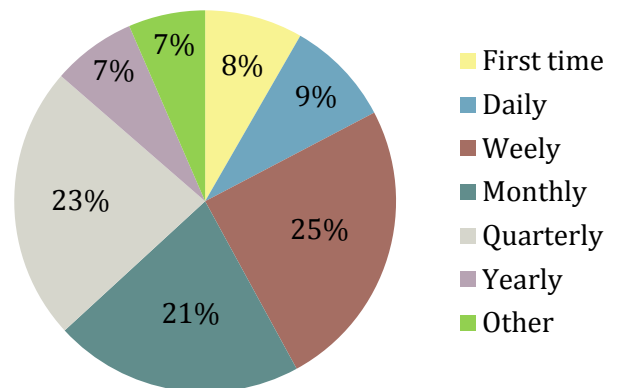
Use of Other Job Posting Sites: Jobs.utah.gov is typically not the only site employers use to post jobs. In TC-2, 14% of employers indicated using ***only*** the state site to post jobs. This percentage has

slightly decreased in TC-3 to 10.6%. Figure 33 shows the frequency with which other sites are used by the study respondents. KSL.com is the most commonly used local site outside of jobs.utah.gov. For those who did use other sites, employers provided some feedback to help explain what features and functions are available on other sites they would like added to the jobs.utah.gov site (see employer focus group data below).

Figure 33: Additional Posting Sites
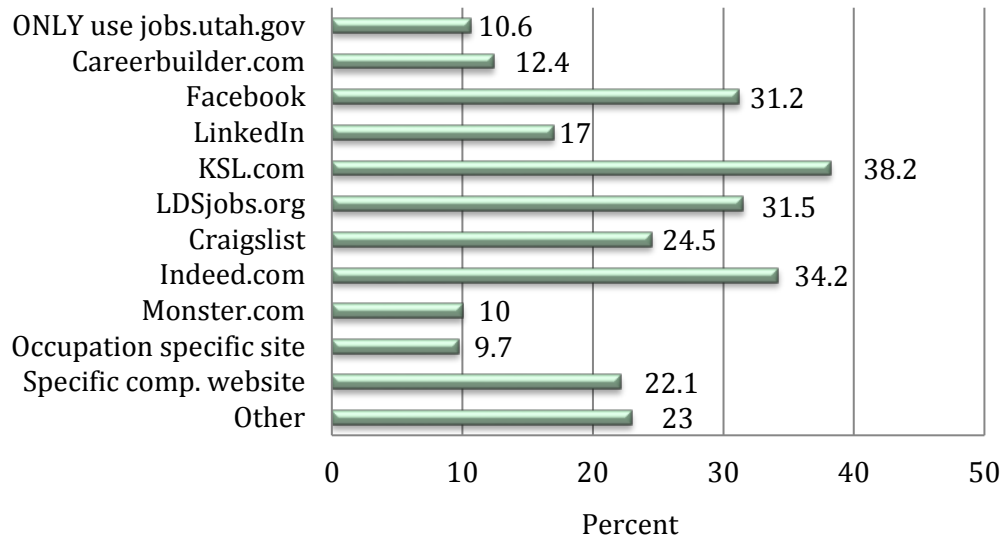
Satisfaction Scale by Question: Data from individual items in the satisfaction scale also present important information and can be compared to outcomes from the baseline period. It is useful to determine if changes in the current system will change outcomes in these individual areas, as well as overall satisfaction. As the baseline sample was very small, changes between TC-1, TC-2 and TC-3 became more significant.

As shown in Table 13, nearly all employers are comfortable using the website to complete tasks on jobs.utah.gov; however, in all 3 years, nearly one third found it difficult to navigate the state site with the portion increasing each year. Also, in all 3 years, over half of respondents indicated that they can do everything they want on jobs.utah.gov. The portion of employers that reported they would recommend the site to other employers was consistent (about 84%) throughout the years.

Table 13: Overall Employer Experiences with jobs.utah.gov

General AGREEMENT with following statements	Baseline	TC-1	TC-2	TC-3
1. I am comfortable using the internet to complete tasks on jobs.utah.gov.	75 (98.7%)	355 (95.2%)	526 (97.0%)	376 (94.2%)
2. It is difficult to navigate the jobs.utah.gov website.	18 (24.0%)	108 (29.0%)	175 (33.3%)	142 (36.1%)
3. I can do everything I want to do on jobs.utah.gov.	42 (59.2%)	246 (66.7%)	320 (63.4%)	245 (64.4%)
4. I would recommend jobs.utah.gov to another employer.	66 (94.3%)	317 (85.4%)	420 (84.0%)	320 (83.2%)

Employers were asked several questions about the ease of using the online job posting system and their perceptions of the applicants they received from the system. Data presented in Table 14 shows that overall, perceptions had changed very little in most areas between TC-1 and TC-2, however, when asked, "When posting jobs on jobs.utah.gov I have the flexibility to use my own screening criteria to find applicants", there was a significant increase between TC-2 and TC-3. On the other hand, those who agree that "Finding help is easy on jobs.utah.gov" has dropped each year.

Table 14: Employer Experience Posting Jobs – Utah

General AGREEMENT with statements	Baseline	TC-1	TC-2	TC-3
5. I often have trouble "signing-in" to post a job	10 (13.7%)	89 (23.8%)	125 (24.5%)	100 (26.3%)
6. Posting a job is easy on jobs.utah.gov	63 (86.3%)	313 (85.1%)	415 (83.0%)	324 (84.4%)
7. Jobs.utah.gov provides us with *enough* job applicants from our job postings	51 (71.8%)	205 (56.5%)	237 (50.9%)	164 (47.4%)
8. When posting jobs on jobs.utah.gov I have the flexibility to use my own screening criteria to find applicants	49 (72.1%)	272 (74.5%)	328 (71.1%)	270 (79%)
9. Jobs.utah.gov provides us with *qualified* applicants who have the skills we are seeking	54 (77.1%)	222 (61.7%)	250 (54.6%)	183 (54.6%)
10. I would recommend jobs.utah.gov to other employers for posting jobs	65 (92.9%)	327 (88.9%)	396 (84.6%)	286 (84.4%)
11. Overall, I am satisfied with the ease of posting a job on jobs.utah.gov	64 (90.1%)	318 (85.5%)	386 (82.0%)	294 (86%)
12. Finding help is easy on jobs.utah.gov	36 (67.9%)	152 (59.1%)	197 (55.6%)	144 (43%)
13. Job.utah.gov is not as good as other websites for posting jobs (eg. KSL, Careerbuilder)	28 (45.9%)	125 (45.1%)	172 (45.4%)	134 (40%)

As seen in Table 15, over 80% of survey respondents stated that the quality and appearance of the site was good to excellent from TC-1 to TC-3. Over 70% of respondents stated that the organization of the site is good to excellent from TC-1 to TC-3.

Table 15: Overall View of Jobs.utah.gov

Reported Feature as Good – Excellent	Baseline	TC-1	TC-2	TC-3
14. Quality of the information	65 (92.9%)	295 (82.9%)	378 (81.1%)	280 (84%)
15. Overall appearance	59 (84.3%)	297 (82.3%)	388 (82.9%)	273 (81.5%)
16. How well the site is organized	59 (84.3%)	262 (73.0%)	345 (74.0%)	349 (73.8%)

TC-3 Questions: During the final year (TC-3), questions were added to the survey that were not asked in previous years. These questions were designed to address the features that were also added during this year such as the pre-application questions, a mobile application (app), ability to schedule time for on-site recruitment, employers' ability to upload their own application to the job posting, ability to upload their jobs on the site and the ability to post worksite opportunities.

Employers were asked if they were using the pre-application questions to screen candidates. Figure 34 shows that 85% employers were not using this new tool.

Figure 34: Do You Use Pre-Application Questions?
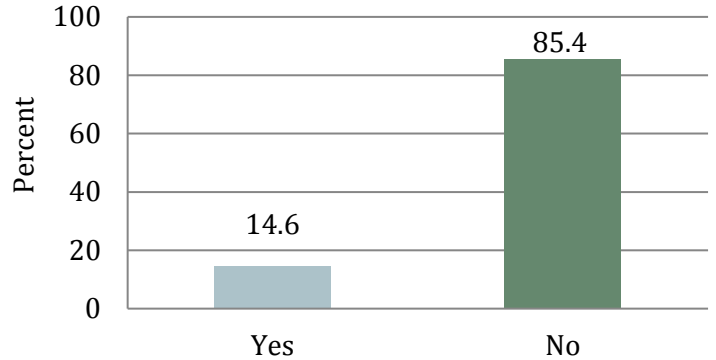
Figure 35: Awareness of Mobile App and Use of App
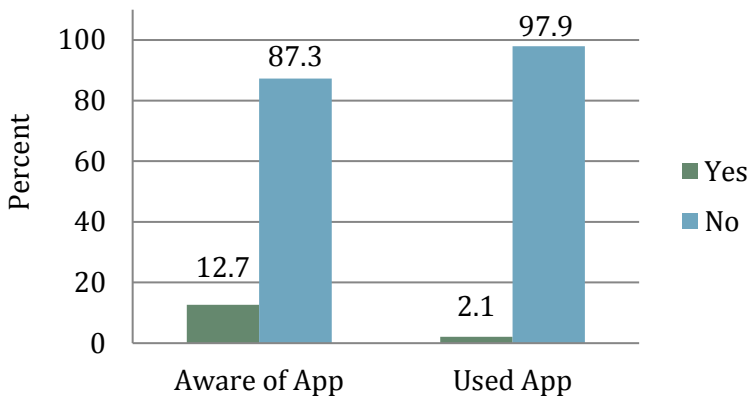
When asked about the use of the new mobile app, a large portion (87.3%) of employer respondents were unaware that a mobile app was available (Figure 35). Of the small portion (12.7%) who were aware, 97.9% indicated that they do not use the app. Reasons given will be included in the focus group section.

When respondents were asked if they knew they had the ability to schedule a time at a DWS office to recruit employees, it was split almost evenly between "yes" and "no." Given the lack of knowledge of other features, it is interesting that only a small portion of respondents (4.9%) indicated they were not aware that this feature was available to them (Figure 36).

Figure 36: Did You Know You Can Schedule Time at an Office To Recruit Employees
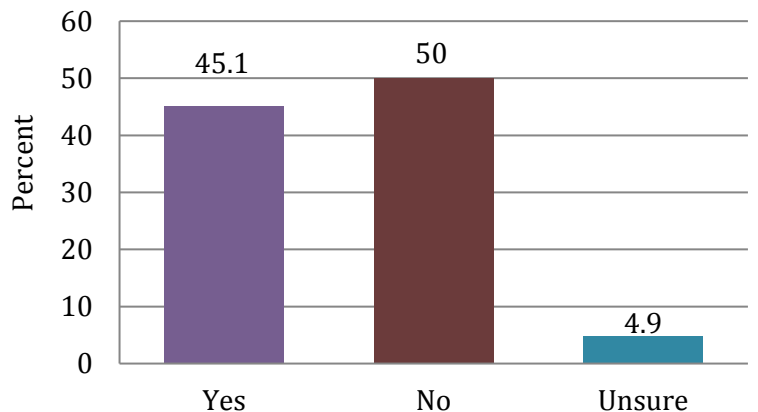
Over half of the respondents reported that they were aware that they have the ability to upload their own application to their job postings (Figure 37).

Figure 37: Did You Know You Can Upload Your Application
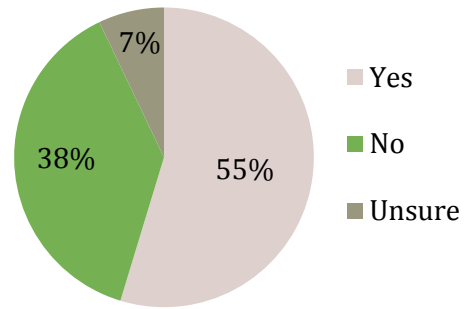
Figure 38: Did You Know You Can Upload Your Jobs on jobs.utah.gov
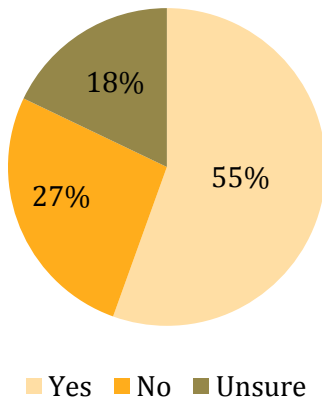
Figure 38 shows that over half of the survey respondents knew they have the ability to upload their own jobs on jobs.utah.gov.

Nearly half (42.8%) reported that they were aware they could post worksite opportunities on the site, however, nearly one fifth (18.9%) were not aware of this feature. (Figure 39).

Figure 39: Ability to Post Worksite Opportunities
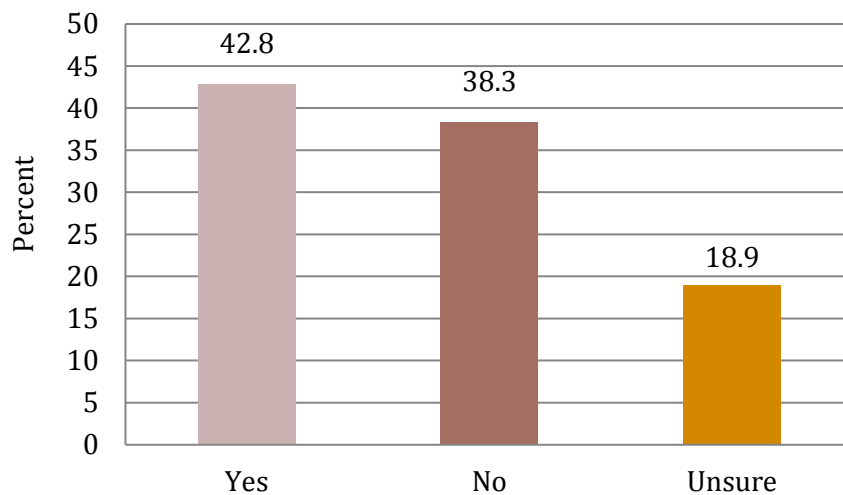
Employer Satisfaction Results – Montana

Montana satisfaction scores could not be weighted by response rates because person data from the State of Montana is not available for this evaluation project. As a result, all Montana data should be considered un-weighted to the true population. In general, the Montana survey participation rates are much lower, thus, the sensitivity of the analyses is much less than those of the Utah data. There were 30 surveys for the baseline period, 206 surveys for the TC-1 period, 184 surveys for the TC-2 period and 118 survey for the TC-3 period.[4] As a result, low statistical power should be considered when evaluating all of the Montana results.

Figure 40: Montana Employer Satisfaction

*Error bars represent 1 standard error of the mean
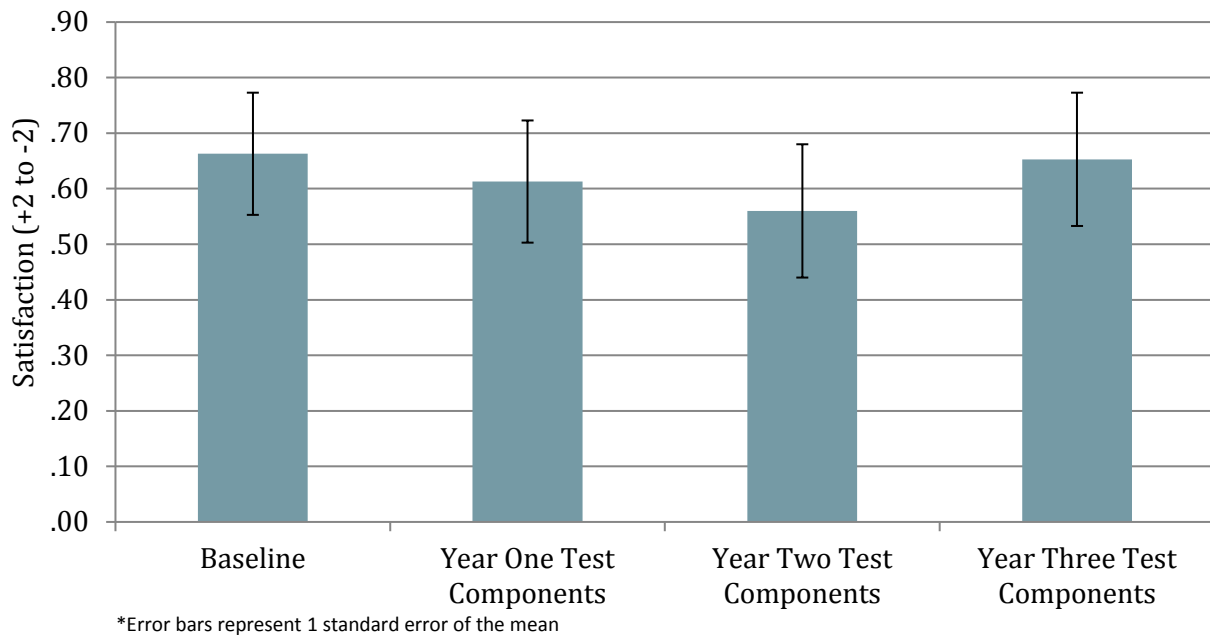
Additionally, none of the Montana results are based on randomly selected groups, so all conclusions should be interpreted as associations and not as causal relationships. Finally, the baseline satisfaction period for Montana does not cover the same time frame as the TC-1 and TC-2 periods. As a result, seasonal effects should also be considered.

The following chart (Figure 41) shows satisfaction of Montana employers on a monthly basis. The error bars represent 95% confidence intervals. Employers may have taken the survey more than once over the course of the study, and these people may be very different from individuals who only took the survey once. We controlled for this using a random effects linear model:
Level 1:

$$Satisfaction_{it} = \beta_{0i}$$

The satisfaction for employer i at time t is modeled by an interecept β_{0i} for employer i.
Level 2:

$$\beta_{0i} = \gamma_0 + \gamma_1 Year1 + \gamma_2 Year2 + U_i$$

---

[4] All satisfaction n-sizes are based on valid scale scores. The individual question analyses will have larger n-sizes because they don't rely on having a minimum number of valid results to score a scale.

At level two, the employer level mean is modeled by fixed effects by each year. It should be noted that this analysis is of quasi-experimental data. Changes in employer satisfaction could have been the result of other systematic changes that happened over the course of the study period.

This analysis found no significant changes from baseline to TC-1, TC-2 or TC-3 (or between each year of the treatment). Notably, the sample size is drastically smaller for this analysis compared to others in this study. The low statistical power of this analysis meant that it was unlikely to detect very small differences between each of the years.

Figure 41: Montana Employer Satisfaction 7-2013 to 10-2015

Additional Montana Employer Data: Job Service in Montana has a reputation for being the "unemployment office." One of the main goals leaders in Montana sought to achieve through participation in the GenLEX initiative was to change the image of Job Service from being "a place to get a check" into "a place to find a job." One option was to simplify processes so more activities could be completed online, independent of a Job Services office. This shift would allow Job Service staff to focus more time and energy on harder to place or discouraged workers. It would also allow them to do more outreach to the business community by providing information regarding Job Service resources and employer supports. This shift in mindset is something that changes slowly through many conversations both formal and informal.

While the satisfaction data showed no significant difference in user satisfaction, Montana Job Service data shows that there has been a significant shift in the portion of employers who are posting their own jobs versus leaving that task to a Job Service worker. While Job Service personnel are still available to post job orders, Figure 42 shows that more than twice as many job orders are being placed by employers verses staff postings; a reversal from the trend prior to GenLEX.

Figure 42: Montana Job Orders by Mode of Entry
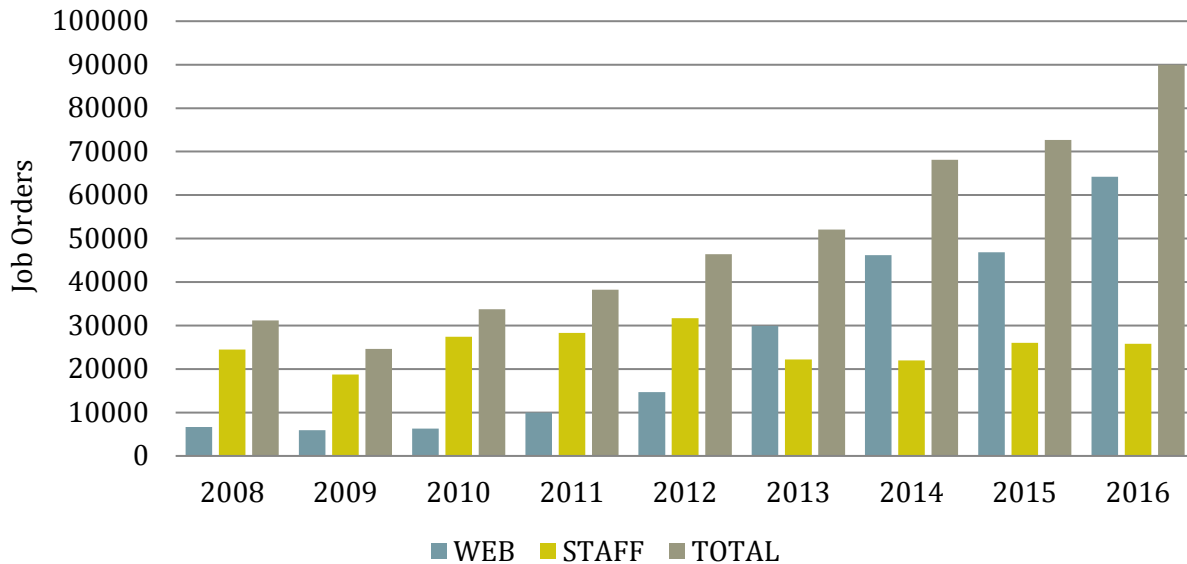
Qualitative Data: As in Utah, respondents were asked how long it had been since they ***personally*** used jobs.mt.gov to post jobs and seek job candidates. Almost half of the respondents had logged on longer than a week ago but less than 3 months (Figure 43).

Figure 43: Time Since Most Recent Login - Montana Employers
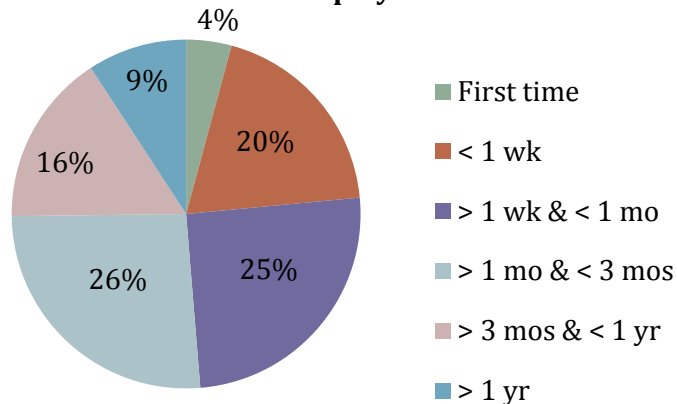
Respondents were also asked how frequently they access jobs.mt.gov in general. Interestingly, Figure 44 shows that nearly a quarter access the system weekly and quarterly, whereas nearly one third accesses the site monthly.

Figure 44: Frequency of Accessing Site

Legend:
- First time
- Daily
- Weely
- Monthly
- Quarterly
- Yearly
- Other
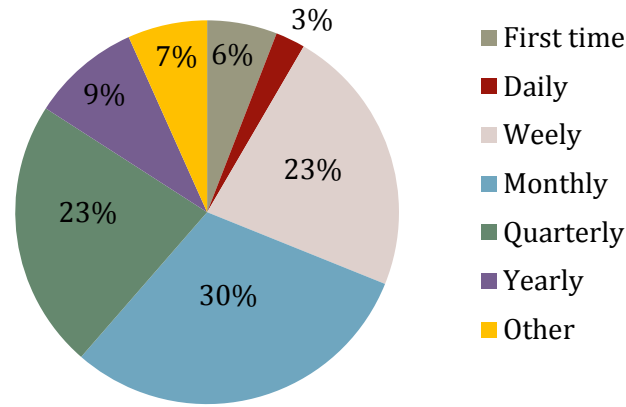
Use of Other Job Posting Sites: In Montana, similar to Utah, employers reported using a variety of other websites to post jobs. Figure 45 shows the frequency with which other sites are used by the study respondents. Craigslist is the most (64.2%) used site in Montana. The local site (Montanahelpwanted.com) is used much less (10%) often than the local site in Utah (38.2%). At TC-2, nearly 20% of respondents reported using only jobs.mt.gov which decreased in TC-3 to 11.3%.

Figure 45: Additional Employer Posting Sites
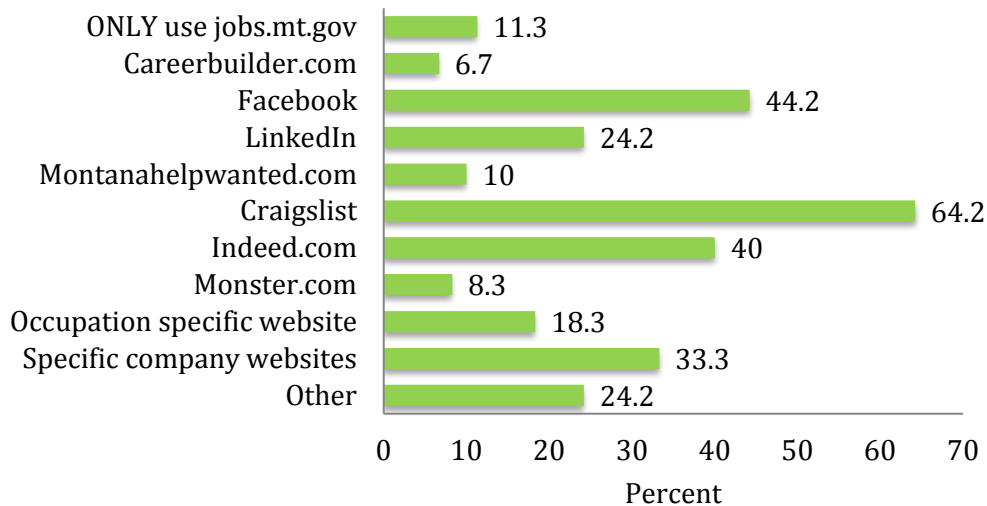
Satisfaction Scale by Question: Outcomes related to the individual satisfaction scale items were compared between baseline and the subsequent years. As the baseline sample was very small, changes between TC-1, TC-2 and TC-3 became more significant.

Employers continued to report ease with using the internet to post jobs; however, in TC-1 (37.2%) and TC-2 (37.2%), more than a third found it difficult to navigate the state site which decreased in TC-3 to 22.3%. From TC-1 to TC-2, the portion of those who reported being able to do everything they wanted to on the site had decreased from 62.7% to 55.9%, however, in TC-3, the portion had increased to 67%. The portion of employers who would recommend this site to other employers seeking to post a job in Montana in TC-1 and TC-2 had remained the same (82%) whereas in TC-3, 89% of employers indicated they would recommend jobs.mt.gov to other employers.

Table 16: Overall Employer Experiences with jobs.mt.gov

General AGREEMENT with following statements	Baseline N = 32	TC-1 N = 155	TC-2 N = 220	TC-3 N=153
1. I am comfortable using the internet to complete tasks on jobs.mt.gov	31(100%)	148 (95.5%)	210 (95.5%)	146 (96%)
2. It is difficult to navigate the jobs.mt.gov website	10 (32.3%)	50 (32.7%)	81 (37.2%)	26 (22.3%)
3. I can do everything I want to do on jobs.mt.gov	16 (50.0%)	96 (62.7%)	118 (55.9%)	78 (67%)
4. I would recommend jobs.mt.gov to another employer	28 (93.3%)	125 (82.2%)	171 (82.6%)	104 (89%)

Employers were asked several questions about the ease of using the online job posting system and their perceptions of the applicants they received from the system. Data presented in Table 17 shows that overall, perceptions have changed very little in most areas between TC-1 and TC-2, however, there were some areas such as "posting a job is easy", "Jobs.mt.gov provides us with *enough* job applicants from our job postings, and "overall, I am satisfied with ease of posting a job on jobs.mt.gov" that had changed considerably from TC-2 to TC-3.

Table 17: Employer Experiences Posting Jobs – Montana

General AGREEMENT with following statements	Baseline N = 32	TC-1 N = 155	TC-2 N = 220	TC-3 N=153
5. I often have trouble "signing-in" to post a job	3 (10.3%)	26 (17.0%)	53 (26.1%)	25 (22.5%)
6. Posting a job is easy on jobs.mt.gov	21 (67.7%)	119 (77.3%)	145 (71.4%)	101 (85.6%)
7. Jobs.mt.gov provides us with *enough* job applicants from our job postings	18 (62.1%)	86 (56.2%)	99 (52.9%)	59 (60%)
8. When posting jobs on jobs.mt.gov I have the flexibility to use my own screening criteria to find applicants	19 (65.5%)	119 (77.8%)	136 (74.3%)	84 (73%)
9. Jobs.mt.gov provides us with *qualified* applicants who have the skills we are seeking	18 (62.1%)	99 (64.7%)	110 (62.1%)	79 (68.1%)
10. I would recommend jobs.mt.gov to other employers for posting jobs	27 (93.1%)	128(84.2%)	155 (84.7%)	100 (85.5%)
11. Overall, I am satisfied with the ease of posting a job on jobs.mt.gov	25 (86.2%)	116 (75.3%)	137 (74.5%)	101 (64.9%)
12. Finding help is easy on jobs.mt.gov	7 (35.0%)	53 (53.0%)	76 (42.9%)	56 (47.5%)
13. Job.mt.gov is not as good as other websites for posting jobs (e.g. Craigslist, Yahoo Jobs, montanahelpwanted.com)	8 (34.8%)	46 (41.4%)	60 (33.1%)	44 (37.3%)

As Table 18 shows, the majority of survey respondents stated that the quality, appearance, and site organization were good to excellent over all 3 years. Employers slightly favored the overall appearance in TC-3. Perceptions of the organization of the site decreased from TC-1 to TC-2 but increased in TC-3.

Table 18: Overall View of Jobs.mt.gov

Good – Excellent	Baseline N = 24	TC-1 N = 155	TC-2 N = 220	TC-3 N=153
14. Quality of the information	24 (85.7%)	118 (79.2%)	144 (80.9%)	109 (85.8%)
15. Overall appearance	17 (60.7%)	121 (81.2%)	137 (76.5%)	108 (84.3%)
16. How well the site is organized	18 (75.0%)	106 (70.7%)	119 (67.2%)	96 (75.6%)

TC-3 Questions: During the final year (TC-3), questions were added to the survey that were not asked in previous years. These questions were designed to address the features that were also added during this year such as a mobile application (app) and a live chat feature.

As shown in Figure 46, more than half of employers were aware that they were able to upload their jobs on jobs.mt.gov.

Figure 46: Employer Knowlege of Ability to Upload Own Jobs
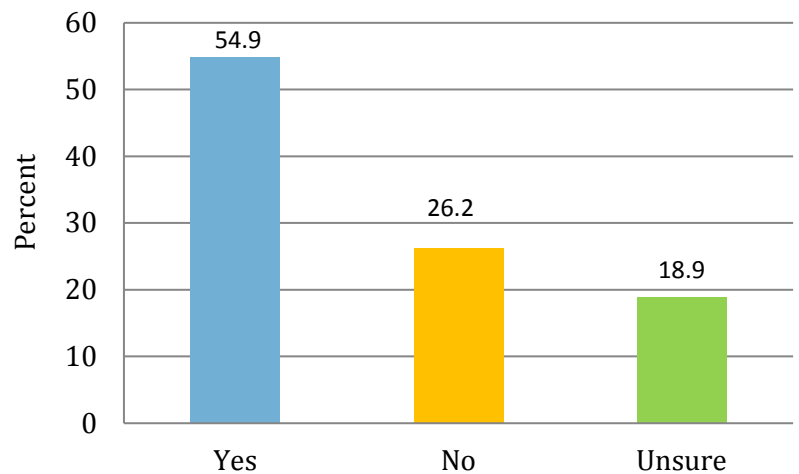
Figure 47: Awareness of Mobile App and Use of App
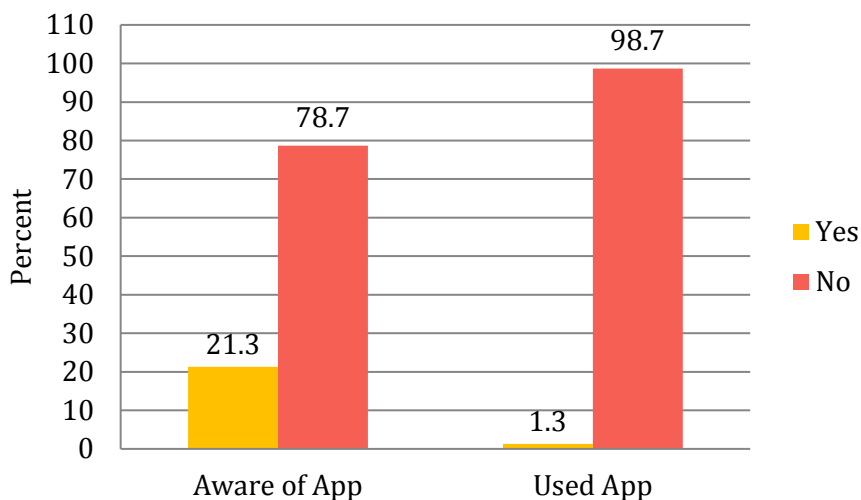
Of the survey respondents, a large portion of employers (78.7%) were not aware that a mobile app was available to them (Figure 47). Of the small number that were aware of the mobile app, 98.7% indicated that they do not use the app. Reasons given will be discussed further in the focus group section.

Another new feature added in TC-3 year was the live chat. Again, a majority of respondents (69.7%) indicated that they were not aware that a live chat feature was available to them and of the small number that were aware, 70.9% indicated that they do not use the live chat feature (Figures 48). Reasons given will be discussed further in the focus group section.

Figure 48: Awareness of Live Chat and Use of Feature
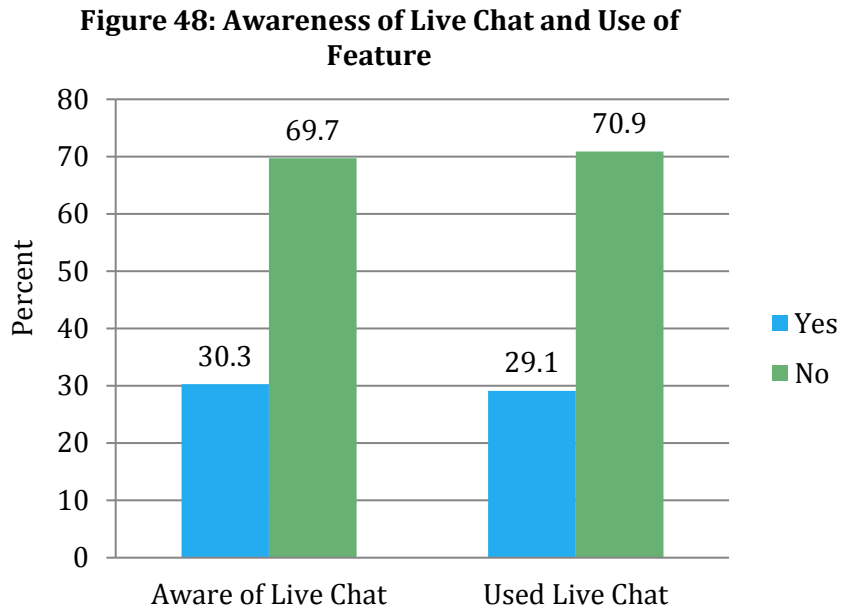
Additional Qualitative Data: Employers completing the online satisfaction survey in both Utah and Montana were provided an opportunity to add any additional comments or suggestions regarding the LEX or the agency managing LEX. These comments will be analyzed in conjunction with the focus group results presented below.

TC-3 JOB SEEKER AND EMPLOYER DESCRIPTIVE DATA

In order to more fully understand and interpret the user satisfaction scale data and other outcome measures in both states, additional feedback regarding experiences with the LEX was gathered throughout the TC–3 period. These additional feedback sources (see Table 19) provide opportunities to better understand the broad scope of the questions and concerns users have including employers, job seekers, and various frontline agency staff.

Including such data sources reflects the sequential transformative mixed methods data collection strategy (Creswell, 2003) implemented for this project. This strategy involves alternating between quantitative and qualitative data to gather input from program users as the system develops and test components are added. This section will include focus groups and online satisfaction survey qualitative data followed by Utah's DWS and Montana's Job Service frontline personnel feedback provided via online survey.

Data Source	Sample	Collection Period	Collection Method
Utah			
Employers	59	March 2016	Focus groups (9)
Job Seekers	75	March 2016	Focus groups (9)
Connection Team	87	May 2016	Online survey
Workforce Development Specialists	15	May 2016	Online survey
Set Team	4	May 2016	Online survey
Montana			
Employers	19	April 2016	Focus groups (4)
Job Seekers	30	April 2016	Focus groups (4)
Job Service Workers	148	May 2016	Online Survey

Focus Group Structure and Process

In continuation of the Baseline, TC-1 and TC-2, four different populations were engaged in focus group sessions during the TC-3 evaluation period: Utah employers, Utah job seekers, Montana employers, and Montana job seekers. Focus groups provided an opportunity to gather feedback on a broad range of topics related to the TC-3 implementation period, possible future changes, and overall perceptions and practices.

Participants (both job seekers and employers) were recruited two ways; first, through inquiry by randomly distributed online satisfaction surveys. Satisfaction survey respondents were invited to indicate interest in participating in a future focus group, and voluntarily included contact information. From this pool of users, participants were recruited by way of email invitations and personal phone calls. This was the preferred method of recruitment as it had the greatest possibility of providing a variety of participants.

When the number of online volunteers was less than desired, participants were recruited with the help of DWS staff in Utah and Job Service workers in Montana. This assistance was critical, as agency workers were able to use personal connections with potential participants to assure adequate involvement. No exclusion criteria existed for participation as the goal was to gain involvement from a wide range of industries and different levels of experience using the LEX. This year around a third of the Utah focus groups required staff assistance. In Montana, all locations required recruiting support from Job Service.

Participants represented a wide user base. Recruitment methods were expanded by inviting users who took the randomized online satisfaction survey to increase diversity within the groups. Due to this recruitment method, some focus group participants had no prior connection to DWS or Job Service personnel. As discussed above, some participants were also recruited through agency personnel. By nature of this invitation, these participants tended to have stronger relationships with agency workers compared to the average job seeker or employer using the LEX. This continues to be a potential limitation of the focus group data. Agency personnel were encouraged to invite

both individuals who were pleased with the system and those who have had negative experiences or past complaints.

During recruitment, participants were informed that a focus group was being conducted to gather their feedback on the current LEX and identify areas for improvement. All participants signed Institutional Review Board (IRB) approved consent documents (see Attachment 10). Job seekers received monetary compensation ($20) for their participation in the focus groups. Employers were not compensated monetarily but typically a light breakfast or lunch during the focus group was provided.

In an effort to generate system-specific data for analysis, Utah job seekers were divided into subgroups based on whether or not they use the current or test system. System-specific, targeted questions were asked of both user types. The entire group joined together during the second segment of the focus group to provide feedback for general questions. The aforementioned process was not necessary for any of the other three focus group populations.

Data Collection and Analysis: Focus groups are facilitated group discussions that often use an interview guide with scripted questions. The job seeker and employer interview guides for this study (see Attachment 11) were developed through collaborative efforts between the SRI and each of the state partners (DWS and Montana Job Service). The interview guides were pilot tested with the initial groups and wording was adjusted as needed. During the sessions, probes were used to enhance reflection, the flow of group dialogue and to encourage participation from all members. The focus group sessions, each lasting between 75 and 90 minutes, were tape recorded and transcribed verbatim to ensure data accuracy and completeness. Content analysis was used by two individuals to analyze the focus group data. Comparisons were then made between the two analyses leading to discussion and final results.

Focus group participants were asked to complete a paper copy of the online satisfaction survey. Data from these surveys were compared to data gathered from those randomly selected from the general population of online users. The data was analyzed, and no practical significance was found between groups for job seekers and employers. Generally, similar themes emerged between focus groups and satisfaction surveys, as well as between Utah and Montana groups; thus, only differences between the groups will be noted throughout this section.

Job Seeker Focus Group Findings

A total of 13 focus groups, 9 in Utah and 4 in Montana, were held in April and May, 2016 (Table 20). In both states, groups were held in multiple cities chosen to reflect variations in population densities, employment rates and available industries. Two sessions were held in Salt Lake City (South County and Metro) due to the large population of the city in relation to other parts of the state. There were a total of 75 Utah job seekers (Male = 41, Female = 34) and 30 Montana job seekers (Male = 13 Female = 17) who participated in the focus groups.

Table 20: Distribution of Job Seeker Focus Group Participants

Utah - Service Area/City		Montana – City	
Bear River		Kalispell	9 (30%)
Logan	10 (13.3%)		
Wasatch Front South		Great Falls	7 (23.3%)
Salt Lake City (2)	20 (27%)		
Wasatch Front North		Billings	9 (30%)
Clearfield	9 (12%)		
Eastern Utah		Miles City	5 (16.7%)
Price	5 (6.7%)		
Moab	6 (8%)		
Mountainland			
Provo	8 (10.7%)		
South West			
Cedar City	9 (12%)		
St. George	8 10.7%)		
Total	**75**	**Total**	**30**

In order to test the generalizability of the feedback from focus group participants, comparisons were made between these participants and those completing the online satisfaction survey. Findings from TC-1 and TC-2 indicated that Utah users were accessing the jobs.utah.gov website from a DWS office; therefore, use a desk-top computer. However, in TC-3, it was reported that users *sometimes* access the site from home and the DWS office. Also in TC-3, users *most often* access the site from their home. Similar to TC-1 and TC-2 findings, they were also more likely to have completed a degree beyond high school. Job seekers in TC-1 and TC-2 were employed part time whereas in TC-3 job seekers were mostly unemployed.

Montana focus group participants were mostly unemployed, and had completed some college. Similar to Utah, Montana job seeker focus group participants *sometimes* access the site from home and the Job Service Office. Users *most often* access the site from home.

In both groups, there are similarities and slight differences between the online and focus group participants. However, comments from focus group participants reflected many of the experiences described in both the Utah and Montana online satisfaction surveys. Similarities between focus groups and online satisfaction surveys were noted in the following areas: signing in, registration and user profile, job searching and matching, system features, help features, and new features.

Job seekers in both Utah and Montana provided extensive feedback on the strengths and challenges of using the LEX. Montana job seekers (N=30) were all users of a system similar to Utah's test system, while job seekers in Utah were randomized to one of two systems: current or test. Of the job seekers in Utah (N=75), 55 (73.3%) were users of the test system, and the remaining 20 (27%) were users of the current system. Because the study condition (current or test) for each job seeker

was able to be identified, part of the focus group was held in two groups to allow for discussion about features unique to each system.

The findings reported below are based on the focus group sessions and the feedback provided to the open-ended questions as well as comments from the online satisfaction survey. When appropriate, results unique to either Utah (current or test system) or Montana will be noted. In addition, online satisfaction surveys included comments from both test and current system users.

Differences in the type of feedback provided in the online surveys will be noted. All other comments can be assumed to be true for both states and systems. The findings presented below provide information regarding 1) Searching before signing-in; 2) signing-in; 3) registration and user profile; 4) job searching and matching; 5); Help features; 6) the website/agency in general; 7) New/TC-3 features 8) current system users first impressions of the test system; and 9) suggestions for improvements.

Searching before Signing In

When asked about the ability to search for jobs before logging in, most participants were unaware that this was an option. There was some confusion around the reasoning behind having this as an option since users reported that it is more beneficial to log in and get matched to jobs since the system requires users to be logged-in in order to apply for a position. Some users prefer to enter in their personal information before they start searching for jobs. When asked how they would go about searching before logging in, the most frequent response was to click the job seeker tab. This is incorrect. People also suggested typing a job description or "find a job" into the search bar. It was not clear to job seekers that there is the option to scroll down on the front page.

Suggestions for this feature included:
- Adding a scrollbar on the side
- Adding a note at the bottom that says, "Scroll down for more information".
- *"It should be easy to find… like a Google search you should just be able to go to I want to find a job or… I shouldn't have to go through like 6 screens to find it."*

Montana: When participants were asked about searching for jobs before signing in, many reported that using any other browser (i.e. Mozilla, Internet Explorer, etc.) besides Google Chrome, would not come up with any search results. This can be very frustrating to some users, especially those that are not familiar with Chrome or do not have it downloaded on their computer.

Signing In

Users from the online satisfaction surveys and the focus groups were asked about their experiences with signing in. Those who did have an issue most commonly reported password and username problems, particularly forgotten passwords. Some users indicated that the criteria for creating a password can be cumbersome and make it difficult to remember. It was discussed that, *"it's just so much that sometimes you put in a password and it tells you this is not good enough you need an upper level and you need a lower level and you need 1 number and I'm like oh my gosh…".*

Job seekers appreciate the option to sign in through various pathways (Facebook, Yahoo, Utah ID, Google), however, users did discuss that occasionally they will have difficulty when trying to use specific pathways (i.e. *"And sometimes it'll say even though I've signed in with a DWS password it'll say signed in with Yahoo"* or *"You've signed in with the other…and you must sign out. And I didn't even sign in with Yahoo").* In general, it was reported that Google is the easiest method to use. A small number of users also discussed fear around logging in with Facebook or Yahoo because they do not want their "friends" knowing that they are looking for a job. Across groups, job seekers also reported they had to click "sign-in" multiple times before the site registered their request.

- *"Right?* [agreement of not wanting to use Facebook]. *Same with google plus cause it's the mother of all social media interactions and so I thought well if I do then that exposes me."*
- *"Sometimes it'll let me in without a problem and other times I'm trying 3 or 4 times and I'm using the same login ID and the same password and it's like it doesn't want to let me in and then all of a sudden…boom."*

A small number of users across groups also mentioned that their profile information is incorrect or linked to another individual altogether. This reflects both internal and external technical barriers to accessing their jobs.utah.gov account. Solutions were rarely included; however, when they were discussed, issues were usually resolved by resetting their password, or going into their local office.

Registration and User Profile

In Utah there was some confusion around having two separate logins for each part of the site (i.e. UT ID vs. job searching). It was suggested that there be a "help text" in case job seekers run into a problem as well as clear distinctions in the different sections of the site (food stamps, unemployment, etc.). Job seekers also suggested a "quick-apply" or "one-click apply" feature to make the application process easier. They could use information that exists on the LEX to distribute to multiple employers with a single click and not have to be redirected to a third-party site. Along these lines, some job seekers were frustrated that information they previously entered on the site had been wiped clean from their profile, leaving them forced to rebuild their information. Many also reported not understanding when or why this had occurred.

Test System: Users of the Test System indicated that they were unsure what the Utah ID is and how to create one. There was confusion around which method to use when registering (Facebook, Yahoo, UT ID). It was unclear if users were expected to use all three methods or choose one. It was also reported that the registration process can be confusing for first time users. It was suggested that there be a note on the side about where first time users can go if they need help with registering on the site. The facilitators informed group participants that there is a help video; however, it was clear that users were not aware of this option. It was recommended that the video be made bigger and more obvious to users. There was some discussion that using a video may not be the most helpful way to assist new users in registering because not every user is able to view videos on their computer and that the video speed is too fast and overwhelming. Participants felt that this would discourage new users from wanting to register on the site.

- *"Cause you're like, okay well what's my first, like I only need a one user authorization or a third party, it gives you that choice and then it gives you another choice. And then it brings you to*

this screen, and it's like okay, now do I use my Yahoo ID? Or do I use my Google ID? Or Facebook?"

- *"So it could be a language issue, you could just direct it more and say, 'choose one of these sign in methods.' Just helping direct."*

Current System: Job seekers from the current system indicated that it is easy and straight forward to register for the website as well as be able to sign on. Job seekers also discussed that they understand how to edit their profile information. It was suggested that the site allow seekers to enter more skills and to include page numbers as a way to show users that there are multiple pages (i.e. page 1 of 2).

Resumes: *Test System:* There were mixed responses from job seekers about the ability to upload their own resumes. Some job seekers discussed that it is not obvious that each line on the page is to give users the opportunity to upload multiple resumes. One of the suggestions for improvement was to have the ability to edit their already uploaded resumes. When asked if job seekers knew they could upload multiple resumes, many reported that they did not know this was an option. Job seekers expressed frustration with the fact that the resumes that they had on the previous system did not transition over to the new system, therefore, losing all of their previous work and time.

Another frustration expressed was with the format that the resumes are being uploaded in. Job seekers are creating their resumes in word or PDF and then having the format and look of the resume change when it is uploaded on to the site. Job seekers voiced concern about not knowing how their resume would look to employers. Several times the facilitator had to show participants the link to "employer view." It was also clear that most job seekers were unaware of where to look on the site if they were to need help with uploading their resume.

Overall, job seekers felt that uploading a generic resume is easy if it is in a word document or PDF. Other suggestions from job seekers included: increasing the character limitations and offer other forms of resumes (notepad, etc.) for those who are using their phone versus a computer.

- *"I've had some feedback from employers that they don't like the presentation of the website from your resume. If you use your resume from here to apply for a job, the format and the layout is not what they're looking for. There's not an emphasis in any one area. Just the feedback I've got from employers, they always want something in Word format or PDF."*
- *"It actually changed the format of the resume that I built here in the class. We even had the IT come and try to fix it and put it back and it would change the font size. It would just change it and then wouldn't let us adjust it back. So it made me look like I didn't know what I was doing posting my resume this big. When I was sending it out when that was the original document."*
- *"Yes. You're only offering two file choices. PDF or Word. Microsoft Office is at least $100 investment. Not everyone has Microsoft office. Why aren't there some other formats offered there? Notepad or….that comes standard on all computers."*

When shown the help video on "uploading your resume," participants gave mixed responses. Some thought the video was not helpful and needed to offer more detailed step by step instructions on how to upload a resume as well as offering screen shots of each step. It was also reported that the

video did not tell users how to upload a resume or how to get their resume into a PDF file. Job seekers also indicated that the video was too fast, hard to follow, and too long. The video appears outdated, not personable and the voice is monotone causing job seekers to want to "check out" or close out of the video. It came across as just another "government agency" and there was not any personal touch to the video. Some job seekers discussed that because of the speed of the video and all the information, they would have to watch the video multiple times, taking time away from their other responsibilities. It was suggested that job seekers have the ability to slow down or pause the video.

When asked if the participants were aware of the "help" button, most said they had seen the button but were not inclined to click it because it was not enticing. Some job seekers mentioned that for individuals that are not computer literate, they may get frustrated watching the help video and give up. It is not informative for those who may not have the best understanding of computers. A small number of participants in Montana found the video to be helpful and straight forward. They discussed that viewing this video encouraged them to view other videos when searching for help on the site.

- *"For one, I think he was talking way too fast, for somebody who don't know what they're doing exactly, to keep up with and then to do what they do. You gotta slow it down a little bit—it would help."*
- *"A little bit more information—I mean it tells you to download your resume but it doesn't say you have to have the resume already built, ready to go, where to go you know, you need to find them on your computer, just this very quick and very basic, but there, like they're saying, there's not a lot of information..."*
- *"It really put in me in the mindset, this is a government place!"*
    - *"Yeah, and they're not here to help you!"*
- *"I would have to watch it three or four times before I could get the information because for me it was going to fast..."*

Some job seekers indicated that they did not know there was a resume builder option. Others reported that there is too much going on with the resume builder and it can be confusing. Job seekers discussed not liking the way the resume builder formats their resume and that it looks different than what they were taught in the resume building class. Another area of frustration reported was that job seekers are having to re-do their resume every time. It is also limiting on the information they can enter. Job seekers did mention that it can be a useful tool for those who do not know the current standards or expectations for resumes.

- *"It really helped me a lot to get out of the old format, I'm older so it changed a lot from when you know when I first...and so it was nice to get out of the old format which is not and I can't list like if I just listed all of my experience, it gets boring so it helped to list my skills and then my experience. It was much better for me."*
- *"I have, and it sucks* [resume builder]. *It doesn't give me the range of options that I need, it's very limited as to what I can put into various fields and upload. Plus, the formatting that I've seen that they give is just not very appealing."*

Current System: Job Seekers feel the system generated resume is generic looking, and not providing a very good first impression to employers. Job seekers reported that it is a good template, especially for those who do not know how to create a resume, however, job seekers would like more capacity around customizing their resume, including being able to format it the way that they would like, and having the capacity to add more than one resume. Some requested a Microsoft-Word platform directly on the site where they could build a resume exactly as they would by using Microsoft Word on jobs.utah.gov. Job seekers also indicated that currently, the way the site is creating resumes is out of date and asking users to create resumes in paragraph form when the trend is shifting to bullet points. Job seekers also reported that uploading a resume into the system is not easy for those who are computer illiterate. It was also unclear to participants that the system takes what they enter in the profile information and is automatically put in a resume for them.

Profile Sections: There is limited clarity among job seekers in Utah and Montana about the relevance and importance of filling in the profile sections. Respondents report it does not make sense to have to include the same information on a resume and again in the profile fields. This usually results in putting more (and sometimes sole) effort into one component or the other. Some of the participants of the focus group indicated that the usability of the profile section can be difficult because of too much information needed in the profile without any explanations as to what information the site is specifically asking for.

Similar to last year, some users discussed their profile section and their resume synonymously. Multiple explanations about what to include and how to enter information in the profile sections suggest a fragmented understanding about how to use this component of the LEX. Navigation of the profile section was hit or miss, where some were able to get around their profile with ease, and others struggled to find what they were looking for. The help text about the profile section was reported to be vague and did not inform or clarify specifics enough for user action.

Additional Information: When asked about the additional detail section, it was unclear to participants what information would be in there. It was discussed that users would not click on it if they did not think they had any additional information to enter. It was suggested that this be renamed "Equal opportunity" to communicate that this is in regards to demographics or veterans.

There seemed to be a general consensus among the small number of veterans that the jobs matched up to their military jobs are not relevant to what they're currently looking for. Also, military job descriptions have changed drastically since many of the elder veterans served; therefore, the jobs they are being matched to are especially irrelevant. When discussing that veterans have the opportunity to enter their military code, not many knew this was available. There was also the thought that entering this information to their profile is redundant since they already have it all in their resume.

"Jobs I'm Interested in": The participants of the focus groups indicated that a helpful feature would be the ability to prioritize the jobs they are interested in by what they are looking for or what is most relevant to their skill sets. This would include being able to see the most recent job postings within their skill set or qualifications first. Also the ability to sort jobs by the highest paying or what

they are most interested in. A couple of participants noted that the edit button for the "jobs I'm interested in" section should be moved a little bit lower on the page.

- *"I have, but I would also like a priority setting for the various jobs that you've put in so that the ones you see first are the most recent. Truck driver, the CDL jobs, then painter jobs".*
- *"So going back to that edit thing, I didn't see that right away and I am blown away that this is so not immediate if you're gonna job match. Like you'd have to go up and hit "edit" is gonna just blow out so many people".*

When asked about the "jobs I'm interested in" box, participants were confused on where to find information on how to put jobs in this box and needed instruction by the facilitator on how to enter different jobs that are of interest. Some of the participants enjoy having the "recommended jobs" box on the side because it gave the job seeker the opportunity to consider jobs they did not know they were qualified for. However, some of the participants did not like this feature because they felt that the jobs that were recommended for them were not jobs that they would be interested in and would like to be able to edit their job interests to be more specific to what they are actually looking for or are qualified for.

- *"But also when those things come up that I would never even have thought of, that kind of opened my eyes to things that I didn't, it's not that I wasn't qualified, it's I was qualified in certain things but I didn't realize that I was, you know what I mean?"*
- *"Cause there are some stuff that pops up that ya, I would never want to do that, but I can't change it because it's part my interest or job experience".*

Work Experience and Education: Many users were not sure what they were supposed to enter in these boxes. A few users said that what they understood of this section was to write what school activities or specific certificates they had that pertained to the job they were applying for. A few participants suggested putting instructions about the information that is expected for each of these sections. However, other users said they understood this section and did not have any issues understanding it. A few users also questioned if employers could see this section. Some participants said that even when they changed what was written in the "work experience" box they were still getting matched up to the exact same jobs.

Montana: When looking at the section for work experience and education, participants reported that they do not like having a free text box to write in, especially 4,000 characters for education. It was suggested that the work experience explanation not be hidden behind another button, having bullets or keywords to use would be beneficial, and there should be a drop down menu with different education levels. It was also unclear to job seekers that what they enter in the box would help determine which jobs they would be recommended. The facilitator explained to the job seekers that what they enter in the "big boxes" would not be seen by employers and is only used for the system to make job recommendations.

Complete profile bar: Across all groups, participants expressed frustration over not being able to see what is missing from an incomplete profile. There was a general feeling of concern that came with not knowing how to make the profile complete. Some participants had gone into a DWS

building to talk directly with someone only to be told that it does not really matter if the profile is complete or not. Some participants felt that their incomplete profile was keeping them from being seen by employers and getting interviews. Suggestions for improving this section included: making an itemized list of what is missing from the profile, *"Or even like right under the profile bar say, what are your certifications that we don't have listed or exactly what you're missing right there and you can just click on, and start going down that road."*

Social Media: Many were unaware of the option to add social media information to their profiles. They seldom found employers with social media links as many employers were also unaware of the option to add such information. Job seekers were overwhelmingly uninterested in adding personal accounts such as Facebook or Twitter because it is believed that by adding social media, job seekers are limiting or disqualifying themselves from potential jobs. Social media is a personal place and one participant stated that it is a place to *"basically play and you say goofy, funny things and use some swear words or whatever, you know, I mean I don't think you would want your employer looking at that."* Participants also indicated that younger users should be educated on the potential risks of adding social media to their profiles. Some felt that the younger users use social media so frequently that they are unaware that whatever they may be posting could hinder their chances of finding employment.

Accounts that were deemed "professional" (primarily referring to LinkedIn), however, were of interest or acceptable to be included. Very few job seekers were aware that employers can add social media to their sites. Job seekers discussed not using employer social media sites though because they would have to go to their direct webpages eventually anyway, therefore, it would be a waste of time.

Activities: *Test System:* Participants were unaware that they have the option of moving items around to show which pieces they use more. When explained by the facilitator, some did not understand the point of being able to do that while others found it useful to customize their profile. There was often confusion about what the numbers on the map meant. Without being prompted most participants knew that the symbols were for minimizing and maximizing the items in this section.

None of the participants in any of the focus groups were able to accurately guess what would be on the "Career Library" page. Different title suggestions to assist in communicating what is under this tab include: work success, career resources, career extension, career preparation, job seeking tools, info on careers, or update your skills. Once on the page, some participants mentioned not liking the cluster of pictures with the lack of text and focus on the couch.

A few people mentioned that having events in different areas was irrelevant and would like to only been shown local events. People also talked about specific circumstances where the events were unclear or outdated and they would show up to events that weren't happening or a different event than they thought it would be. Some also expressed a desire for events to be added to their personal calendar.

"My Stats" section was also discussed. Job seekers want more opportunities to explore this information. For example, rather than just knowing they have a certain number of profile views they want to know who viewed their profile so they can proactively connect with viewers. Participants felt that if they had the option to reach out to a potentially interested employer, it could help their chances of finding employment. Others experience zero views and cannot understand why this is the case when they see jobs relevant to their work experience. Some job seekers assume if they have zero views, or some views, but have not been contacted by the employer that the employer is not interested in them. Many employers, however, express that they want job seekers to be proactive about their postings to show initiative. It was also suggested to make the "potential matches" a live link to be able to see what jobs are potential matches.

- *"I do too because maybe you could contact them and say I noticed that you were interested in my profile, could help you with any questions you have about that? Or something. It opens the door a little bit maybe."*

Current System: Not many job seekers use the activities page. When asked what the "Evaluation" tab communicates, job seekers were unclear of the meaning and required an explanation from the facilitator. Most would not expect to find workshop related information here. Some guessed this button would take them to a page to evaluate their current profile, resume, or information. It was recommended that the tab be labeled "workshop related job searches" or "workshops" to better communicate its purpose.

Montana: It was unclear to users what the "workshops" option meant. Some users assumed that it meant this was a place to see potential workshops that are offered, but not that this was a place where they could sign up for workshops. It was also suggested that the agency offer online workshops so people do not have to travel if traveling is a struggle for users. It was also recommended to be able to see what company had viewed their profile so they can contact the company directly. A small number of job seekers were asked about the effectiveness of the map. It was indicated that job seekers like this feature and it can be a stress reliever for users (anticipate route, travel time).

- *"I like it. It tells you exactly where the place is. It tells you right there the miles away from your home address. I think it's nice because for me I want to know what obstacles I'm going to have and it all depends on the season or vehicle or what if I have to pick someone else up. Just I like it because it gives me a lot of assessable information that I think I would want. That I can use."*

Job Searching and Matching

While it was reported that job seekers are seeing some improvements in matches since changes were made in October, most are still reporting being matched to numerous jobs, but the majority of these jobs do not match their area of interest or qualifications. It was recommended that the search options be expanded (specific examples were not given) and that job seekers have the ability to filter jobs by education level (i.e. trade jobs versus degree jobs). Some of the job postings seekers are being matched to are 30 days old which gives job seekers the impression that the job has already been filled and the listing has not been taken down. Job seekers are also frustrated with

being matched to nonlocal jobs. Some frustration was expressed around using keywords. It was discussed that the keywords are either too broad and give too many matches or they are too specific and job seekers are missing out on potential postings. It was recommended to have a list of the main categories of jobs or companies that seekers can choose from.

- *"Some jobs on this site don't tell you what company the position is for in the very beginning. That has a great importance to me, knowing who I would be giving my application to."*
- *"Eliminate jobs that are filled; post actual salaries as opposed to the "average pay in our area" for a similar job. Employers know the range they are willing to pay--if they are unwilling to post that pay range, they ought not be allowed to even post the job."*

Some job seekers indicated that there are some aspects of the matching/searching feature that they would like to retain. These include: the labor market information, the ability to search for a job by zip code or distance and to be able to hide jobs that they have already viewed (test system users).

Suggestions given around improvements to the feature:

- Ability to put jobs in categories (current system users)
- See the wage that is being offered
- Ability to see company information (name, contact, etc.)
- Show the number of other job seekers that are interested in or have applied for a posting
- Job postings are up-to-date, removed from the database when they have been filled
- Job postings contain accurate information
- *"The ability to use filters (location, distance, job title, etc.) to pinpoint jobs I'm interested in."*

Montana: Together, the group viewed a FAQ about job matching. After reviewing the FAQ, participants gave mixed responses. Some found the FAQ helpful while others thought it did not give enough information and still did not help them answer their question. Most job seekers are aware that in order to get better matches, they need to make changes in their profile as well as the "jobs I'm interested in" section. When the groups watched a help video there were mixed reviews. Some said the video was outdated and did not match the buttons that are currently on the system (including some that reference the Utah site). It was also discussed that the video's information was broad and too fast. However, there were other participants who that felt the video was informative and straight forward.

Help Features

Most job seekers have never accessed help on the website. Some said there was never a need; others preferred another method (such as calling DWS/Job Service or coming to an office in person). Other job seekers expressed feeling embarrassed or "stupid" when needing help so they would simply give up. These participants also reported that they are not very good with computers to begin with. It was suggested that it could be beneficial if there was a message such as *"Don't be afraid of your lack of computer skills...come and see if we can help,"* indicating that there are people at DWS that can help you with the website. Job seekers also indicated that they prefer to talk to a person either on the phone or in person when they need help. It would be useful to job seekers to have a link that says, *"Find your DWS person you can talk to right on this page"* and offer the contact

information of a DWS worker in the local office. It was also reported that it can be difficult to find the help button on the website. It was suggested to have it visually enhanced (e.g. color).

- *"I think one time I did, but I'm not real computer savvy, so I just said, 'to heck with it', whatever. But that's only due to my lack of computer skills.*
- *"A lot of mine is probably fear, because I don't know that much about computers, and so I don't even try and go, because I'm afraid I'm not going to understand what they're telling me to do."*
- *"I haven't used the help. I like the ability to come to a place and if I have a question I can ask one of the persons because there are so many people."*
- *"Well, I don't like doing that, just because to me, it makes me look stupid, but...yeah, but if other people want to push the help button, yeah...but to me, if I get stuck, I'll try to go to something else if it helps me, and if it doesn't I just go, 'okay, whatever' and go to the next...."*

Live Chat: Mixed responses from participants indicated that some job seekers have used the live chat feature and others have not. For those that have used the feature, it was reported that they were not getting quick responses to their questions and suggested showing an "estimated wait time" so job seekers have an idea of how long it will be before someone can answer their question. Job seekers also indicated that it is a good place to go when a person has a general question, but when it is a specific question; job seekers still have to call in to the office to get help.

- *"I used chat once on a problem I had and reported the problem I was having. And it ended up that they just referred me to a telephone number and I had to call someone anyway. But at least it's a general help with your problem."*
- *"On my chat I did finally get someone but it was a long, long wait and it's like again, it's so frustrating."*
- *[comment on indicating a wait time] "Yeah that's it! So that way you know so that way you either get up and go, or you know that you're not gonna—'cause I sat there and waited for 10 minutes, like okay, I gotta get going to come here."*

Montana: The live chat is a new feature offered in Montana this year. When discussing the live chat feature, some participants were not aware that this was available to them or had any idea what a live chat is. It was recommended that there be some education for job seekers about what live chat is and how it works. Other users reported that they were aware that live chat was a feature, but have not used it. When asked what they would expect from using live chat, participants indicated that they would expect to have their questions answered and to receive the help they are looking for from an actual person.

- *"Yeah, I don't even know what you're talking about."*
- *[Facilitator explaining live chat] "See that sounds great and that would be really helpful to me but it don't tell you—if there was like a box or something, you know, maybe something you guys could put in there—kind of basic stuff for someone in my shoes to understand. Yea something like that sounds great. I didn't even know that was there, you know?"*

Website/Agency in General

Comparing LEX to Other Online Job Boards: Test System: Some of the participants indicated that they like jobs.utah.gov more than other job seeker websites for various reasons. These reasons include: the ease of access, it is user friendly, more concise, local jobs shown and it is easy to get help both on the website and in person at a DWS office. Others indicated that the job descriptions are hard to read, job seekers do not have the ability to apply for a job from the DWS website directly and their information was lost (previous resumes) when the changes were made to the system.

- *"Well, there's a couple things I have difficulty on the site. When you look at a job description, in fact I did that yesterday, I looked at a job description, and it was one massive paragraph. It was like, this is hard to read."*
- *"It's a lot clear and easier, even though you do sometimes run into some issues with it being too narrow, you can get a good feel of what jobs are there, when they were posted and stuff others it's like, like with indeed, they'll have like 100 jobs you want to narrow it down by the date and it's like ok, posted a day ago, a day ago, 30 days and it's like wait, I wanted just…"*

Current System: Mixed responses were given from participant using the current system. Some feel it is a superior system, where others expressed that they preferred other systems over jobs.utah.gov. A few said it was the only or primary system they use. Of the seekers that like the site, they indicated that they like having the option to search for jobs by zip code/area and are matched to jobs in Utah and not all over the country. They also like that in the postings, they can see the company to which they are applying. It was reported that if that information is not there, job seekers are less likely to apply for the position. Participants also indicated that there is not much of a difference in the quality of jobs they are being matched to on other sites, and that jobs.utah.gov offers a broader perspective. When asked what features they would like to see continue on the website, it was reported that seekers like having the labor market information, and they like having the built in resume option. Users would also like to see the search options stay the same because they are precise and can be specified to a certain area. It was reported that the site is user friendly because steps are given when you first register on what your next tasks will be and what still needs to be completed.

- *"I've used Indeed.com a lot…What I liked about them was the job search. It was a lot easier to find keywords, and then they'd come up with suggestions, what type of job…that's what I liked about that one, was the job search. So that feature was really nice to have. So yeah, just improving the job search on this."*
- *"They have a wider perspective of what people need other than just like here's what we have, and that's all you can go through. But Utah.jobs.gov has a broader perspective. I mean you could even go…if Utah doesn't have something, which is rare, they can go a little bit out of state and say, 'hey, this in Colorado,' it's a little out of state, but it's there."*
- *"I like it because it minimizes…you can put the searches in…you know, you can put a general area on some of them others, but man, they give you Timbuktu and every place else that's got that whatever you're looking for. Utah.gov, you know, I'll put in the zip code, and this, you know, in the certain miles I'll go or whatever, and it's just specifically sticks to that. I don't have to deal with things I couldn't even go apply at anyway. That's a big difference I noticed. 'cause I only went on a few others before I was introduced to this, and I didn't like them at all."*

Montana: Some of the participants discussed that the site is not as user friendly as it was roughly 2 years ago. Specifics were not given about what made the site easier but it was commented that, *"I could just fly through it"*. It was also reported that the site has become more cumbersome. When a user does a general search, 10-20 jobs come back whereas previously, it was a more condensed and smaller list. Some of the jobs are also being repeated. It was recommended that there be a tutorial offered on the basic navigation of the site. There was also a brief conversation about the security of the website. Users were concerned that when they are redirected to another site to apply for a job that the site is not secure and their information could potentially be stolen. The facilitator assured them that employers have to register on the site as well, therefore, the chances of having jobs that are a scam is unlikely.

- *"I think this one is uh, it gives you a lot of information. It kind of I can tell just by the information presented here if I'm put that application in or not. It saves me a lot of undo stress and disappointment."*
- *"See I was going to say also with this it would be really helpful if the positions have been filled that they would eliminate them sooner so you're not applying for jobs that are not available. And I don't know if that's part of it too but it would be nice."*

Perception of Job Seekers Using the Site and of DWS/Job Services: It was discussed that for some, DWS does not have a positive reputation around the community. Going through DWS to find a job is a slow process. Job seekers discussed that jobs.utah.gov or DWS as an agency is usable to anyone from entry level to PhD level when looking for a job. Help is available to you if you need it. It was also reported that there is a diverse population of individuals that use both the website and the services that DWS has to offer. It is known throughout the community that DWS is a great resource for unemployment, financial assistance or to look for jobs. It was reported that, even though the workers at DWS are friendly and kind, they are not the most knowledgeable about certain questions and will refer individuals elsewhere. When this occurs, it usually takes users a while to find the answer they were looking for, therefore, people tend to avoid going to DWS because it is a waste of time and they do not get the help they need when they need it.

When asked if there is a stereotype about individuals that use DWS, some indicated that they didn't think there was while others felt strongly that there is a stereotype. Those that feel there is a stereotype about people that use DWS discussed that it is a "welfare site" or that lower class individuals use DWS services, specifically the website. Among job seekers, there is an idea that employers who post on the website *"have to be kind of be from…that side of the tracks"* or are looking for minimum wage, entry level employees. DWS is not a place employers look when searching for professionals or those with a career history. Job seekers get this impression because the *"quality of jobs posted are not stellar"*. Job seekers believe that employers assume that everyone on the website is on some sort of state assistance.

Montana: There were mixed responses from participants about the perceptions of those who use jobs.mt.gov. Some reported that they believe employers think that those registered on the site are uneducated, under qualified or question their ability to work (if they are able to come in on their own). Others feel that since there are a wide variety of jobs being posted, there is a wide variety of job seekers and those registered on the site are truly looking for work. It was also suggested that perhaps people that are moving to the state are registered on the site as well as those on

unemployment. Participants do not feel that the idea that a seeker might be on unemployment impacts how the employers' view those registered on the site.

Overall, the majority of feedback about the agency as a whole was positive. Participants indicated that the agency is helpful and not used enough. It was suggested that there be more marketing about the services and workshops the agency has to offer. A small number of participants talked about how it can be belittling to come into the office and not know how to use the computers. They find it helpful that there are workers walking around asking individuals if they need any help. The participants felt that this opens the door for them to ask questions and not feel "stupid" for not knowing. One participant discussed hearing that the agency is worthless and *"oh, it's just one of those liberal do good stupid type things".*

New / TC-3 Features

Responses suggest TC-3 changes were seldom noticed on the website, not enough changes were made, or that more education/notifications needed to take place regarding test components. Job seekers were often seeing TC-3 changes for the first time in the focus group. Respondents talked about the difficulty with finding what they needed on the site, and would sometimes suggest improvements that are currently available.

Mobile Application (App): When asked about the mobile application (app), the majority of job seekers did not know this was an available feature. Job seekers expressed concerns about the amount of data that would be used to access the app as well as the security of using the app. Of the small number of seekers who have used the app, it was reported that it is not up-to-date with the current/new job postings and it is less functional than using a computer. It was also discussed that seekers use the app to browse jobs, but not to fill in any information. If a job seeker finds a job they are interested in on the app, they will make a note of it and log on the computer later to apply. It was recommended that the app offer a resume builder. In general, job seekers did indicate that the mobile app is easily accessible.

- *"It's not something I would use—I would use it to browse jobs and then I would mentally note: okay go in to my desktop and use that, because it's a lot to put in trying to fill out information on a mobile site, but it was helpful. Yeah, I liked it."*
- *"I've noticed since you've had the app it's not always up to date. It has a hard time updating new jobs. I'll see jobs from 24 days ago…and I'll search for the new jobs, and sometimes it has a hard time updating. So that kind of make it difficult. Sometimes logging out and logging back in, that helps. Sometimes I have to do it two or three times, but for the most part it's been okay so far."*
- *"I avoid using that kind of stuff because of security concerns. Yeah, if you're using a secure wifi, you're fine, but if you're at Starbucks, or you're wandering around or using the network here, you're not secure anymore. That means any passwords, any logins, now's that the day and age to…"*
- *"Well you know what question I got is how much data is it gonna eat up, because phone services companies are capitalizing on data now, and it takes a lot."*

Since the majority of seekers were unaware that a mobile app is available, the facilitator asked the participants how DWS could inform them of new features in the future. It was suggested that sending out an email, text or a pop-up with a link to the new feature when they first sign on would

be beneficial. It was also recommended that offering a "new" tab would be helpful as well as changing the color of the updated information so it stands out more to users.

Montana: A small number of participants reported knowing about and using the mobile app. Some of these job seekers indicated that they have not had any problems using the app while others reported that the buttons do not work when they attempt to click on them. It was also reported that the app is easier to use if an individual does not have a computer.

Job Tracker: *Test System:* The majority of job seekers were unaware that "job tracking" is an available feature. The groups required guidance from the facilitator on where to find this feature and the different parts within it. It was commented that now that job seekers were aware of this, they find it very helpful and would be willing to use it. A small number of job seekers knew the feature was available, but did not know what it would be used for. It was not always clear to participants where "favorites" went after they were categorized as such. Job seekers indicated that when they would click on the "favorite" or "not interested" button, the job would disappear and they had no idea where it had gone. It was recommended that the job tracking be linked to Unemployment Insurance to make things easier on users as well as including the date of when a job was applied for in order for job seekers to know how long it has been since they applied for a particular job.

Current System: Job seekers on the current system were unaware that there was a job log available to them. Once shown the feature, job seekers reported that it would take too much time to do on the website and they would prefer to do it using their own method. It was suggested to have a cache available in which to place jobs. Job seekers could reference this in the future if they were interested in the company or applying for the job at a later time.

Montana: For some of the users, it was intuitive what they would find under the job tracking tab (i.e. jobs I'm interested in, applied for, etc.). For others, they were confused by this title and where their jobs that "I'm interested in" had gone. It was suggested that this tab be renamed, "Favorites". Some job seekers were also confused when they would see the "applied for" button. They assumed that this meant they had applied for the job even though they knew they had not. The facilitator and other participants informed those that were confused that there were 2 different buttons that they could click on and that it did not mean that they had applied for the position.

Current System Users First Impressions of the Test System

When conducting the focus groups there was often time available for "current system" users to view the test sight and comment on their first impressions. When seeing the test system for the first time, job seekers commented on the colorful back drop and buttons as well as the options on the site (a lot of options and buttons were perceived as both good and bad). It was mentioned by one participant that even though he/she is color blind, he/she thought the color made the website pop a little more. Many were not aware what they were viewing on the home page (system generated matches). It was unclear where the matches came from, or how they were matched. They did however, like the idea of having jobs *for which they were looking* served up to them on the site. Yet, it was unclear to participants how they were being matched to "recommended" jobs. Job seekers

were especially happy about being able to filter their jobs into categories so that they review them at a later time. Job seekers liked the idea of uploading their own resumes in either word or PDF.

Participants quickly noticed the options for social media and were able to identify most of the icons. There was some discussion around having social media on the site that was both good and bad. Job seekers were very excited to see a map on the page and felt that this could be extremely beneficial. It was also reported that the test site appears more user friendly, especially for those users that may not be computer savvy. The facilitator walked through the site with the participants and there were times that buttons or areas of the site did not seem intuitive to the group such as the "evaluation" tab or what the question marks mean. After watching one of the help videos, participants indicated that they thought it was a good addition to the help features, especially for individuals with lower computer skills. It was reported that the video was a little quick and users would have to pause or rewind the video multiple times to get the full content.

Suggestions for Improvements

There were various suggestions given from both states to improve the websites. Suggestions from specific groups (test, current or Montana) are identified as such. Other comments appeared in all groups.

Suggestions included:

- Training classes for job seekers to learn the website (test)
- More worker support for those who are computer illiterate or older
- More short term experience/duration jobs (test)
- Information on how long a job as been posted and remove jobs that have been closed
- More time before it logs you out, especially for those who are computer illiterate (test)
- Offering information on all the features the site has to offer (current)
- Ability to network similar to LinkedIn (current)
- Changing the layout of the posting so it is not just one big, block of text (current)
- Offer an option to be emailed about jobs (current)
- Notepad or some other way to attach notes or comments (current)
- Offer the job number so job seekers are able to filter through duplicates themselves (current)
- Design the website from a user perspective versus developer (current)
- Make it clear that job tracking is NOT tracking for unemployment purposes (current)
- Suggestions from workers on options that job seekers have to increase their chances of employment (current)
  - Example: advertise Work Success and offer a description on the site about what Work Success is
- Workers follow up with job seekers that they are helping (current)
  - Example: A veteran getting out of the army, soon needed help finding a job. The worker was willing to help in the beginning, but as soon as he/she had finished his/her resume, the veteran was not able to get in contact with the worker and get the help he/she needed before entering the workforce

Employer Focus Group Findings

Employers in both Utah and Montana provided extensive feedback on the strengths and challenges of using the LEX. A total of 13 focus groups, 9 in Utah and 4 in Montana, were held in April and May, 2016 (Table 21). Data from 51 Utah employers and 19 Montana employers was gathered through these focus groups. In both states, groups were held in multiple cities chosen to reflect variations in population densities, employment rates and available industries. Two sessions were held in Salt Lake City (South County and Metro) due to the large population of the city in relation to other parts of the state. There were a total of 59 Utah employers (Male = 19, Female = 40) and 19 Montana employers (Male = 8 Female = 11) who participated in the focus groups.

Table 21: Distribution of Employer Focus Group Participants

Utah - Service Area/City		Montana – City	
Bear River Logan	7 (12%)	Kalispell	6 (32%)
Wasatch Front South Salt Lake City (2)	12 (20.3%)	Great Falls	2 (11%)
Wasatch Front North Clearfield	6 (10.1%)	Billings	9 (47.3%)
Eastern Utah Price Moab	6 (10.1%) 5 (8.4%)	Miles City	2 (11%)
Mountainland Provo	13 (22%)		
South West St. George Cedar City	6 (10.1%) 4 (6.7%)		
Total	**59**	**Total**	**19**

Employer focus groups represented a wide range of industries. Among the 19 Montana employers, the most frequently represented industries included healthcare (n=2), auto industry (n=3), disability services (n=2), Non-profit organizations (n=2) and manual labor/trade jobs (n=3). In Utah, among the 59 participating employers, the most represented industries included healthcare (n=3), construction (n=5), education (n=5), government (n=4), human resources (n=3), manufacturing (n=4), customer service (n=5) and staffing (n=8). The employers represented companies with varying numbers of employees. In Utah, of the employers that answered the question, 5.9% of employers reported having less than 10 employees, 39.2% have 10-100, 35.3% have 101-1000 and 17.6% have over 1000 employees. In Montana, of those that answered the

question, 21.1% reported having less than 10 employees, 36.8% have 10-100, 36.8% have 101-1000 and no one reported having over 1000 employees.

Participants in the employer focus groups also completed the online survey to identify how closely these groups represented the larger employer population participating in the online survey. The satisfaction scale score for employer focus group participants in Utah (0.68) was not significantly different than the overall score from the online surveys (0.65). Utah employer focus group participants were more likely to post on Indeed, KSL.com and their specific company websites.

Montana employer focus group participants reported a slightly lower overall satisfaction score (0.54) than that reported in the online employer surveys (0.59). Montana employer focus groups participants were more likely to post on Facebook, LinkedIn, Craigslist and Indeed.

This year's focus group questions focused specifically on the TC-3 features. As previously discussed, all employers are users of the test system. The LEX systems, in both states, are built with the same functionality and the majority of the TC-3 changes were the same. It is understandable, then, that the majority of the comments in Montana and Utah were similar. The findings reported below are based on the focus group sessions and the feedback provided to the open-ended questions of the online satisfaction survey. When appropriate, results unique to either Utah or Montana will be noted. All other comments can be assumed to be true for both states. The findings presented below will provide specific information regarding: 1) Pre-sign in matches; 2) signing in; 3) job searching and matching; 4) posting jobs; 5) company profiles and statistics; 6) help features; 7) the website/agency in general; 8) TC-3/New features; 9) the perceptions of job seekers registered on the site; and 10) suggestions for improvements.

Pre-sign in Matches

When Utah employers were asked about being able to search for matches before signing into the system, most were unaware of this feature. Some who did know about the feature indicated that they do not utilize it because it does not come up with accurate matches for their position. It was also reported that the system will match them to too many candidates and employers do not have enough time to go through every resume. Employers indicated that it is not intuitive that they have the ability to scroll down from the home page and search for matches. When asked where employers would look on the site to find this feature, responses included: under the labor market tab, "I want to find…" section of the home page, under the employers' tab, job seekers link, the post a job link or search. Some employers reported that they prefer to sign in first, and then search for candidates. The group needed the facilitator to show them how to scroll the page and find where to search for candidates before logging in. Some suggestions for this feature included:

- Simplicity—offer only the different resources that an employer would be interested in to find the most qualified candidates
    - Asking the person who logs in who they are (employer or job seeker) and what they want—not all the extra stuff
- Ability to click on a tab that says "I'm an employer" and be catered to as an employer
- Filtering options (i.e. newest to oldest)

- List candidates by "newness"
- Panel on the side to indicate that users can scroll to the next screen
    - Down arrow button
- Make search tab at the bottom is available on the front screen
    - In the middle
    - Pop up that says "Find qualified candidates"

Signing In

The majority of participants indicated that they do not have a difficult time logging into the system, describing the process as *"simple," "quite easy,"* and *"straightforward."* Even when multiple users are using the same username/password, they do not have any difficulties signing in. Some responses indicated that employers like the ability to login using Google, Facebook or Yahoo. Other participants discussed that it can sometimes be confusing to remember which login information to use when attempting to access different parts of the website. When the participants were asked about being able to reset their password, the majority of participants reported that they did not have difficulties resetting their passwords. However, some of the users indicated that they would like the reset time to be quicker. It was reported that they are locked out of the system for 30 minutes and this is too time consuming for some employers. Employers indicated they would like to easily call someone with identifying information and have it reset immediately. Participants from smaller businesses suggested having someone available to reset a password outside of regular business hours. It can be difficult for employers to contact someone during regular business hours.

- *"I like that you are able to login with Facebook or with google or with yahoo personally not from an employer's perspective but sometimes I have way too many passwords and I'm like ok, I know my Facebook account, click it and I'm there and I love that."*
- *"And that sucks because then I'm like uhhh and ya it's my fault and I should have my password but sometimes I'm not where I have it so if we could cut that down to maybe 5 minutes or if we could just call a number and somebody could just hook us up right away so we can get back in or something just cause a half hour is a long time so that's my complaint. Not have to wait so long to log back in. I understand to log you out, that's cool, I like that but maybe if I could call somebody and say hey I'm locked out here's my name, date of birth, whatever you need from me to verify it's me, that would be cool."*
- *"Its fine as long as you can get in during working hours. It's a challenge because alotta times you know, if you are dealing with smaller companies or something, you're working around other things so not having those business, having the 8-5 support, that's a real problem. They almost need to have somebody after hours."*

Montana: For one employer, resetting passwords caused issues due to not receiving recovery emails. Some participants claimed they were not able to access the site while they *"switched up the webpage."* One reported that they could not log in and could not find where to log in for a couple of months. As a participant explained, *"I could sign in as a job seeker, but as far as the company, it kept reverting back to my job seeker sign-in even if I changed it and hit tab."*

Job Searching and Matching

Matching: When the facilitator asked the participants about their experiences with the matching feature, the majority of the responses were negative. Participants discussed frustration about not being matched to qualified applicants. Employers have a belief that the majority of candidates on the system are only applying for jobs to collect unemployment and are not really serious about finding a job. This idea stems from the attempts made by employers to contact potential candidates and no receiving a response back or candidates are confused, wondering why the employer is contacting them. Another common complaint around matching is the location of applicants that employers are being matched to. They are reviewing applicants that do not live near the job site (i.e. live in St. George and the position is in Logan). There was also frustration about how many applicants they were being matched to. Many of the participants discussed not having the time to filter through the hundreds of applicants that the system has matched to them. Participants also indicated that they have not seen a difference in matches since the changes in October. When asked what they would do to get better matches, participants discussed changing their job posting or using the manual search. However, there were some participants that felt that using the manual search gives more unqualified matches that require employers to sift through. It was also suggested that employers would like the option to email multiple candidates at one time and to quickly be able to access their information instead of having to click on each individual person.

- *"Yeah I've given up with honestly looking for candidates because when I search for candidates I look at them and go they have no- there's none of the qualifications that I'm looking for. They don't have the experience and those that I have contacted they're not looking for jobs anymore so I've just given up because honestly it's been a waste of my time."*
- *"I've been skittish of this [looking at matches] because a lot of times we will post our position and the house keeping jobs in the area are easier just cause there's more. As far as our RN jobs, I've never had any luck as far as finding qualified candidates for those positions. That's kind of why I've not really looked for candidates because of that fact. Doesn't seem like a batch of great candidates for us".*

Through discussion of the matching feature, there was a great deal of confusion and questions about why employers were being matched to job seekers that have a resume or profile date more than 6 months ago. Employers indicated that they will not review a candidate that has a date more than 6 months. The facilitator explained to the groups that they will only be matched to candidates that have logged in to the system less than 30 days ago. Participants expressed that they would like to see a last log-in date or a date indicating when they were last active on the site. Employers discussed that the system should require candidates to update their profile/resume every 6 months or when they accept a new job in order to keep their resume current.

- *"Well, if it's over 6 months old, they're not looking for a job anymore. Or they've got a job and they're fishing for a new job which means the person went to Convergys and they're just gonna lay low at Convergys until something better comes along. You can see that through the dates cause then you look at the resume and you saw wow they tend to go to a different job every 6 months."*

- *"I understand that most people don't update their resume super often, I mean I've worked at that university for 2 years and while jobs do change a little bit, generally they're pretty consistent in what you're doing right? And so I can see it being where someone wouldn't update their profile as far as the documents, resume, cover letter, whatever it might be for a significant amount of time but they may have logged in last week but based on that profile last updated, that's not an indication to the employer that they're still active."*
- [After being informed that job seekers will not be matched if they have not logged in over 30 days] *"That's good information to know, but how, short of coming to our focus group today, how would I know as an employer?"*

Searching: When asked about the search feature, participants indicated that they would like the ability to narrow or filter through their searches to help eliminate unqualified candidates. Most of the participants suggested that being able to sort by location (zip code, county, mile radius, etc.) would be the most beneficial. Employers would also like the option to sort by keywords or "most to least" recently updated resume/profile.

Posting Jobs

The majority of participants gave positive feedback about the changes made to job postings. Participants reported that job posting is now easier than in the past and they are now not required to enter in as much information. Employers like that they are able to upload a job posting and that they have the ability to copy/paste jobs without the format changing. The ability to copy/paste a job saves employers' time. It was also reported that employers think the new look of the job description is nicer and more appealing than it was previously. Employers did suggest having a way for information to be saved to their profile so they can quickly add common pieces within every job posting instead of being required to re-type everything. This would save employers time. The most common suggestion in regards to posting jobs on jobs.utah.gov is allowing the employer to edit their job title/description once the job has been posted. Employers would also like to see an increase in the number of characters allowed in the title/description. Another suggestion was to give employers the option to attach a job description or other documents with information about the posting instead of requiring them to put all the information about the job in the "box".

- *"Um, I've got something that I don't like, when I copy a job, sometimes I want to tweak the title and I can't. It's like, sorry you can't change this or this on your job. I'm like hmm…I don't really like that cause then I feel like I have to redo it or I'll copy the description part of it from another job and I have to do a lot more manipulating than I want to."*
- *"I like it better than it used to be. I just copy and paste it".*
- *"Do you know what I was just thinking, what might be nice is if you had an option like when you logged in, that you could save a signature or base of information that you use all the time that's specific to your company and you could just click on it and it would populate those general requirements and how they need to apply and other requirements that you may have so you don't have to add that in every time."*

Montana: Some Montana employers reported being interested in having certifications, degrees, and licenses divided into separate categories, rather than having them *"bunched into one."* As one employer explained, *"Certifications are different than degrees…you could have a degree category, a*

certification category, [and] license category." A few employers reported that they have experienced formatting issues, being unable to copy and paste, and losing the job posting's format when transferring from a Word document to the website. In general, some employers suggested having tips to navigate the site would be helpful because they were having trouble posting jobs- particularly when it came to what words to put in the title section to generate appropriate job seeker matches.

- *"Can you scroll down there just a little bit? Yeah so here, the minimum degree, this is where I wish that there were more. It used to be more because see I can go in there and I can specify, "yes I want a BSN" which is a RN with a bachelors, I can put in the bachelors but this where when you used to be able to do the journey men electrician or whatever that you wanted both of these things, it was there."*

Pre-Screening Questions: The majority of employers were not aware that there was an option to add pre-screening questions. Employers gave mixed responses to whether or not they would use this feature. For those that would use the feature, they reported that it would allow them to be more specific on what they were looking for in applicants such as a specific trade, skill set, license or level of education. Some employers also thought it would assist them in filtering out candidates that are not qualified for the position. One recommendation given was to offer suggestions for types of questions that employers might want to ask as well as the option to create their own questions. The employers that reported that they would not use the feature discussed that they use their own screening tools through an application or in person. Others expressed concern about using the feature because of discrimination laws.

Attaching an Application: A small number of employers indicated that they would be interested in using the "attach an application" feature. Others discussed not using this feature because the application is the last step in their process or they direct potential candidates to their personal website to fill out an application. Some employers also reported that using paper resumes is obsolete; therefore, they do not have a reason to attach an application. One suggestion was to allow employers the option to add a hyperlink to their website where job seekers can fill out the application there instead of uploading their paper application. Although employers were split on whether or not they would use the feature, the majority of employers reported that the ability to upload an application is intuitive for users.

Wage Information: Employers were asked to give their opinion about wages posted on their job openings. Some discussed that they like posting their wage as a way to eliminate possible candidates that would not work for what they are offering. Others responded that they would like to be able to post non-traditional wages (e.g. by commission, mileage or drive time). Some employers reported that they prefer not to post the wage they are offering and would rather discuss it with the candidate in person. Most employers agreed that they like the new placement of the wage information.

- *"We add mileage and drive time to some of our positions and that is misleading, so I leave it blank and put it up above and in addition to this wage you'll get mileage and other things."*
- *"um the whole wage data application you've got built into this is an invaluable source to me cause it's to payroll information that comes in so when we start talking to our clients about we*

need to review this production position pay rate we can actually back it up from payroll information that is company in from companies around the state.

- *"I hate that. Because every applicant then expects to earn the maximum showing there and it's not gonna happen."*

When asked about the link to the wage information, the majority of employers liked having that information available to them for various reasons including the ability to know what the market is like, knowing if they are offering a competitive wage and, for staffing agencies, evidence to support why some employers might need to raise their wage. It was discussed that the information is outdated (2009) and was recommended that there be information from the past as well as current so employers can be informed on market trends.

Although there was positive feedback in regards to the wage information, once the facilitator informed employers that this information is on every job posting, the mood shifted. Employers were unaware that job seekers were able to see this information and that it is automatically posted with their listing. Some feel that this information is misleading; especially those that are restricted by a budget and cannot offer more than what is posted. Employers suggested having the option to turn on/off this information on the posting. Employers were also concerned that it is statewide information versus location. Employers report that some areas are not able to pay as much as other areas (i.e. Logan pays less than Salt Lake City).

Montana: Many Montana employers suggested that the wage information should default to "hourly wages" instead of "daily wages" to avoid confusion between the employer and job seeker. Many employers suggested being able to take into account various benefits, bonuses, and raises that might outweigh lower wages. For some employers, there is concern that having wage information easily accessible means it will be more difficult to find job seekers if the wages are below average for their company- particularly when the average factors in higher paying areas within Montana.

Adding a List: Employers unanimously felt that it would be beneficial if there was a feature (similar to the job seeker side) that gave employers a list of the types of job seekers that would be matched to their job description. It was suggested that the employers and job seekers be informed on the type of keywords and terminology to use in order to be accurately matched. Another suggestion was to give job seekers and employers lists of skill sets to choose from (job seekers—have, employers—looking for) to increase their chances of being correctly matched. Having this feature would also allow the employers to know if they need to change any of the wording in their job description to fit the skills they are looking for.

- *"You could create this same sort of listing in a job posting too so you have the list that you ca,n the employers can put their skill sets the employee can put their skill sets and then its gonna match more of the same terminology."*

"More Job Posting" Options: When asked about the "more job posting options", mixed responses were given. Some employers had known about the feature while others did not. The majority of employers reported that they would like this feature to not be "hidden" behind another button, especially those positions that offer a benefits package. Employers feel that job seekers may miss out on this information because it is "hidden" and requires an extra step for the employers to find

the place to enter the information. Employers suggested changing the job duration piece to include full time, part time, seasonal, temporary or PRN options versus number of days (as it is now) because not many employers have positions that are based on days. Also, employers would like the option to add information about the type of schedule they are offering (day shift, night shift, etc.).

Before a job is posted, a small number of employers indicated that it is obvious that what they preview is what the job seeker views. It was suggested that employers have the option to edit their posting after it has been posted. It is time consuming for employers to have to close the job, edit the posting and re-open it when it could be something as simple as a typo.

Managing Candidates: When asked about being able to categorize job seekers (my favorites, seeker views, etc.), some employers indicated that they really enjoy having the seeker view feature. It was discussed that this information allows employers to know if job seekers are viewing their posting or if there is something about the posting that needs to be changed to be more appealing to seekers. Some employers look here before looking at their matches because it gives them an indication of who is seriously searching and could be a potential match. Other employers indicated that they click the "green" button first because *"green is always safe".* Employers who do not use the feature expressed that they tend to not be matched to qualified candidates to begin with, therefore, do not look at seeker views. Overall, employers indicated that the terminology used to describe the categories is intuitive.

Employers understand the meaning behind the star ratings, however, it was suggested that along with the person's name, their location should be included. Employers want to save time by not searching through qualified candidates that do not live near the job site and are not willing to travel/re-locate. Employers also discussed that they do look at the ratings that their matches have been given and will prioritize highest to lowest star rating when reviewing resumes. Some employers expressed the desire of wanting to be able to choose a star rating for the job seekers once they were put into their favorites as well as the possibility of attaching a comment- *"...if you have 50, you mark the top 10."*

Participants discussed using the email feature to contact job seekers directly. Of those that have used it, it was reported that employers do not get responses back which leads to the idea that people on the DWS website are only applying to jobs to collect unemployment. Some employers wonder how job seekers are getting the emails (does it go through DWS first?). Other employers discussed it being an easy way to get information out quickly such as where a job seeker can go to fill out an application. In this situation, employers are not looking for a response from job seekers.

When asked about filtering favorites, participants generally reported that it seemed intuitive as to what the function would do. Most reported that the filter would simply *"narrow down the search"* and *"filter what you're really looking for."* However, there was some confusion when it came to what can be filtered. For some employers, they believed they could filter job seekers by "star-rating" and/or veteran status. For others, they mentioned filtering the amount of experience of a job seeker as a possibility. There was also confusion about how individuals with low star-ratings were being matched to job postings- in particular, how job seekers with "no stars" could end up in an employer's favorites list.

Montana: Some Montana employers believed having access to seeker views was helpful because they could see who was interested in the job posting, but the majority of employers found the seeker views unhelpful because they assumed the job seeker would have applied if they were interested. Another response given was, *"I've got enough applications to look at, I don't need to sit and look at who's shopping around."*

Generally, Montana employers seemed confused by how the star ratings were calculated due to the matches being *"so far off"* from what they were looking for. There was also confusion about what it means, who is rating them, what the different amount of stars mean, and who can see if an employer rates a job seeker. A couple of Montana employers suggested that they be able to *"mouse over"* the stars to be able to access a pop-up box that would explain the star-rating system.

Montana employers seemed to be split between preferring to email job seekers and calling them on the phone. There was some confusion as to the meaning of the "profile last updated" date and whether it meant it was the last time a job seeker updated their resume or the last time they logged into the system. While most employers reported they have not had an issue with calling employers who *"haven't been looking for 2 years,"* there were reports of calling job seekers who had already found employment.

Company Profile and Company Statistics

For both Utah and Montana employers, when asked where to go to edit a company profile, most accurately responded "edit profile." Although most knew where to click, the majority of employers stated that they have not updated their profile recently, if ever. When asked why, some replied *"When it gets set up, nothing's changed"* and *"I've never updated it because I've never needed to."* Employers who were unaware of these changes were very interested in receiving updates through email or notifications on the site regarding features that have been added.

In general, most employers expressed that the merge between the company profile with the individual profile was helpful and that it seems *"easy enough"* to figure out. When asked to differentiate between company and individual information, one employer suggested that the company is the company, but they are the contact. However, unlike the company logo and social media update, many employers were aware of this change.

Company Logo: Some employers were unaware that they could upload a company logo, which brought up the suggestion of having a notification when logging in to notify them of changes made to the site- with few suggesting getting email updates.

Many employers mentioned that they have had their logo set up for *"a long time"* and they do not go into that feature because it has already been done. For those who have not uploaded a logo, they often expressed interest, suggesting that they will *"look into it."*

Montana employers seemed to be split in terms of those who were aware that a company logo could be uploaded and those who were unaware of the update.

Social Media: When it comes to social media, many expressed excitement about adding social media addresses to their profile. *"I can see why it's a feature being offered because the current hype*

in the recruitment world is through social networking." When asked if connecting social media to your company profile means anything, some reported that it means that you are up to date. However, similarly to uploading a company logo, some employers were unaware of the social media updates.

Company Statistics: When it came to discussing company statistics, the general reaction appeared to be divided. While some employers found having this information helpful, others found it unnecessary. Of those who believed it is a helpful resource, they suggested being able to have more details surrounding the "profile views," including information on the job seeker, as well as adding a view count to each individual job rather than just the company profile as whole.

Employers who enjoyed this feature also commented on the helpfulness of being able to see closed and open jobs. However, there was some concern surrounding whether or not the job seeker can see the employer's stats- particularly the amount of closed jobs. Many employers explained that in order to keep a job "at the top" of the website, they needed to close out the job and repost it, resulting in a high amount of "closed jobs." As a result, many suggested having a refresh option.

- *"I don't know, but if I can see it and it says that they view my profile I'm assuming it would show them how many jobs I've had opened or not and if I was looking I would not want to look somewhere that has that much turn around. Yeah, I'm looking somewhere to stay at and grow and that- if you had 70 jobs open in 90 days and you weren't big like FedEx, I would be very concerned."*

However, those who believed seeing the company statistics was unnecessary stated that they simply know what jobs they've posted and what jobs they have closed out. Others mentioned that having this information doesn't impact the way they interact with the site at all- *"I like to be at the top of the pile, so my stats might not be accurate. I'll just say that."* Many employers did suggest having the section be labeled accordingly, due to the confusion as to whether they were personal statistics or company statistics.

Help Features

The participants were asked where they would look for help on the site; responses indicated that employers do not know where to look on the site for help, however, Montana employers often reported that they were aware of *"the little help button at the top"* of the site. Employers were guessing where they might look which included: the "navigate to" link, live chat, help button, onsite recruitment link and the manual search. The facilitator often needed to show the group where to locate the "help" button.

Many of the participants discussed that they have not seen the help page option because the help button is not appealing and does not stand out. When the facilitator entered the help page, participants reported that it is too wordy and, again, is not appealing. The facilitator also asked the participants if they had noticed the service team link on the bottom of the page as a potential place to seek help and the responses were a unanimous "no."

A small number of participants discussed wanting the option to call when they need help. As it is now, the site does not have a phone number readily available for users to call. It would be beneficial

for these employers if they could call and talk to someone directly to help solve their problem. Some employers feel that DWS workers do not want to help them and will refer them to the website when they have questions.

Using FAQ's: The group facilitator viewed one of the FAQ's with the participants explaining how job seekers are matched to jobs. When asked if the information was helpful, participants gave mixed responses. Some said that it was very clear and made sense while others stated it was not clear and still did not understand how the matching feature works. Employers would like more information on how to create a posting that will distinguish between professional and entry level positions. They would also like more information or examples on what exactly they need to change to make their job postings more specific (keywords to use, etc.).

Participants were asked if they use the FAQ's in general and, if so, are they helpful. Participants gave varied responses. Most said "no" they do not use the FAQ feature because they feel that FAQ's never answer their specific question. Employers suggested having a search feature where they could type in keywords or phrases of what exactly they are looking for. Other employers indicated that they would rather view videos or use the live chat feature versus reading through FAQ's. Once the facilitator viewed one of the FAQ's with participants, some employers reported that they would use the FAQ feature.

Live Chat: There were various responses about the use of the live chat feature. Of those who reported using the feature, responses indicated that it is a good tool when asking a simple question, but not for the more complicated questions. Employers also get the feeling that if their question does not fit what is in the "manual" the person on the other end of the live chat is unable to answer their question. There is also speculation and concern that the person on the other end is not from the United States and does not have the knowledge or training to help employers. Others indicated having a positive experience when using the feature because they felt it was timely and the people on the other end were friendly. Employers also like that they did not have to sit on hold or have to listen to several different options in order to talk to someone. It is also a good feature for those that do not like talking to people on the phone.

Montana: When it comes to using the live chat, most reported that they had a good experience with the feature. Some employers brought up that you are required to put in a name, phone number and/or email rather than directly talking to someone. Generally, employers expected to receive immediate live chat help during business hours, but some expressed interest in receiving help from 6 am to 6pm. For those that have not used the live chat feature, most reported that they have never needed to do so or they believed calling would be a faster option. Notably, many Montana employers mentioned they have a "job service contact" that they communicate with when they need help.

Videos: To gain feedback from participants about the helpfulness and clarity of the help videos, the facilitator viewed the "Review Potential Candidates" with the employers. Responses indicated that employers like the length of the video (not too long) and *"it gets right to the point, it's clear"*. Respondents also indicated that the video is informative and they were able to learn from it.

The Website/Agency in General

Comparing LEX to other Online Job Boards: When asked to compare jobs.utah.gov to other websites, participants indicated that they think that the DWS website is more cumbersome than other websites because there are many areas the website is trying to cover when employers may just want to post/advertise for a job. When talking about differences, employers mentioned liking the functionality of indeed.com. Participants also discussed getting fewer responses from job seekers when searching on jobs.utah.gov. One complaint among employers is they feel job seekers are unable to see their posting; therefore, they are not getting qualified candidates. Employers feel this way because some of them have logged on to the site as a job seeker and were unable to find their posting, even when they searched by keywords. Employers also feel that the majority of people using the DWS website are receiving benefits, therefore, are not serious about actually finding work.

- *"One thing that I'll mention is right now it seems that indeed.com has the corner job posting websites for both employers and applicants. Cause it gets, its search engine functional. Cause I know that if I can get it on indeed, if somebody googles HR jobs in Logan Utah, its gonna nail it on indeed and so indeed is getting a lot of applicant web traffic and I just know that as an employer, indeed is super easy, concise, not complicated, I know that I can go on to indeed and have a job posted in 5-10 min."*
- *"But that one's just, that's a different, its different people. Our experience is the people on ksl are your more experienced, foreman stuff like that. Anything entry level, we go through here more. Anything that we want a little more specific experience, we put it on ksl but you have about 3 good days and then your buried so far down because they can't, this is a lot nicer because the job seeker could be way more specific to where that ksl, you get everything construction. And that one, at 75 bucks a whack and you're posting 3-4, it gets a little outrageous."*

There were some positive responses about the jobs.utah.gov website. Employers like that the website does not cost their company money and feel it is a good place to search for candidates for entry level positions. Some participants indicated that it has improved over the last 2 years. One suggestion (mentioned several times) is to allow more opportunities for employers to search/filter candidates by specific criteria (location, skills, etc.).

Montana: Montana employers often reported that jobs.mt.gov seems to be more complex than other job search websites, which can result in more serious applicants or job seekers *"looking to keep their unemployment."* Desirable features included being able to format the job posting, but some employers reported that the site is getting better than previous years. However, some reported that they would like the option to upload pictures, rather than just a company logo.

Agency: A small number of employers were asked about their general experience with DWS as a whole (website, personnel, etc.) or any suggestions they might have. One suggestion given was to notify employers when changes have been made to the website through email, pop ups or a banner when they enter the website. Another suggestion was to hold more job fairs for employers to attend to recruit as well as being notified of when the job fair was going to be held. Some employers recommended having a dedicated DWS representative and access to their contact information so

they can call when they need help in their specific location (Moab, St. George, etc.). Along with a representative, employers would like a link on the website that will direct them to the local office versus the Salt Lake City office.

TC-3/New Features

Employers were unaware they have the capability to recruit job seekers for internships, on-the-job training or apprenticeships. The facilitator showed the employers how to navigate the site to be able to find this information. Some employers indicated that they may use this feature, however, it would depend on the skill set they were looking for (i.e. specialized vs. general). Other employers discussed that this could be beneficial for job seekers that are in training programs currently such as OWATC and DATC.

Mobile Application (App): There were mixed responses in regards to the mobile app. Some employers reported that they were unaware that this was a feature available to them. Ways to inform employers about this feature included: email, pop ups when they log-in or an icon in the application store. The majority of participants indicated that they would be not interested in using the app for various reasons. Employers noted that it is not easy to copy and paste using a phone or tablet, therefore, it would not make sense for employers to use this feature. Going directly to the site from a laptop is more user friendly (bigger screen, more functions, etc.). Others indicated that it would be useful when only reviewing candidates in specific situations such as traveling, when they are away from their desks for long periods of time or to use on their days off when they want to make sure that they do not miss out on any potential candidates. As it is now, employers are unable to download/view seeker resumes but they would also like the ability to view resumes. Some employers expressed wanting to keep their work and home life separate and would avoid using the app. When looking in the application store for the feature, employers reported that there is some confusion between which one is for employers and which one is for job seekers.

- *"I could see maybe someone using it more to review applicants if they wanted to just review applicant materials on their phone, pull a resume they look through it that way then that could be useful, but again because we don't do that I wouldn't use it."*
- *"I would have to be at an airport, have nothing to do kinda deal. Because it's gonna be small and hard to maneuver and you're not gonna be see it all and I can't even imagine how that would even work."*
- *"I was off on Friday and I have every other Friday off so being able to post a job while at home instead of me either worrying about it'd be great to- are we going to miss out on a great candidate this weekend? Or my manager worrying about that. You know it would have been nice to be able to do that at home- to log in. I mean I can use my laptop and I've done that before so yeah, it would be nice I think. At times. But not all the time."*
- *"To check and see who's looking at the job that was posted or what not. From my point of you as far as actually posting jobs, all of the information and everything that is on our desktop stuff at our offices, the application is there, that's where the actual posting would happen. If I wanted to see if anyone had looked at the job posting, that's handy but not for actually posting a job in the first place."*

On-site Recruitment: When the facilitator was talking about the on-site recruitment feature, some employers were confused about the term itself. There were thoughts that it meant holding

a job fair at their place of work and not at a DWS office. It was suggested that the link be titled in a way that communicates that it is an on-site recruitment at a DWS office such as "recruit at DWS". Employers from larger areas (Salt Lake City) discussed liking this feature because they do not have to wait to hear back from someone giving them the "okay" or "not okay" on a potential date/time. In the smaller areas (i.e. Cedar City), employers reported that they prefer calling someone and setting up a date/time over the phone because they know and have relationships with the workers in their rural communities. Once employers were shown the feature, employers unanimously indicated that it is intuitive how to utilize the feature.

Perceptions of Job Seekers Registered on the Site

A small number of participants were asked about their perceptions of job seekers that use jobs.utah.gov. The majority of employers indicated that they feel that job seekers on the website are only there to collect unemployment or other benefits (TANF, food stamps, etc.). One employer expressed, *"Candidates are just looking to say I looked for a job."* Employers believe this because many of the job seekers that they are matched to are not qualified for their positions or when attempting to contact a job seeker, they do not get a response. When the facilitator informed the employers that only 26% of those registered are actually receiving unemployment, employers were surprised. Many of the employers indicated that they thought it would be a much higher number and were wondering why so many of the candidates they are matched to do not have any information in order for the employer to contact them. Some employers indicated that they use the website as free advertising and do not care if the job seeker came from DWS or not. Others also indicated that when they find out a candidate came from the DWS website; they do not think less of them.

Suggestions for Improvements

There were various suggestions given from both states. Suggestions given from specific states will be identified.

Suggestions included:

- Improve searching/matching capabilities
- Ability to edit a job posting after it has been posted
  - *"I do have, when I post a job, and I hit post and then I need to go back in, oh I forgot to add something, it won't let me add or subtract anything and now I have to delete and start over."*
- Remove industry salary range (Montana)
- Ability to search Resumes by keywords/location (Utah)

Montana Job Service workers were asked to respond to a short online survey to detail their experiences working with job seekers and employers using jobs.mt.gov. The survey was administered June 2016 and collected qualitative and quantitative data about personal and user perceptions, experiences, and suggestions. Survey questions covered both employer and job seeker use of the GenLEX. Of the 285 workers, 148 responded, a 52% response rate.

Participants self-identified their office size, representing small (29.5%), medium (31.0%), and large (39.5%) offices. Worker respondents have been employed at Job Service a median of 7.00 years and in their current position a median of 5.00 years. The group's responses reflect a range of experiences and views of jobs.mt.gov and the features and functions the site has to offer.

Employer Experience

Respondents were divided in their opinions about how informed employers are about the changes that took place last fall. Over half of the respondents believe that employers are somewhat informed (58.3%) and less than a third thinks that employers are hardly at all informed (28.8%) (Figure 49). Consistent with TC-1 and TC-2, methods of distributing TC-3 information to employers were often through personal interactions via calls or walk-ins (100%), attending community business events such as chamber meetings, etc. (23%), through community events like job fairs (19.6%), or a few utilized email blasts to get the word out (7.4%). Just under one-quarter (23%) responded that they did not use any of the listed methods because informing employers about changes to jobs.mt.gov is not part of their job.

Figure 49: How Informed are Employers about TC-3 Changes

- Very
- Somewhat
- Hardly at all
- Not At All
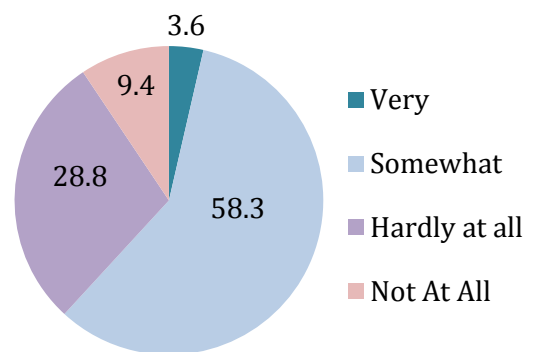
When asked about more support from the Job Service Operations Bureau to help educate employers about the site, Job Service workers reported that they would like more training and education about the site so they could better educate employers. Training would consist of hands on training, face-to-face training, classes, or videos. Some reported that they would like to see what the site looks like from the employer's side. Workers also reported that having help features available for employers to click on would be beneficial. Some of these help features would include: videos, FAQ's, help links, and more popups that explain each part of the site as well as an explanation of pieces that may be missing or incomplete. A small number of workers reported that they would like to be notified when changes happen. One worker suggested, *"Send out blasts with screen captures and good explanations of what changes were made and why they were made/how they will be of benefit to the employer."*

- *"Develop videos, resources, FAQ's to help guide the employers AND make this easy to find. Have a link to HELP on every page the employer sees so if there is an issue, they can click on it to see if there is an answer!"*
- *"It would be nice for the field staff to be made aware of coming changes to the website BEFORE they go active. It seems that more than once, we were made aware of changes after the fact."*

Posting Jobs and Finding Candidates: Consistent with TC-1 and TC-2, half of the respondents (50.3%) reported they did not know whether or not employers find it easy to post jobs on jobs.mt.gov. Of the remaining responses, more workers (26.9%) believed it is easy for employers to post jobs on jobs.mt.gov than those that do not (22.8%), a slight increase from last year. Most feedback about posting was related to the wage information automatically being posted with their job listing, usability of the site, and inability to find things. Because the site is difficult to navigate for employers, workers reported that employers prefer to use other sites such as Monster, Craigslist, or Indeed. Workers have also heard from employers that they do not like the changes that have been made to the site this year (TC-3). One worker described, *"The most consistent comment I have heard is that they are not happy with the new changes. They feel that they are not getting as many matches/responses as they did in the past."*

- *"All employers that I have dealt with are very dissatisfied with the labor market block that is automatically inserted into every job order. It is NOT an accurate reflection of the Missoula Area wage range and it makes it very difficult for employers to recruit qualified individuals at the wage they are able to pay."*

Figure 50: Jobs.mt.gov vs. Other Websites
(TC-1, TC-2 and TC-3)

Almost half of respondents (44.0%) reported employers find jobs.mt.gov ***not*** as good as other online websites for finding potential employees, a small number (5.7%) believe that it is better than other online websites, 15.6% think is the same as most other online websites and 34.8% responded "I don't know." Findings represent slightly less favorable views of jobs.mt.gov in comparison to other sites between TC-1, TC-2, and TC-3 (Figure 50).

Components of the matching feature were initiated during TC-1 and adjusted during TC-2 with the intention of improving the experience of both employers and job seekers. Employers continue to struggle to find relevant candidates among their generated matches and manual searches. 9.9% of respondents indicated that they believe that employers use the matching feature, 21.8% indicated that employers do ***not*** use the matching feature, and more than half (68.3%) responded with, "I don't know". Most based their responses on direct experiences or feedback provided by employers. The most common reason workers believe that employers are not using the matching feature is that they are not getting accurate matches. Workers also indicated that employers struggle to find qualified candidates because of the inability to refine or narrow down searches. Employers would like the ability to match candidates based on education, experience or keywords. Others commented that Job Services manages job postings for employers; thus, the specific employers were not personally on the site.

- *"I have worked with several employers that have said the jobs.mt.gov matching feature does NOT accurately indicate those individuals with the correct skillset. Too many times the system's matches result in people with completely unrelated skills."*

Improving the interactions between Employers and Job Services: The most common suggestion for improving the interaction between employers and Job Service was through building relationships and connections with employers. This would include: outreach/making it known to employers that Job Services is there and available to help, promoting what Job Services does/offers, having face-to-face meetings with employers in order to get to know the employers and what their needs/wants are. Workers also suggested more training for the Job Service employees on changes that have been made to the site, what the site has to offer and how to help employers when there is an issue. It was also expressed by workers that it could be beneficial to offer help features on the website for employers such as videos, FAQ's, tutorials and a more streamlined help desk. It was suggested that it would be helpful to eliminate or offer the option to have the wage information posted on each job order because it is misleading of what the employer is actually willing to pay a potential candidate.

- *"1. Have staff make the time to get to know more of employers' needs besides what's on paper. 2. Visit the site to establish rapport with employer. 3. Have staff wear a job service name tag every time they visit the employer. Branding the job service is key."*
- *"More training on the employer side of the website. More training on resources that we can assist with to help employers. Training on how to better market Job Service to employers."*
- *"Allow for a more streamlined helpdesk, allow an employer to decide if they want the salary information to show or not."*

Job Seeker Experience

An area of concern is the user friendliness of the site and the job seekers ability to navigate it independently. Navigation of the site includes: "how to" questions (i.e. how to save jobs to favorites, etc.), knowing where to go to find/input information or what button to push and confusion about where/how to reset their username/ password. Interestingly,24.2% of workers indicated that users are better now, 53.1% the same now and 22.7% worse now than last year in their ability to navigate the site (Figure 51). Additionally, 43.1% of workers also indicated that job seekers have a hard time finding what they need on the website and 40% indicated that job seekers do ***not*** have a difficult time finding what they need.

Knowing how to maneuver the site is not obvious or intuitive to users. Some workers have indicated that users think the site is too

Figure 51: Job Seekers' Ability to Navigate the Site

23%   24%

53%

■ Better now   ■ Same now   ■ Worse now

busy/confusing and having hidden links is ineffective. One worker described, *"The links that are "hiding" behind the "Job Seeker" tab on our local jobs.mt.gov site are hard to find. They only appear if you hover the mouse over the tab."*

Workers sometimes had the perception that job seeker's level of computer skills and literacy had a positive correlation with their experience and feelings about the site; where those with more computer skills had a more positive experience when using jobs.mt.gov and vice-versa. Those with lower computer skills required more time with the Job Services worker to support the use of GenLEX.

- *"On the seeker side, the homepage for Job Service looks terrible and is difficult to navigate. Layout is terrible and too "busy" for average seeker. Too many hidden links that are only visible when hovering over a picture. That was a horrible idea."*
- *"Don't know how to operate a computer - we do have a binder that has the job titles listed they can use, but a lot of the jobs you have to apply online. While we can assist someone in doing this it takes a while to explain to them that we will not do it for them."*

Workers have also indicated that job seekers struggle with the search feature. Issues with job searching includes: jobs not being listed because of technical/site issues, not knowing the keywords to enter to come up with the best results, knowing how to narrow/refine their searches (by zip code, industry, etc.), or their search does not come up with any job listings.

Less common questions or problems experienced by customers are resumes, site formatting, email verification not working or the email does not come through and lack of customer computer skills. Resumes include users struggle with uploading/creating a resume or expect their old resume to be uploaded on the updated website.

Job Service workers were asked if they believe that job seekers who are registered on jobs.mt.gov are able to find jobs posted that meet their skills and abilities. 52.6% responded "yes", 27.4% responded "no," and 20% responded "don't know". Workers reported that jobs that are higher than entry level (require college degree, professional level, require specialized skill set, etc.), higher paying, or offer benefits are commonly missing on the website. Some workers have indicated that the jobs are posted; however, job seekers are not being matched to specific types of jobs.

- *"The matching function is not dependable and often times random jobs are recommended to seekers. It is hard to tell what jobs are commonly missing because the function is not reliable"*
- *"Higher end jobs. We get quite a few highly educated individuals in our office and we don't have the caliper of positions posted that they are seeking."*
- *"All the professional positions. Most people in the community stereotype Job Service job seekers as those with low skills and that the only jobs available on the JS list are entry level jobs, labor, service industry, etc."*

Troubleshooting with Employers and Job Seekers

Job Service workers were asked about their level of comfortability with their knowledge of both the job seeker side of the site and the employer side. Almost half (42.7%) reported feeling somewhat comfortable and less than a third (30.5%) reported feeling not very comfortable with the employer side of the site. In contrast, 54.5% and 40.9% indicated that they feel completely comfortable or somewhat comfortable with the job seeker side of the site. Workers feel more comfortable with the job seeker side of the site than they do with the employer side.

When the Job Service workers were asked about their ability to teach an employer how to use jobs.mt.gov independently, 11.1% responded with "Completely", 29.9% "Mostly", 42.4% "Somewhat and 16.7% "Not at all".

Job Service workers expressed a range of responses to whether or not they are able to resolve an employer problem. Similar to past years, 47.9% reported that they are usually and 29.6% reported that they are sometimes able to resolve the problem—a slight increase from TC-2. In contrast, workers feel they are "Always" (31.4%) or "Usually" (53.3%) able to solve a job seeker problem (Figure 52).

Figure 52: Frequency of Being Able to Solve Employer and Job Seeker Problems

Workers were asked to describe issues that are the most difficult to resolve in a timely manner. The problem that workers reported is the most difficult to fix for employers is issues with their logins and passwords. These problems include: resetting passwords or the system not allowing them to login even after multiple attempts. Workers also reported issues (outside of the site itself) with their ability to help employers without being able to see their screen. Workers believe they could be of better service to employers if they were able to view the employer's screen and know exactly what the issue is. In general, when the Job Service staff are unable to resolve a problem on their own, work orders are sent out to have the problem resolved. Workers report that this process can take days or sometimes weeks until the problem is resolved for the employer.

- *"Trying to determine why an employer who was able to log in previously, can't log in now. Helping them create a new username and/or password."*
- *"When the employer is logged into their jobs.mt.gov account; I can't see what they are looking at. They ask questions, like "I can't see…(something)" and I have no idea what page they are on or what they are actually looking at; if they have a glitch due to their browser or if they are just on the wrong page."*

- *"Instances when the employer needs additional support unable to be resolved from our local office. Typically, there generally isn't an instant resolution through tech support."*

Workers were again asked to describe issues that are the most difficult to resolve in a timely manner for job seekers. Job Service workers have indicated that the most difficult problem to resolve is when job seekers are unable to remember their username and password. Users have a difficult time understanding how to recreate/reset their username/password. It has also been expressed by workers that technical issues can take some time to resolve. Technical issues include: not using the correct browser, users receiving error messages, but not understanding what needs to be changed/fixed, the site is down or slow and the hyperlinks are not working properly.

- *"I think not being able to log in is the number on question for seekers. They typically don't remember their user name and password. When I instruct them to click "forgot" and then follow the steps to reset their password. Often times, I think the problem is they fill in username too and even though it instructs them to fill in user name ONLY if they want to change it. This username field seems to trip people up."*
- *"Log-in issues are consistent. The process in which they need to reset their username/password is confusing to many job seekers. Searching for jobs is not as user friendly as it used to be according to job seekers. They system seems to be down frequently or is very slow. Job seekers get frustrated when the website isn't operating properly."*

Suggestions and Requests

In addition to the suggestions throughout the report, several other recommendations and requests were made including ways to improve the process of how changes were to made to GenLEX. These suggestions include:

- More training and education on the employer's side of the site
- Additional training on ways to assist customers that have a difficult time finding employment (felons)
- Clear instructions with simplified steps
- More explanations/tutorials
- Ability to upload resumes in any form (not just PDF)
- Not requiring an email address to register/use the site
- Training on general site navigation in order to know where to find information
- Improve visibility of buttons, tabs, and options through color, increased text and button size, less scrolling and strategic placement
- Bring back job seeker search filters: wage, county, shift, part-time/full-time and duration
- Quicker return time when errors or bugs are identified
- *"More information/resources to help with employers. USEFUL information to help on the jobs.mt.gov side because we don't have access and cannot always follow what the customer is even asking. We need dummy accounts we can look at. And if there ARE dummy accounts, they those need to be communicated with the field staff."*

Improvements to the Process of GenLEX Changes

- Informed and trained when changes to the site have been made including information on when the changes were going live and how the change may affect the site and their customers
- Input from workers about possible changes
- *"Made better, more timely, honest and thoughtful emails about the changes that were going to take place before they actually happened. It would have been nice to have been more involved in the decision making and implementation process and have our input actually listened to. As usual, decisions were made and pushed down from the top without any input about how processes work in the field. No one really seemed to care what we thought about how these changes would affect our jobs trying to help people."*

Additional Insights

Job Service workers had mixed opinions about whether or not GenLEX is moving in the right direction (Figure 53). In TC-2, respondents slightly favored a positive outlook on GenLEX changes; however, this year (TC-3), respondents had a more negative outlook on GenLEX moving forward. Those that feel GenLEX is not moving in the right direction expressed that the site is less user friendly and becomes harder each year of GenLEX, especially for those that lack computer skills. Other workers felt that the matching/searching has become worse with GenLEX. The searching feature is confusing for users, the users/staff are unable to fine-tune the process for a manual search and users are not receiving competent matches to their job postings.

Figure 53: Is the GenLEX Moving in the Right Direction

- *"Many of the people using our system now are the most needy/vulnerable/chronically unemployed in our area. What they have to work with is a system that stresses them, makes things more complicated and is not particularly effective."*
- *"The lack of ability to match seekers and employers is worse, it takes more staff time to do manual searches notifying seekers by phone or email individually; the system does not code to the correct industry code again taking extra staff time to find out why and see if it can be changed by updating the job title or the job description."*

Those that feel GenLEX is moving in the right direction expressed that seekers being able to upload their own resume has been a benefit, more employers are allowing them to scrape their websites, and some believe that the changes are making the site more user-friendly and intuitive.

- *"I appreciate that more employers are allowing us to scrape their websites—increasing our number of jobs. I also like that we are starting to be able to search by employer, rather than by 'counselor web' and others."*

Workers were also asked their opinion on what has been the best change as a result of GenLEX. The most common response was the ability for job seekers to upload their own resumes. In contrast, workers reported that job seekers inability to edit, change or update their resume has been one of the biggest challenges because of GenLEX. As stated previously in this report, another challenge has been with the matching and searching features for both job seekers and employers. Workers have indicated that the wage information on each job posting has created issues for job seekers and employers as well. Job seekers are frustrated that they are not receiving the wage that is posted on the wage information and employers are frustrated because they are offering a much lower wage.

UTAH'S DWS WORKER SURVEYS

Workforce Development Specialist and SET (Employer) Input

The Workforce Development Specialists (WDS) work primarily with employers as they search for potential candidates and navigate many parts of the jobs.utah.gov website. All WDS were invited to participate in a short, online survey to gather their opinions about the functioning of the jobs.utah.gov website and the effectiveness of the website in serving the employer customers of DWS.

The Statewide Employment Team (SET) was also invited to participate in a short online survey to provide feedback specific to their role in the agency; thus, their survey included employer and job seeker related questions; however, this section will only include the responses relevant to employers. Of the 6 SET members, 4 participated; a 67% response rate. The nature of the SET's role (working with individuals seeking help with problems on jobs.utah.gov) should be noted as the role of "problem solver" and could potentially generate a bias towards negative feedback about the customer experience. Since the SET was asked questions similar to those asked of the WDS and Connection team members, SET data is incorporated in the WDS and Connection Team sections, and only explicitly reported when SET feedback differed. Additionally, the very small sample size needs to be taken into consideration when reviewing findings from the SET.

Findings

The WDS survey was administered June 2016. Of the 17 invited to participate, 15 individuals responded resulting in a response rate of 88%. All service areas were represented by at least 2 respondents with the exception of Castle County, Uintah Basin and South East. WDS respondents have been employed by DWS for a median of 18 years, while the median length of time in the current position was 4 years.

Of those that responded, 20% of WDS workers felt that employers are "Well informed" about the TC-3 changes that were introduced last fall. More than half of WDS workers (73.3%) and a third of SET workers (33.3%)thought that employers are "Somewhat informed" about TC-3 changes and 6.7% of WDS workers and 66.7% of SET thought employers are "hardly informed." The most common method used among WDS workers to inform employers about changes is through

Call/Walk-in (93.3%). Other common methods are through Community Events (86.7%) and Business Events (86.7%).

Similar to TC-2, the SET believes the number of employers using the site to post their own jobs has increased a little (25%) or not really changed (25%) and 50% responded "Don't know" since TC-3 changes were introduced. In TC-1 and TC-2, the WDS and SET groups had opposing viewpoints about posting jobs. WDS (TC-2 81.3%) believed employers found it easy to post jobs on jobs.utah.gov and SET (TC-2 75%) believed employers did not find it easy to post jobs. Conversely in TC-3, most of WDS (93.3%) and SET (75%) believe that it is easy for employers to post jobs on jobs.utah.gov. WDS respondents reported posting issues had more to do with what happened before (getting logged in to begin with) or after (matching and searching) posting a job, as opposed to the posting process itself.

In continuation of the baseline, TC-1 and TC-2 results, the most difficult issues to resolve in a timely manner were related to registration and login. These problems were related to a variety of factors especially those surrounding FEIN, Utah ID, or UI ID. Respondents reported employers don't know what their specific IDs are, how to access them, or how to input them into the system correctly. In contrast, SET reported that difficulties with technical issues are the most difficult to resolve in a timely manner. Technical issues would include: system errors and a blank page coming up when an employer attempts to post a job.

After Registering: Once an employer is able to register and log-in, other barriers that have been reported include: employers not having the time to learn how to navigate the website or read about updates to the system and continued difficulties with the matching and searching features.

Navigation

In contrast to findings from last year, other workers discussed that the navigation of the site can be a barrier for employers; however, some workers do not feel that employers are taking the time to learn the site and all that it has to offer. Some workers suggested more marketing and outreach to employers to inform them of the different features and resources DWS has to offer them. Workers also feel that employers are not taking the time to review the tutorials or read the updates; therefore, employers are not learning about the changes and are calling WDS or SET when they are having an issue.

- *"I think they have done what is in their power including the tutorials online and updates. Some employers are willing to view the information and some are not going to take the time. They will reach out to us when they don't know how to use something and we can take that opportunity for education."*

Many times, workers are unsure what the employer is asking or have a hard time understanding which part of the site they are looking at. One worker suggested, *"Provide a quick link or other means to immediately reference the employer self-service screens and information. We generally view the employer self-service system once a year in training and it is very cumbersome to log in to the training database, when additional need arises."* Another worker offered, *"Screen shots of all visible*

screens--along with a narrative on a separate sheet describing the features and why these are important and what uses it provides to employers!"

Workers were asked all 3 years (TC-1, TC-2 and TC-3) how the jobs.utah.gov website differs from other job posting sites. In TC-3, 26.7% reported that the website is both "better than most" and "not as good as others," 40% reported that the website is "the same as most" which is an increase from TC-2 (31.3%) and slightly higher than TC-1 (38.9%).

Figure 54: Jobs.utah.gov vs. Other Sites
Compared at TC-1, TC-2 and TC-3
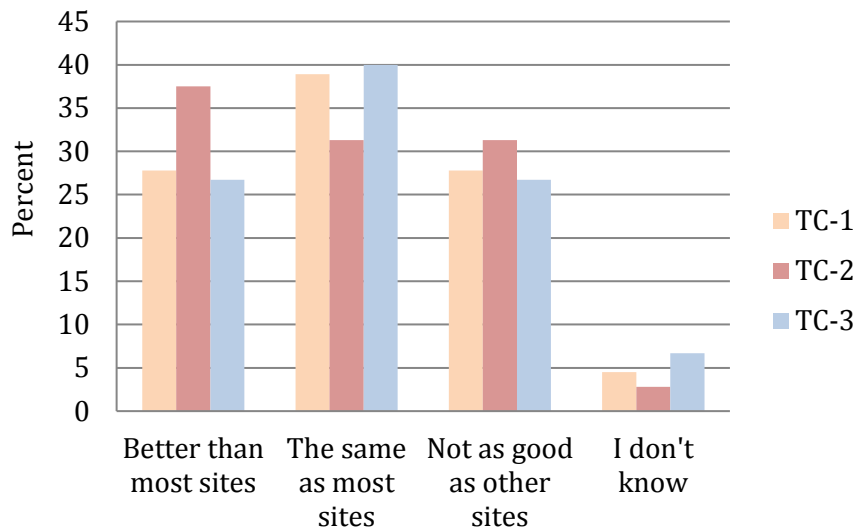
Matching and Searching

Similar to findings in TC-1 and TC-2, a major barrier to employers using the site is the poor matching. Matching issues include system generated matches and manual searches that return unqualified job seekers. The most common response this year (TC-3) has been that they are being matched to seekers that are located too far from the job site. These issues create a dynamic where employers feel it is strenuous and time consuming to use jobs.utah.gov to search for candidates. One worker responded, *"Employers get very frustrated getting candidates that are too far away, some are looking for very specific skill and not able to narrow down their searches enough."*

Figure 55: Employer Use of Matching Feature
Compared at TC-1, TC-2 and TC-3 (WDS)

86
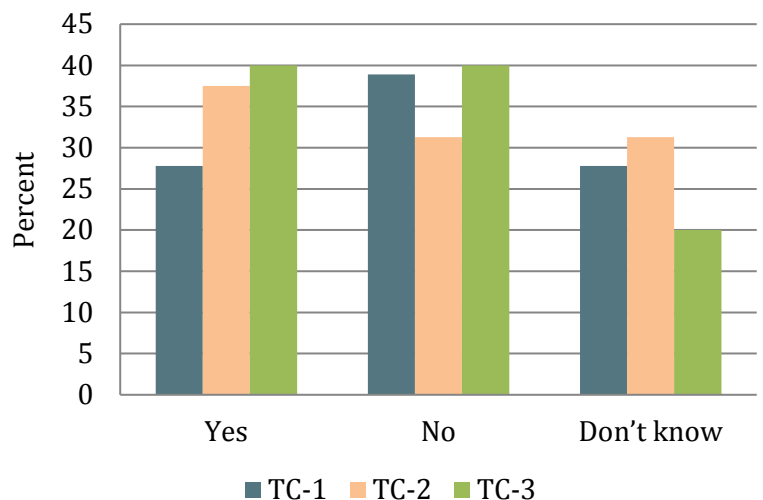
WDS and SET opinions about whether or not employers utilize the matching feature on jobs.utah.gov were similar on whether employers use or do not use the matching feature (WDS-40%, SET-50%) and 20% of WDS "Don't know" if employers are using the feature or not. TC-2 opinions were split, slightly favoring the use of the matching feature. TC-1 results slightly disfavored the use of matching (Figure 55). The majority of WDS respondents expanded on their response saying that employers try it and are returned inaccurate matches so they either continue to use the feature dissatisfied or stop using it as a result.

The most common suggestion given by workers to increase employers' success in finding potential candidates is to increase employers searching capabilities. As it is now, employers are being matched to candidates that are too far from their job site location or are unqualified for the position. Employers would like the opportunity to search by location (zip code, county, area, etc.), keyword or most recently updated resume.

Additional Insights

WDS workers indicated that the best changes that have happened to the site as a result of GenLEX was the ability for job seekers to upload resumes, employers' ability to view the resumes, and ability to directly email job seekers. In contrast, the biggest challenge created as a result of GenLEX is the searching and matching feature. Employers are not able to narrow down their search criteria (zip code, county, etc.) in order to be matched to qualified candidates.

When workers were asked how often they are able to help an employer solve a problem, 26.7% reported "Always," 60% "Usually" and 13.3% "Sometimes." Answering the same question, SET workers reported 50% "Always" and 50% "Usually" were able to help a customer solve their problem.

WDS workers and SET were also asked how comfortable they feel in their ability to teach an employer how to use jobs.utah.gov independently. More than half (73.3%) indicated "Completely" and less than a third (26.7%) indicated "Mostly." SET workers felt 100% "Completely" confident in their ability to teach employers about the website.

Workers provided ideas for what the UWORKS team and DWS in general could do to support WDS and SET workers in their efforts to educate employers, answer their questions, areas they would like more information and training, ways to improve interactions between employers and DWS and suggestions for improving the process of how GenLEX changes were rolled out over the last 3 years. Suggestions only from the SET are signified as (SET). Suggestions given were the following:

Support from DWS to assist teams in educating employers:

- Educate employers on current features (i.e. linking social media, adding company logo, etc.)
- More communication among departments
    - UWORKS and SET
    - Informing WDS workers when employers are being notified of changes

- Easy access to self-service screen so when employers call they can quickly look up the information

Improve interactions between employers and DWS:

- Enhance overall DWS marketing strategy to increase awareness about recruiting and business assistance services available to employers and utilize outreach
- Encourage WDS workers to have a better understanding of the website so they are able to assist employers when they have questions instead of having to call SET (SET)
- Having access to a master account when an employer calls (SET)
- Ability to track any changes to a job posting and which department made those changes (SET)

Provide more information or training:

- Changes being made to the site before they are implemented
- Understanding/knowing the process when workers refer employers to UI to create an account
- How employers use the UI page
- How the resume builder works and uploads to job search profiles (SET)
- Have regular refreshers/training on the overall site
- Knowing the information that is transferred when entering job contacts in the Eligibility Center and Unemployment Claim Center (SET)
- How UWORKS operates (SET)

Suggestions for improving the process of GenLEX changes:

- Worker involvement with decision making and implementation
- Informed on when changes were going to happen and how they would affect customers (also discussed in TC-1 and TC-2)
- Training on the changes before the changes were rolled out
- Incorporate and value worker feedback in the change process (also discussed in TC-1 and TC-2)

When workers were asked if they feel that the GenLEX changes are moving DWS in the right direction, 100% of WDS workers responded with "yes." The SET were equally split (50%) in responses of "Yes" or "Unsure." In addition, 100% WDS workers and 75% of the SET suggested that all job seekers begin receiving the test system with all the new features.

DWS Connection Team and SET Survey (Job Seeker Portion)

The Connection Team works primarily with job seekers as they search for employment and navigate many parts of the jobs.utah.gov website. The Connection Team works in the DWS office Job Connection Room (JCR). Customers who use the JCR for job searching are a small, unique portion of

the job seeker population in Utah and most likely those most in need of assistance and resources for accessing jobs.utah.gov. Findings in this section represent a small number of job seekers.

The DWS Connection Team was invited to participate in a short, online survey to gather their opinions about the functioning of the jobs.utah.gov website and its effectiveness serving job seekers. The Statewide Employment Team (SET) was asked to respond to questions regarding their experiences with jobs seekers. The SET workers (N=6 with 4 respondents) address user issues via phone or live chat and therefore, come into contact with those having problems using the site. SET feedback was similar to the Connection Team and can be assumed unless otherwise specified.

Findings

The link to the Connection Team survey was emailed to 141 Connection Team members in June 2016. A total of 87 team members responded to the survey, a 62% response rate. All service areas, excluding Uintah Basin and South East, were represented by at least 2 respondents. The median length of time Connection Team workers have been employed by DWS was 10.5 years, while the median length of time in their current position was 4 years. This represented a slight increase over the previous two year's survey population.

The Connection Team and SET were asked to give their perspective on several different questions regarding the DWS website (jobs.utah.gov) and DWS as an agency. Questions included: new features, use of the test system and current system, job seekers struggle with the website, the teams' ability to help and what more can be done to improve the customer experience. Throughout analysis of the feedback, major themes emerged. These themes will be explored followed by specific feedback (signing in and after registration), worker specific experiences, and worker specific suggestions.

Big Picture Themes

Similar to TC-1 and TC-2 findings in other sections of the report, workers often provided feedback in response to overarching issues. For the Connection Team, these issues included usability of the site, resume management, and transitions from the current to the test system.

Usability: Throughout the website, ease of navigation, intuitiveness, and quick access to help features play important roles in how users view the site overall. The teams reported customers struggle to find information and functions on the website. In addition, they reported that the site is not intuitive, specifically knowing what keywords or interests to include in searching for and being matched to jobs they are qualified/interested in and building resumes.

In TC-3, customers had a job seeker mobile application (app) available to assist in their job search. Only Connection Team members were asked about the feedback they have heard from customers regarding the app. Only 14% reported hearing "Mostly positive" comments while another 14% heard "Mostly negative." Nearly a third (31.4%) reported "Neutral" feedback and 37.2% responded "N/A." One worker said, *"Mobile app still needs to be more user friendly, most people cannot see forms they need to complete or open up notifications they receive on the mobile app."*

Resume Management: In the current system job seekers like the simplicity of a generated resume, especially those who have not created a resume before. Similar to last year, those who had a system generated resume and have since been transitioned to the test system have no way to edit their resume and do not like the fact that they need to retype their information if they want to make changes or update the resume.

The test system now has more resume options such as the resume builder tool and uploading (multiple) resumes; however, there are significant limitations with the TC-3 resume options which are consistent with TC-2 findings. The biggest limitations are only having the capacity to upload resumes in PDF format, and not being able to edit an uploaded resume on the site. These findings were consistent with the SET. Connection team reported some customers are confused by the parallel resume and profile information processes because users do not understand why they need to enter their information on the system twice.

The resume builder tool is not considered user-friendly among some users, specifically those customers that are lacking computer skills. Compared to last year, 31% of Connection Team members reported feeling "Very confident" in the resume builder tool which has more than doubled from the previous year (TC-2, 12.2%) (Figure 56). Over half of the Connection Team reported being asked about the resume builder tool "Several times a day" (42.5%) or "About once a day" (19.5%). Most of the Connection Team reported feeling "Somewhat" (36.8%) or "Very comfortable" (52.9%) with helping customers use the resume builder. When asked for experiences that influenced these answers it was

Figure 56: Confidence in Resume Builder Tool

- Very
- Somewhat
- Not Very
- Not At All

reported that the resume builder is not user friendly specifically to those customers that are lacking computer skills. Staff also reported that it is not intuitive, the instructions are not clear and there is not a spell check for those customers that struggle with spelling. The formatting of the resume on resume builder does not give customers the freedom to choose how they would like to format their resume. When printed or downloaded, the formatting does not look professional and the formatting will get skewed when converting to a word document or vice versa.

- *"No ability to adjust spacing and margins to get a resume to fit on one page. We end up transferring the resume to a word processor, editing it there, then uploading to jobs.utah.gov. But then the original in Resume Builder is still flawed. The formatting marks sometimes make editing it in word processor difficult. No ability to change spacing between columns."*
- *"Our customers in the JCR are proficient with social media ... slap something in there and hope you don't get too embarrassed .. creating a resume in a system like Resume Builder creates a feeling of a right and wrong answer and that causes fear of not doing it right ... using a template is not something that is comfortable ..."*

- *"The sample resumes are not indicative of the most common jobs in our area and do not provide useful sample resumes. Please consider putting some realistic resume samples, for production, mid-level, no career change."*
- *"The resume builder would be more beneficial if it was linked to their job profile on jobs.utah.gov so when you tell them it is not they get frustrated. Employers do not see that resume so they spend all this time and energy creating it but then have to create another personal one in order for employers to see it."*

Positive views of the Resume Builder are also present. These workers suggest the resume builder is useful to customers because there are sample resumes that the customers can easily copy/paste from, it is linked directly to their email address, it is a quick way for users to create a resume and it assists those individuals who are new to creating a resume.

- *"I use it in Work Success all the time. I like that it has samples that you can look at and even pull info from. That is a big help to the customers that aren't so elegant with words."*

In contrast with the Connection Team, SET members were less familiar with the resume builder where they are asked for assistance with it "Once a day" (25%), a "Couple times a month" (50%) or "Less than monthly" (25%). Half reported feeling "Somewhat comfortable" helping while the other half were split between feeling not "Very comfortable" helping and feeling "Not at all comfortable" helping the customer use the resume builder tool.

Transitioning from Current to Test System: A portion of job seekers were using the current system and later switched to the test system. These users experienced a unique set of challenges with the transition; one of which was the loss of previous profile information and system generated resumes. Not only is their information lost, but also the time and effort that was previously invested. Users did not like that it was necessary to recreate what was once already there.

- *"I think it is much more user friendly and also provides the customer with more. It also looks more appealing. Above all I feel that when a person completes a solid registration that the system does go to work for them. Providing them with a much better chance to succeed in find a job."*
- *"I think the Test System has a lot of merit. Each year of its development has used a lot of feedback data to inform decisions. It is streamlined compared to the current system. The automatic job matches on the Home Page are a nice feature. The layout is attractive and fairly easy to use."*
- *"I find that people are more satisfied with the test system."*
- *"I like the features of the test system better- the registration process is not as lengthy, use of the resume builder program, ability to upload a resume."*
- *"Losing the original resume when the customer was switched over and updated their profile. Maintaining that resume would have helped so many people. Someone may not have had to look for work for 10 years or so and so they didn't update their resume, but they did rely on DWS to maintain it so they would be able to update it if the needed it."*

Signing In

When signing on, user error is one of the most common factors reported and is usually related to forgotten login information. When this information is not available, a sequence of troubleshooting events is set into motion; however, most use email and text in a two-step verification process. This is a huge disadvantage for those using the JCR who do not have a phone or don't remember their email address because they cannot get into their personal email to access the password reset link. For these folks, troubleshooting a personal email account or creating a new one is required in addition to addressing the presenting issue of forgetting their jobs.utah.gov information. Given this insight it is not surprising that sign in issues were also reported as one of the most difficult to resolve in a timely manner.

- *"The single sign on having to sign in with yahoo, Gmail, Facebook or Utah ID customers do not remember their passwords to their email, and many of them do not have cell phones. It is difficult to create an email without a cell phone. It can be quite a long process to just to get logged in for customers."*
- *"Hands down the most timely issue we deal with is customers not remembering their email and or the password (though it's usually both). We then have to have them set up a new account/password only to start the process. This happens even when we write the information down for customers."*

Similar to Connection staff, SET reported the process of disassociating a user from their email. One worker summarized the problem: *"One of our biggest struggles is disassociation of emails since we can't do that ourselves and have to send an email to UWORKS to get it resolved. Generally, they have a quick turnaround time, but it isn't something we can resolve on the call."* SET members unanimously named disassociation of accounts as the most time consuming problem to solve.

After Registration

Again, searching and matching features were mentioned as frequent problems beyond registration. When using these features, customers often find results to be irrelevant and unpredictable.

Teams were asked if they found that most job seekers who are registered on jobs.utah.gov are able to find jobs posted there that meet their skills and abilities (Figure 57). Compared to TC-2, workers are more likely to "Agree" (71.3%) that the website is meeting the needs of the customer. Some reported professional jobs are missing from the website (e.g. higher paying, requiring a bachelor degree or higher, requiring a technical certification or license, etc.).

Figure 57: Jobs on Website Meet Job Seeker Skills/Abilities
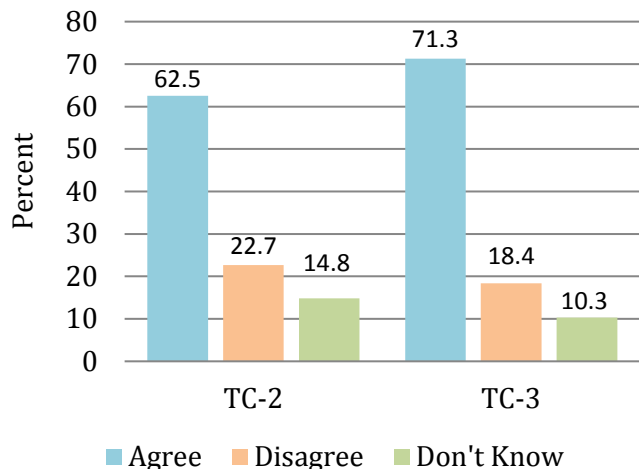
Comparison of Current and Test Systems

Current System: For some, the current system is considered simple and user friendly especially those with limited computer skills, it is easier for customers to complete the registration and customers can create a basic resume. It is also familiar to operate and does not require any new learning before use.

In contrast, the most common struggles had to do with customers' ability to navigate from page to page, making changes on their profile or resume and finding specific information (events calendar, sign-in, saved searches, etc.). The current system also falls short with resumes. While the generated resume is nice, it is inflexible and produced in PDF format. Additionally, reports of requested features included on the test system (e.g. the ability to upload a resume) were also reported. These findings are consistent with the findings from the previous year (TC-2).

Test System: Connection team workers reported that the test system is much easier to navigate through the website. Job Seekers appreciate the ability to upload a resume (multiple) or create one on the site using the resume builder tool. Workers also feel that there is more information available on the test system as well as new features for customers to utilize.

Connection Team staff report that the biggest challenges created as a result of GenLEX was helping customers navigate the new system as well as adjusting to the changes of the new system. Some staff responded that customers struggle with the matching and searching features, specifically, knowing which keywords to use to produce the most accurate matches. Job seekers also struggle with using the resume builder or being able to upload their resume into the system. The registration process has been a challenge for customers. For example, users are not entering enough information or knowing if they have fully completed the registration. SET workers indicated that the profile percentage is difficult for users to understand what the *X*% complete means and how to increase that number. Job seekers think they have to be at 100% to be registered.

- *"They are required to type out information about experience or occupations in order to be matched and may do not do this well. They tend to get better matches when they are able to choose occupation by using a list."*
- *"Challenging people to move out of the comfort zone. Learn new skill and upgrade the ones already had."*

As mentioned with the current system, both teams reported that customers face difficulty in trying to get connected to employers or jobs through matching and searching. They get recommended jobs that don't fit their skill set, location or experience.

Additional Insights

When the Connection team members were asked how comfortable they are with their knowledge of the website, 51.7% indicated that they are completely comfortable and 44.8% indicated that they were somewhat comfortable. Similarly, more than half (64.4%) and roughly a third (33.3%)

reported that they felt "Very confident" or "Somewhat confident" in their ability to answer customer questions. When asked how often they are able to help a person solve their problem, 26.4% and 67.8% reported "Always" or "Usually." SET reported they were "Always" (75%) and "Usually" (25%) able to help a person solve their problem.

Most Connection Team members seek help from a supervisor, peer, or team member if they have questions about the system. Team members provided feedback about how they could be aided in helping to answer job seekers' questions, areas they would like more training/information and suggestions for improving the process of how GenLEX changes were rolled out over the last 3 years. Suggestions only from SET are signified as (SET) Suggestions given were the following:

Improve usability:

- Make the systems easier to use
- Enhance resume management (resume builder, more uploading options, access to previous resume)
- Improve website intuitiveness
- Offer translation for non-English speakers (Spanish)

Provide more information or training:

- Information on Unemployment Insurance
- Changes being made to the site (specific features)
- Employer side of the website
- How to communicate/assist with customers with job searching (felons)
- How the resume builder works
- Have regular refreshers/training on the overall site
- Specific scenario training on the most used areas of the site
- Hands on training

Suggestions for improving the process of GenLEX changes:

Figure 58: Changes in GenLEX moving DWS in the Right Direction

- Worker involvement with decision making and implementation
- Informed on when changes were going to happen and how they would affect customers (SET)
- Training on the changes before the changes were rolled out

When workers were asked if they feel that the GenLEX changes are moving DWS in the right direction, 18.8% and 20.9% of Connection Team members responded
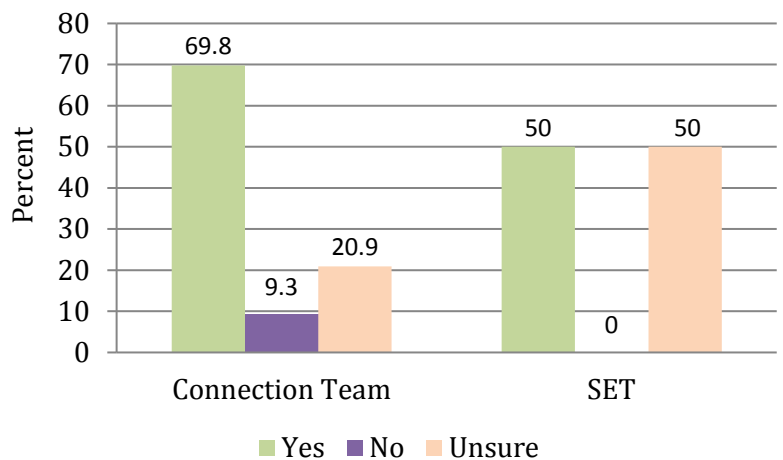
with "Yes" or "Unsure" (Figure 58) and SET were equally split with 50% of responses "Yes" and 50% "Unsure." In addition, 63.5% Connection Team and 75% of SET suggested that all job seekers begin receiving the test system with all the new features.

PROCESS EVALUATION (MONTANA AND UTAH)

Utah's DWS seeks to continue its role as an innovative leader by implementing promising ideas to better serve the needs of job seekers and employers. As noted in the DWS grant proposal, little is known about the use of self-service on-line systems for job seekers and employers. Including a process evaluation in the overall GenLEX evaluation plan provides a pathway for gathering the "lessons learned" from the Utah and Montana GenLEX partnership. It also makes the findings available nationwide during and after the project's implementation period. Research questions 5 and 6 reflect two questions typically answered by process evaluations: "Was the intervention implemented as intended to the targeted recipients?" and "What factors (external or internal) acted to support or frustrate efforts to implement the study components as intended to the targeted recipients?" Although less than during baseline, some changes to the original study design occurred and will be referenced. Changes can be viewed in a timeline of significant events (Attachment 12).

The baseline process evaluation focused on the design and development stages of the GenLEX initiative. This was critical for establishing a strong foundation on which to build the initiative. The TC-1 process evaluation captured Utah's experience running two concurrent systems for job seekers as well as Montana's efforts to navigate personnel changes within the GenLEX project management. Several of these factors continued to impact the GenLEX project over the TC-2 and TC-3 time periods. The new and reoccurring impacts on the GenLEX project will be documented below.

Data Collection: The GenLEX process evaluation is based on a variety of data sources, including:

- The proposal logic model which serves as a guide to key components of the program
- Direct communication with key GenLEX initiative designers involved in the planning and implementation processes
- Direct communication with key stakeholders and personnel involved with the grant implementation including, but not limited to, agency staff, job seekers, employers, and agency partners
- Evaluation and agency project managers' field notes and recording of significant events throughout the life of the project

Accessing a broad spectrum of data sources provides insights reflecting a variety of perspectives which, of course, are not always consistent. It is the combination of perspectives and views that provides needed depth, not simply breadth, to the process evaluation findings.

Introduction: GenLEX Initiative in Context

Montana Job Service and DWS are large public service agencies providing services to a wide variety of customers. The GenLEX initiative is primarily a technology project focused on the online LEX,

which is required to be continually functional and cannot be taken down for long periods of time. Changes made to one part of the system affect many parts of the organization. Determining the timing of planned changes, staff training requirements, and agency capacity are all factors that have impacted implementation of GenLEX throughout the life of the project.

Montana and Utah are able to work as partners on this innovation grant because they use similar databases to manage the LEX system; thus, the technical nature of the GenLEX initiative is supported by this connection. While similar in their use of this particular technology, they are very different in other ways significant to implementation of the grant.

A primary difference is the scope of services offered within each state agency. Montana Job Service staff work specifically with those seeking employment and employers looking to hire. Changes within the agency tend to only affect this group; however, the lack of connection to other agencies tends to limit access to relevant administrative data. DWS serves the same customer type as described in Montana and a large number of other users including those seeking public benefits (cash assistance, food stamps, housing, child care assistance and Medicaid), refugees, and most recently clients of Vocational Rehabilitation. Workers must sort through a variety of options to determine the customer type in order to provide appropriate services. Leadership within the agency must consider the impact of decisions on various programs and services under the DWS umbrella. Making changes to one component of a large agency like DWS will always be challenging and unpredictable, as competing and sometimes higher priority needs must be addressed. Hierarchies of needs can be changed by agency leaders, state legislators, or even federal mandates. Decision-making in Montana generally requires fewer levels of approval simply due to the more compact size of state government.

While some components of the process evaluation overlap, the context for implementation is different enough that findings from each state will be presented separately; thus, the uniqueness of each context can be noted as other states consider implementation of similar initiatives.

GenLEX in Montana

The process surrounding implementation of the GenLEX initiative in Montana has both similarities and differences to Utah. Montana follows Utah's pathway in that the computer systems are the same and were primarily programed by the same developers in Utah. Due to this, many of the same components were implemented in Montana as in Utah. However, as noted above, there are also differences between the two states that affect the implementation process in Montana.

Montana's Workforce Services Division of the Montana Department of Labor and Industry manages the Job Service offices statewide. These one-stop centers "make up a state-wide system of workforce development partners collaborating to provide customer focused employment and training opportunities that prepare, train, and connect a highly skilled workforce to the business community, striving to enhance and improve long term employment outcomes for job seekers and business" (Montana Job Service Directory). Job Service staff focuses on employment from both the job seeker and employer perspectives. This is very different than the broader mission of Utah's DWS.

While Utah and Montana share some geographic similarities, Montana has a population approximately one-third that of Utah (i.e. 1 million vs. 3 million residents), yet it is nearly twice the size. In 2013, Billings, the largest city in Montana, had a population just over 109,000 in the city proper and 165,000 in the broader Billings metropolitan area. These factors affect many aspects of the employment market and cultural environment within the state and thus, impact the implementation of GenLEX.

Montana is not participating in the randomized control trial for job seeker outcomes or the time series evaluation associated with employer outcomes. Input from the online satisfaction surveys and statewide focus groups provide data to measure changes over time. These measures are the foundation of evaluating changes associated with the GenLEX initiative. Yet, like Utah, these measures can be affected by many forces, including the valuing and implementing of the GenLEX vision, changes in technology, and staff training and support.

Commitment to the Vision

In spring of 2012, leaders from Montana's Workforce Services Division made the decision to support the goals of the GenLEX initiative. This support continues in the sense that they recognize there is a federal grant with regulations that must be followed. Yet, as in any state agency, there is never just one thing happening. Diffusion of focus seems to have plagued the GenLEX process from the beginning, as there was little sense of agreed upon goals or vision for the initiative.

At this time, division leaders are no longer directly involved with the details (e.g. what the grant involves, how it affects staff, etc.). Over the four and a half years since applying for this grant, many things have changed and new projects have been added to the agency. It is unclear at this point where GenLEX fits in the list of priorities. It might seem that coordination in a smaller state would be easier; however, a project like GenLEX needs champions able to balance the initiative with other realities within the agency.

When the GenLEX grant was submitted, two staff members from Montana were written into the grant. In the fall of 2013, centralization of the state's IT department shifted the work load of the Montana GenLEX project manager (a systems analyst) to other duties. The other part time staff person in Montana also had new job duties, which impacted the availability for training. Eventually, others needed to be brought in to support the GenLEX initiative and carry out tasks associated with the grant. Project continuity during staff transitions are always a challenge. One component often lost is the perspective about the broader vision of a project.

In addition to changes in GenLEX specific staff, there have also been multiple changes in leadership within the Workforce Services Division. During the past two years, some administrators have been supportive of the principles introduced through GenLEX- others, less so. Currently, the new administrator of the division is supportive of the project. This has created confusion for frontline staff who feel they are being told to encourage job seekers and especially employers to use the website independently, yet are still being measured on the number of staff entered job orders.

Challenges in obtaining developer time for projects have increased due to the many projects needing attention and a lack of support from administration. A concrete example of support has been the Commissioner of Labor's support for the occupational wage data being posted on the site, even though employers have been less enthusiastic about this change.

Another challenge came from outside Montana Job Services with the governor's office insisting on changes to the login for the website. These changes came in at the last minute. The programmers in both Utah and Montana worked diligently to make the changes; however, it was very stressful and could not be tested well prior to deployment.

Keeping an initiative like GenLEX moving toward an overall vision involves constant vigilance to the message and champions who carry the vision forward. It involves reminding those in authority of their commitment, providing many venues for reiterating the message, and communicating the whole vision to those who join along the way.

The Technology Side of the Equation

The GenLEX initiative was initially conceived as a two state project based on an existing technology focused working relationship between Utah and Montana programmers and staff. Those implementing the LEX in Utah and Montana were philosophically similar, with both seeking research driven decision-making. Initially, there was a level of understanding that all parties were working toward similar goals. When key personnel in each state changed, relationships had to be reestablished. Of course, new partners brought new ideas.

Technically, there have been challenges with Java differences between Utah and Montana that have created a need for programmers to design new codes and make adjustments so that changes work in Montana. Montana does not have the technology infrastructure to handle such changes on its own, although it has improved in the past year. Most of the time it is not an issue; however, limited resources in Utah made it more difficult to address needed changes in both states.

As mentioned above, the centralization of the IT departments left a gap in the ongoing support of the MWORKS system as this is now only one of many systems with which programmers are working. Since MWORKS was built from UWORKS in Utah, there are features which were designed for Utah but not applicable to Montana. There is sometimes confusion as to whether something is broken or intentionally designed the way it works. The MWORKS system is undocumented so programmers can change one component and unknowingly break something else. With limited time and resources available fixes often do not happen unless it affects a component monitored at the federal level. One example is the challenges with matching.

When the matching process changed, staff and users frequently complained that the systems matching process had changed for the worse. Complaints were forwarded to programmers, but it was unclear if and when things were fixed. There have been fewer complaints in the past year; however, it is unknown whether this is due to improvements in the system or if people have just given up and stopped reporting the issue.

In both states the development of mobile applications for job seekers and employers was an area of significant challenge during the earlier TC-2 year. Miscommunication and confusion between the partners resulted in delays in production of the apps. One partner expressed feeling that "the goal posts kept changing" during the production process. Some features were developed and not used, resulting in wasted time and effort. It was not unusual for oversite committees to make changes without full awareness of the impact on the project partners or timeline. The apps were all eventually launched, but the teams still have not worked out how the ongoing support for the app will be done. If a new IOS comes out, it is unclear who will provide support. This lack of clarity regarding ongoing support and the lack of uptake of the mobile apps has resulted in Montana deciding to drop the mobile apps all together. The website is considered "user friendly enough."

Designing training on a technology project also involves knowledge about how technology projects are developed, tested, and rolled-out. This technical process must be integrated into the training used to assist frontline staff through the changes. This is a little different than other types of projects; it is not realistic to wait until there is a production-ready system to conduct training, as the system will still be in the final stage of design at the same time. Training is conducted using screen shots and limited hands-on examples known to work. The person designing the training must be "in the weeds," that is, very familiar with how the system is being designed to work. They must be able to design training and present it so that workers will understand both their internal view of the system, as well as the view experienced by job seekers and employers.

The "Business Side" of the Equation

Practical application of the changes introduced in GenLEX occurs in the individual Job Service offices located across Montana. Each Job Service office has a great deal of autonomy. While they are directed by the Bureau Chief, how services are implemented is greatly impacted by the population and the employment counselor philosophy in each office.

During baseline, the GenLEX team attempted to share the new ideas and inform managers about what was coming by speaking at manager meetings or other venues where staff gathered. The GenLEX team also spent time going to the offices, talking one-on-one with staff, listening to concerns, and communicating the principles behind the changes. Much was done to try to move forward without losing the support and engagement of staff along the way.

While agency programmers and trainers talk about the GenLEX initiative and how it works in theory, the frontline Job Service staff is affected on a daily basis. As noted above, much was done to educate and train staff about the purpose and process of the changes, thus addressing the "nuts and bolts" of how processes will work differently. However, the mixed messages from leadership and personal values cause some to still struggle to support the new philosophy- specifically, the move toward making the LEX more self-service friendly. This was especially hard in year one when many staff felt the "tools of their trade" were taken away without explanation of what was to take its place and how to function.

Given the lessons learned from past years, the initial goal was to start talking about the TC-3 changes early in hopes that staff could begin preparing for the changes to come. Details of coming

changes were given early and often. However, this strategy did not work, as last minute changes meant that staff did not get some of the functionality they had been promised. Utah provided some help with preparation of the training; however, delays in preparing these trainings resulted in the assigned Montana training designer leaving prior to completion.

One unofficial resource that has been added to the process is a group of "super users." These are Job Service workers around the state who have been involved at different levels with activities, such as testing. GenLEX staff engages with this group to help identify problems and communicate with people in their offices. These workers were identified and unofficially "chosen" because they have a generally open attitude toward change and can reassure other staff that *"the sky is not falling"* whenever there are changes. These workers help communicate certain types of information, dispel rumors, and build up positive attitudes.

After learning that few workers had availed themselves of the updating available in the videos regarding TC-2 changes, GenLEX staff decided to decrease the amount of training and change the format from many self-administered videos to a few interactive webinars. Staff were pleased to learn that matching had been improved. In general TC-3 changes were behind the scenes and did not affect front-line staff in the same way as previous changes.

In general, there seemed to be increasing acceptance of a basic vision of GenLEX, moving from staff centered to user centered services. Staff are beginning (after 4 years) to understand how the changes to the system free up time for assisting those needing personal service in the offices. Change definitely takes time, repetition of the message, and support from all levels of the agency.

GenLEX in Utah

"One-stops" have become popular ways to deliver public services more efficiently. As such, DWS is a complex state agency, encompassing several entities (job service, public benefits, Unemployment Insurance, Vocational Rehabilitation) in one department. Co-locating services (both literally and technically) facilitates data sharing, communication, and cooperation; yet, designing and implementing a project as extensive as the GenLEX initiative requires a well-coordinated effort within the agency. Changes occurring at critical junctures of program development and implementation can have significant effects on the progress of the overall project. Over the course of the GenLEX initiative, implementation processes have become more efficient and effective for both agency staff and the public accessing these services.

Technology and Systems Change

As the GenLEX initiative moved into its fourth and final year, the challenges of engaging in a technology initiative continued, but were more manageable than in the past. As in past years, as one component of TC-3 was implemented, adjustments were made to other parts. If the features outlined in the original design do not work in practice or create such unintended consequences, then they must be changed. Additionally, new unanticipated issues emerge and must be addressed. The rate at which technology changes challenges designers to consider future needs in today's designs. Often, these challenges are not well addressed by large, public service agencies and as the

GenLEX initiative continued, new aspects of the initiative presented new challenges. The two system design of the GenLEX evaluation produced an added challenge throughout the initiative.

In Utah, DWS was awarded the Workforce Innovation Fund grant based on agency goals for improving the LEX. As the awarded agency, it is DWS' responsibility to manage the business requirements, needs, and content as outlined in the grant. Another government entity, The Department of Technology Services (DTS), by law, manages all IT related activities for all agencies under the state's executive branch. As a subcontractor of DWS, the DWS DTS team supports nearly 100 applications including the GenLEX test and current systems. DTS provided input on the GenLEX grant proposal and determined, with funding at the level requested, that they would be able to expand their capacity to maintain the two systems required to conduct an RCT evaluation, while also maintaining current levels of service to other applications. As such, business requirements come from one agency and technology expertise comes from another. Clearly, strong communication between the two entities is critical for success.

During both the baseline period and TC-1 implementation, additional programming requests from other divisions within DWS significantly compressed the timeline for designing central GenLEX components. DWS created a new release schedule to help avoid this situation in the future; however, challenges in obtaining the necessary resources and support for moving forward with GenLEX requirements continued into the TC-2 period.

As noted, DTS received a portion of the grant funding to provide the technical assistance needed to implement GenLEX as designed. However, challenges with capacity were an ongoing issue in keeping the UWORKS system updated throughout the initiative. Issues that need to be addressed within the broader system are not being addressed timely due to a lack of personnel resources. The greatest area of challenge is focused on development of the mobile applications and continued up to the TC-3 rollout.

Throughout the GenLEX initiative, it has been unclear why the resistance and unnecessary hurdles appeared, as DTS received significant GenLEX funding to provide additional services. It was hoped that these concerns would be addressed so that DTS could service both the ongoing needs of the system and implement changes for the GenLEX grant. During the TC-3 period there was a change in management and a better working relationship with DTS has been established. A programmer finally received training in creating mobile apps. This is most helpful as DWS has decided to keep the mobile apps and even add capacity for clients to register using the app.

While there are still many challenges inherent in technology development, communication and cooperation in this area has improved. This relationship will be especially important as fine tuning of the changes made to the LEX continues. Without the time parameters for implementation imposed by the GenLEX initiative, a continuous improvement model will be used to make changes timelier. This will require even more communication and partnering between DTS and DWS and more positive interactions between agency personnel will certainly improve this process.

GenLEX Implementation - Fidelity to the Process

Maintaining fidelity to the GenLEX process has been a challenge throughout the life of the grant. DWS leaders support the vision of the GenLEX initiative, yet they also strive to be responsive to customer demands and adjust processes as needed. Making frequent changes works against the nature of a randomized control trial (RCT), which requires fidelity to a set protocol over a period of time. It has been challenging for some in leadership to accept the protocols needed to conduct the RCT, implementing change only on an annual basis.

The GenLEX Project Manager and other members of the GenLEX team continue to work hard reminding DWS personnel to stay faithful to the process and make changes only at designated times. DWS personnel are beginning to understand the interconnectedness of the agency infrastructure, as changes in one area very often affect other areas. However, management at higher levels has not always taken steps to avoid making changes that do affect the initiative. Even in the final year, TC-3 changes were rolled out several weeks late due to delays in making changes to the LEX website, which greatly impacts the user experience.

Another source of challenge to fidelity came from within the online systems. Maintaining two working user systems throughout the GenLEX period was extremely difficult. This was especially true when trying to complete testing on two systems which were experiencing multiple changes at each of the rollout periods. The multiple layers of coding and interrelated systems created scenarios where changes in one sector produced unintended and sometimes unknown changes in other sectors. At various points throughout the initiative it was discovered that features assumed to be activated were in fact not working as assumed. Two already identified problems had to do with how vets were filtered out of the study and into the test system and how job seekers were determined to be "active" in the system. These and other unknown factors could certainly have impacted the outcomes for GenLEX, although it is impossible at this point to know to what extent the outcomes might have been influenced.

State and Local Perspectives – Sharing a Common Vision

The GenLEX initiative started at the state level. Obtaining and maintaining buy in at the local level has been a constant challenge. Each level within the agency views and experiences such initiatives from a different perspective. It is important that the needs and perspectives of each group are solicited and thoughtfully considered when making project decisions. Several efforts to improve communication between entities within DWS have worked well in moving the GenLEX initiative forward, while a few issues continue to be a struggle.

After using different training models over the past two years, the TC-3 rollout went smoother than in the past. Training was mandatory for all DWS workers who might engage with job seekers or employers and was delivered using a two-hour webinar facilitated by GenLEX staff and a two hour hands-on lab conducted by local program specialists. This training structure addressed complaints from past trainings, yet some staff were still dissatisfied, asking exactly what they said they did not want the year before. Because the changes were still being rolled out in a large bundle as required by the RCT, the main problem still seems to be the volume. It is just too much to introduce at one

time. In the future, changes will be introduced more incrementally and this will likely reduce the level of dissatisfaction. However, this change will not fix everything. Introducing change at any level can be challenging and requires attention to the process.

Over the years, the GenLEX team has developed several strategies to increase their connection to the front line and to improve implementation of new practices. One such strategy requires understanding that staff often feels very attached to current practices, as they believe these best serve their customers; the core of their work identity. Shifting practices often involve shifting work identifies and this takes time, patience and repetition of the message. Sometimes the use of unofficial processes was getting in the way of implementing the new processes and strategies. The GenLEX implementation team had to understand current practices (official or unofficial) and the meaning of those practices to the workers before they could effectively introduce changes in a way that would be accepted and implemented.

Part of worker identity is the ability to control processes. Resistance to employers scheduling their own onsite recruitment dates and customers scheduling their own appointments both involved workers giving up control of the processes. GenLEX staff worked to normalize these practices, but pointing out that this is how we all do business these days and reminding workers that those who seek help in the offices are not the "typical" client, but those who are already more likely to struggle with all processes in general.

Overall GenLEX staff have increased the frequency of contact with both employers and DWS frontline staff. The employer steering committee is asked to review and provide feedback on new ideas. Office visits to staff provide more opportunities for input and skill building. These interactions help provide critical feedback for recognizing "pain pints" from the user perspective. This process also acknowledges the value of the users' voices in program design.

In addition, staff are being held accountable by evaluating individual competencies with specific skills and requiring additional training sessions to reinforce core skill development. These efforts all work together to improve working relationships between LEX designers and front line staff and is a necessary part of making changes to the content in order for it to work well.

Another positive step has been the lack of turnover in GenLEX personnel. The team members currently working on the initiative are all familiar with the project and are able to work with staff statewide collecting data, providing ongoing training and support, and answering questions as they arise. This constancy builds relationships and trust that all are working toward a common goal.

Managing the Interstate Partnership

In the beginning, the GenLEX teams in Utah and Montana entered the initiative with similar goals. While no one anticipated 100% agreement on all issues, those involved shared a common understanding of the project. Over time, changes in personnel both on the GenLEX teams and in agency leadership lead to shifts in philosophy and direction for the GenLEX initiative. These changes led to more challenges in working as partners in the initiative.

Over the years, efforts have been made to improve communication in decision making through in person meetings to discuss future changes and strategies for successful implementation. Meeting in person, with everyone outside of their own office, created a space where everyone could be fully present to the conversation. These in-person meeting also provided an opportunity to see proposed functionality in action, to hear some of the reasoning behind the changes, and to ask questions. Yet nothing could change the fact that Utah, as the larger state with more personnel and resources, took the lead on the project from the start. Montana, the small and less resourced state, was more often left to pick and choose what they wanted from the list of design options. They were not part of the initial discussion for creating the list of potential changes. This reality sometimes left a gap in options for Montana as their lack of resources made it difficult to customize changes to meet their unique user needs. In addition to differences between the agencies' resources, there were also significant differences in GenLEX staff attitudes toward the project.

As noted above, GenLEX staff turnover in the states resulted in different views of the goals and value of GenLEX. As a technology project, having staff invested in advancing the technology component of the GenLEX initiative was critical. New GenLEX staff in Montana did not view the state as ready for switching from a staff-directed to a more self-directed online LEX. From their perspective, the groundwork had not been laid to move the state from a 1970 – 1980's view of technology into the 21st century. This is an example of the business and technical sides of a project not matching. Without a champion for growth in technology, the GenLEX initiative in Montana struggled.

The underlying differences in the perspectives of the two GenLEX teams have, over time, made the working relationship less and less productive. In early 2016, the programmers who were working with both states did not have their contracts renewed by Montana. This basically ended the GenLEX connection and there has been little interaction between the states in this last year of the grant. While frustrating, this reality more accurately reflects the need for each state to be responsive to their unique needs.

There is hope that in Montana, GenLEX has helped open people's minds to a new way of doing business and will start to move toward the future envisioned by the GenLEX initiative. However, components like the mobile app are being discontinued due to lack of usage and lack of personnel capacity to maintain the systems. Utah continues to move forward with most of the goals originally outlined by the GenLEX initiative.

DISCUSSION

This final evaluation of the GenLEX initiative brings to a close a nearly 5-year process of focused efforts to enhance and improve Utah and Montana's public LEX. The efforts to make improvements, while keeping the online systems up and running, has been a bit like trying to change a tire while the car is still driving down the highway. While very challenging, there have been many important lessons learned which can be used to shape similar efforts in other states. This discussion will present the outcome for and perspectives of job seekers and employers- the primary customers of

the LEX. Following is a discussion of principles behind the process and finally, a set of lessons learned to be passed on to any seeking the voice of experience in attempting such an endeavor.

JOB SEEKERS

The GenLEX initiative explored four outcomes for job seekers in Utah. Analysis of DWS administrative data for job seekers provided baseline data indicating that the 2008 recession had a dramatic, negative impact on the quality and likelihood of employment for those using Utah's LEX. "New employment in current or next quarter" decreased from 55% to 35% for job seekers using the system. On average, "Consecutive quarters with wages" decreased from around 2.5% to around 2%. Median wages in the next quarter decreased from around $2,500 before the recession to $500 during the recession. All identified job seeker outcomes have been slowly improving for the last several years, but at a slow pace.

A review of the baseline data (in some cases dating back to 2005 – See Attachment 3) found that, with the exception of the obvious effect of the recession, users of the online system were relatively likely to find high quality, steady employment. Low-income users comprised a much smaller percentage (approximately 10%) of the total system usage than was the perception of many within the agency. This data, if there were no dramatic changes in the job market, suggests that steady improvement in outcomes for both the current and test groups would continue over the next several years. The question for this study focuses then on whether or not the test group improved at a *higher* rate than those remaining in the current system.

The pattern of outcomes discovered in TC-1 period continued through TC-2 and TC-3. At all three evaluation periods, job seekers in the test system had similar outcomes in terms of new employment in the quarter they were looking or in the next quarter, wages in the next quarter, and the length of labor market attachment. There were also no significant differences discovered for low income users.

Interpretations of these findings are very difficult given the short time frame of the study. The historical data provides trends stretching over years. The recession of 2008 was large event which could be tracked in the data. The changes introduced in the GenLEX initiative focused on a small part of the overall LEX and broader state economic structure. It is very likely that this initiative (while very labor intensive for those implementing the changes) did not have the capacity to induce noticeable change in measures as large as labor attachment and wages. This is clearly a limitation of the findings of this study.

The only job seeker outcome measure with significant differences over time and between the current and test system cohorts was job seeker satisfaction. While job seeker satisfaction among the current group remained similar to baseline, satisfaction for test system recipients remained significantly below baseline throughout the study. This was true in both Utah and Montana where the LEX experienced by Montana job seekers was similar to the test cohort in Utah. The baseline measure of satisfaction was quite high in both states and there were fears that it would be hard to retain this level of satisfaction through the evaluation period. Interestingly, satisfaction among the current system users has remained very consistent over time, while satisfaction levels for test

system users has continued to decline; however, satisfaction remained in the moderately satisfied range throughout the study. Data for this measure was gleaned directly from active users of the system and was much more likely to reflect changes implemented in the system.

Improving the LEX for Job Seekers: Throughout the evaluation the primary areas of concern among users included the ease of navigation of the site and the quality of the matches. In many ways, job seekers expect a state website to contain features not found on other job search websites (or only available because they have a cost associated with the site that pays for these features). They expect the system to be user friendly, secure, free of unwanted solicitation, and responsive to the unique job search needs within the state. They also expect the system to serve as a sort of repository of their personal work history, education, and resumes once this has been entered into the system. Some expectations are realistic, while others not so much. It is difficult to have a site that is open and inclusive, but also secure and free of unwanted material. There must be compromises in the design that all users do not understand or appreciate.

The challenge users experience in attempting to find good quality matches was the impetus behind many of the requests for additional features. However, while conducting focus groups and reading online comments, it became clear that there are many improvements to the website which could have been used to improve matches, yet were unfamiliar to users. Discovering ways to communicate website changes could potentially enhance the user experience. Providing this information is made more challenging due to the complexity of the DWS website. Feedback suggests that job seekers are interested in many of the current features and functions, but often do not know such options are available. One user summed up the experience of using the site by saying, *"When did they add the feature to upload (resumes)? That would have helped me better a year and a half ago."*

There is an expectation that when changes occur on a website, users are generally informed through features pointing to "What's New!" This could include emails, pop-up screens upon the first visit since changes were implemented, and visible, easily accessible buttons on the screen. All such features prompt some kind of tutorial that covers the changes. Aligning such notifications to features found on other websites could increase user access.

Job seekers also seek more autonomy when using the system, especially when it comes to identifying and pursuing potential employment opportunities. Providing more on-the-spot instruction more frequently would support a user-centered system. Additionally, removing the guesswork from job seeker's efforts so they can create an informed profile would also build user autonomy. However, again some of the features requested could create privacy concerns for both the employers and the job seekers.

The agency staff at DWS and Montana Job Service have worked diligently to address some of the primary issues which have been raised. Now that the RCT is completed, more changes are planned for implementation in a more incremental manner- as is typical as websites develop over time. DWS continues to collect online survey data to seek feedback and track satisfaction trends over time. This will help inform future changes to the LEX. Monitoring change in satisfaction over time will

provide a better gauge to overall satisfaction, as both users and system managers settle into new patterns of engagement.

EMPLOYERS

The GenLEX initiative explored three outcomes for employers in Utah. As with the job seekers, historical trend data were used to identify both linear and seasonal components of the data and determine a baseline trend for two employer outcome measures. In Utah, these two measures (number of non-mediated job orders and weekly count of employers using the LEX) were analyzed using a time series design. Because the employer baseline data only extended to post-recession periods, it is hard to measure the impact the recession had on these outcomes. However, it is clear there has been a steady increase in the number of non-mediated jobs posted on the LEX. A continued, steady increase in the number of users on the system and the number of job openings posted would be expected, even if no improvements were made to the system. In order to show a statistically significant increase in these outcomes, Utah would have to increase the rate of users above this baseline rate of improvement.

While three series of data are now available, the employer outcomes should still be interpreted with caution, as they are based on comparisons with historical trends and often do not cover entire years or similar time frames. The increase in the rate of self-service job orders, even when compared to the strong rate of growth in the historical trend, at TC-2 was hopeful. This trend did not continue at TC-3. As noted earlier, the rate of increase in the 2011 – 2014 timeframe could likely have been a "bump" produced in the post-recession recovery period. More time will be needed to understand the larger trend here; thus, the slowdown is most likely not exclusively due to the GenLEX initiative.

Interestingly, the TC-2 trend of increase in non-mediated job orders did not extend to the weekly count of non-mediated employer system usage either at TC-2 or TC-3. Again, while there was an increase in the weekly count of employers using the LEX, this increase did not rise significantly above the trend line. Given the many other factors impacting the economic environment and influencing employer postings and hiring patterns, a longer evaluation period will be necessary to better understand and interpret this data.

The final outcome measure for employers in both Utah and Montana was employer satisfaction. Employer satisfaction rates in Montana were lower at baseline than that found in Utah. These Montana rates remained remarkably stable throughout the GenLEX initiative and did not show any statistical difference in satisfaction, which was likely due to a low sample size. In Utah, the employer satisfaction rates started out higher then fell to equal rates found among Montana employers. Even with the reduction in satisfaction, satisfaction rates in both states ended in the low to moderately satisfied range.

Improving the LEX: Like job seekers, employers emphasized addressing the matching function available on the site by adding additional tools to narrow results as desired. The use of many sites for job posting gives employers a sense of what is possible and fuels their ideas for possible changes. Simplicity, intuitiveness, and minimal time requirements would increase the appeal and use of new or unfamiliar options. Employers report that their use of the site is heavily impacted by

the time cost of getting into and out of the site. If faced with the challenge of investing time into learning how to use a feature or not using the feature, they are likely to skip past it, especially if they do not see personal gain.

As with job seekers, simplifying the overall navigation of the site and raising awareness of features that already exist may positively impact the overall experience employers have on the LEX. With many desired features being underutilized, there is a potential to increase user satisfaction with minimal monetary investment. Since many employers use the system only periodically it can be quite difficult to regain lost ground in the area of user satisfaction. Changes such as the reintroduction of Detailed Work Activities (DWA's) may take some time to be recognized and appreciated by employer users. As with many other components of the system, employers are often unaware of changes which could greatly enhance their experience with the LEX. Exploring ways to get this information out to employers has the potential to significantly impact employer usage of the system and overall satisfaction.

Conversations regarding the way employers view job seekers using the DWS and Job Service's website also suggest an area for potential growth. Debunking myths about the "typical" job seeker using the state's LEX being low skilled with minimal education is important. It is also important that the information employers do see is presented in a way that highlights appropriate candidates. These candidates should have the opportunity to represent themselves to employers in the most professional and relevant manner possible. This particular area has been improved in each stage of the process. However, as noted above, if employers and job seekers are unaware of these features, they will go unused by many and could perpetuate user stereotypes.

Excluding user satisfaction, both job seeker and employer outcome measures focus on elements that are very difficult to influence in ways likely to produce statistically significant change. When entities outside the control of the study introduce incremental change, the likelihood of observing significant results is further reduced. The research evaluation for the GenLEX initiative requires such a perspective; however, there are broader lessons learned which would apply regardless of whether change is introduced in the context of a research study or simply being implemented on any state LEX.

OVERALL GENLEX INITIATIVE PROCESS

Now that the GenLEX initiative has come to an end, both Utah and Montana are taking steps to move forward with their respective LEX processes. While the results of the evaluation reflect less than anticipated success for the intervention as designed, the lessons learned in the process are informing next steps in each state.

Montana

In Montana, project leaders continue to work with staff to help them transition from being the *center* of the job matching process to a *support role* available to assist all parties (job seekers and employers) find what they need in the system. The lack of upfront education for staff and gathering buy in to the process has slowed widespread acceptance of this new way of doing things. Over time, workers are recognizing the advantages and slowly embracing their shifting role.

Technical staff in Montana have been shifted away from MWORKS as a central focus. This change is creating a gap in services which may not be filled. Features such as the mobile app will not continue-a decision based on low uptake of this tool and limitations in technical capacity to maintain the systems over time.

Moving forward, the former GenLEX team will be working with state officials and local staff to identify needs which should be addressed to make the system run more efficiently and effectively for job seekers, employers, and agency staff. This will need to be accomplished with fewer resources and in a scope manageable by those charged with maintaining the LEX.

Utah

The evaluation design for the GenLEX initiative in Utah was more rigorous and, thus, provided a higher level of confidence in the findings. Outcome measures from the RCT with job seekers did not produce any findings suggesting the test system improved outcomes for job seekers or employers. Dropping satisfaction levels suggest current users are less satisfied than past users. Despite these results, once the study was completed and one system needed to be terminated, the leadership in Utah decided to retain the test system. There are several factors fueling the decision to retain the test system.

In general, the decision to keep the test system despite the outcomes was based on the belief that there are enough positive components in the test system that once fixes had been made relative to quality of matches and navigation issues, satisfaction would increase and users would be more satisfied with the product. For example, in TC-3 the reintroduction of DWA's has resulted in better matches for many users; however, past negative experiences are likely still influencing user satisfaction levels. As users have more experience with the updated matching system these levels will likely increase.

In addition, the RCT portion of the study had excluded vets and case managed customers, all of whom received the test version of the LEX. It was felt that these vulnerable groups would struggle more with converting to the current system, even if parts of it were working better. To honor the expectation of the state as a repository of users' data, more than 40,000 job seekers who were in the current system have been given the option to transfer their information to the new system so nothing will be lost.

In addition, changes to the test system involved many components that were to be retained regardless of the GenLEX initiative. Changes to the look of the site, support features such as the resume builder, links to Utah Futures, and case management services are now all linked through the test version. These features would have needed to be rebuilt within the new system or dropped had DWS returned to the current system. The complexities of the agency and all the multiple functions of the jobs.utah.gov website made returning to the current system much more difficult.

Since the end of the evaluation period (September 30, 2016), the GenLEX team has made changes to the system reflecting staff, job seeker, and employer input. These features will now be added and

evaluated on a more incremental basis, allowing for more focused and timely fine tuning as each change is evaluated. Consolidating all job seekers into one group frees up programmer time and staff energy in trying to navigate two systems with their user base.

In addition to the specific outcomes identified for job seekers and employers by state, there are some overall lessons which have come to light.

Technology – Ever Changing, Ever New: Since the start of the GenLEX initiative, it has been clear that implementing changes to the LEX in the context of an evaluation grant presents a host of challenges which would not be present in the typical implementation of a state initiative. Technology changes are not typically designed, accumulated, and then introduced in large rollouts. It is usually a more iterative process in which changes are designed, tested and introduced with the ability to make changes if the unintended consequences outweigh the good of the "upgrade." In Utah, the limited programming resources were being used to run two job seeker LEX systems. This would likely never happen outside of an evaluation as it put a significant strain on existing resources.

By the very nature of the process, technology changes come from many sources, which are interwoven and interdependent. DWS and Montana Job Services are individual state agencies; however, decisions from the state level can, and have, impacted factors such as the number and type of personnel available to work on the project, the look and feel of the website, and the resources available to implement partner projects such as Utah Futures. Partner entities such as Apple can also have an impact, as changes in operating systems may require immediate changes to the mobile apps connected to the LEX. Throughout this initiative, such realities attempted to frustrate efforts to implement the RCT research design.

The lack of flexibility within the GenLEX initiative was necessary to retain a rigorous evaluation design; however, this was challenging to staff members who care about providing what they view as quality, appropriate services to job seekers and employers as timely as possible. Within or outside of an evaluation study, it is critical to balance the perspective, needs and interests of both the business and technology sides of the project.

Technology is changing at a rate far beyond what most people can keep up with, much less a large state agency. However, staff in the agencies IT department may be comfortable with the newest ideas and processes and are ready to leap ahead with the latest innovations! The business side consists of the agency staff and the end users of the product, operating in offices often with limited resources and capacities. A business side (especially agency administration) that fears, or at least does not value technology advances, can hold the process back by refusing to risk introducing new ideas and change.

If the business side and technology side are not both at the table, along with a "translator" who can speak the language of both worlds, it will be very difficult to implement any technology project effectively. All sides must have a seat at the table with their voices heard, respected, and constantly included in each stage of the process. One trying to "convince" another without listening can lead to

actions and unofficial work-arounds that can undermine the project's success. This coordination of effort applies to both the content and the pace at which ideas are implemented.

Understanding the Population Served: The LEX users in both Montana and Utah can be divided into two primary groups: those who access the system exclusively on their own and those who, either periodically or regularly, require assistance from agency staff. Combining all data sources, it is clear that agency staff, the primary implementers of the GenLEX project, are heavily influenced by those who seek out and receive assistance- less than one third of the LEX user base. This group tends to have less education, is more likely to be unemployed, and less computer literate. The general user is more comfortable using the LEX and more satisfied with the system overall than is perceived by agency staff. One of the greatest challenges in moving toward change is helping these staff members recognize the difference between the "average" LEX user and those with whom they regularly serve.

As the economy continues to recover, job seekers requesting assistance from frontline staff will, in general, need more intensive services as those with the skills and capacity to navigate the LEX and job market will be moving into employment on their own. These "harder to employ" job seekers will likely need more one-on-one attention from workers, more skill-building resources, and more guidance overall. They will also likely need more assistance in navigating the LEX as the system's design guides users toward self-service. Employers are also a very diverse group, with a wide variety of needs. The role of agency workers is to provide whatever level of service is required to assist the employer in accessing the system as designed. If moving toward self-service is the goal, then agency staff needs to assist those who struggle to use the system in this way. This task should feel less daunting when they begin to realize most users are able to navigate the system, but the goal is to keep striving to make it better for all.

Beyond GenLEX: The GenLEX initiative was funded to make improvements to very specific components of the LEX. Through the evaluation process, additional areas of focus have been identified as important to the success and future of the LEX. Participants in the study identified several additional factors that could be addressed in an effort to improve the effectiveness of the LEX in Utah and Montana. These areas include the policy links between the LEX and the receipt of public benefits (specifically UI, but also cash assistance in Utah), the general perceptions about who uses jobs.utah.gov and jobs.mt.gov as a means to find workers and employment, and educating employers and the public at large regarding the wide range of resources available on the states' LEXs.

Rules regarding receipt of unemployment benefits (and sometimes cash assistance) often require individuals to seek employment by regularly applying for work. These individuals are sometimes *required* to register on the state LEX to find employers with whom they can apply. Application is required even when there are not enough employers in an area, jobs with the right hours, or jobs appropriate for the seeker's skill set. These policy requirements become frustrating for employers when individuals apply for work with no intention (or capability) of taking the job. Linking job applications to benefit receipt has created an unintended consequence which has jaded many employers' views of the states' LEXs. Employers would be more likely to trust referrals from the LEX if benefit receipt and job applications could be decoupled.

Negative perceptions about both job seekers registered on the state's LEX and the types of jobs available on the LEX are likely built, in part, on the aforementioned issue, but the issue is much larger. Whereas LinkedIn is perceived to be a place where one seeks professional employment, the state LEX is the place to find low-wage work or post jobs for entry level, low-wage jobs. Some aspects of the GenLEX initiative are addressing this issue; for example, the types of resumes employers have been able to view, the limitations on employer posting options, etc. The issue, however, is much larger and the perception is so engrained that internal changes to the LEX are not likely to produce changes in thinking.

Both job seekers and employers have suggested expanding efforts to educate the general population about the states' LEXs and all that is available in terms of resources and agency supports. While competing with for-profit entities is not allowed, DWS and Montana Job Service could certainly "educate" citizens about all that is available through this publicly funded resource. The past experience of some users has caused the public perception to cycle downward. It is the belief of many users that it will require an active, concerted effort on the part of the agencies to rebuild the image and increase usage in the future.

CONCLUSION

As the GenLEX initiative comes to an end, the evaluation team would like to present a set of "lessons learned." Some suggestions are applicable to a wide variety of project while others are particularly important for technology enhancement projects. These "lessons learned" are a product of ongoing conversations with the agency partners throughout the course of the project. It is hoped that these reflections might assist others engaging in similar projects and associated evaluations.

Lessons Learned:

 1) Reduce the time between receiving the grant and bringing the third party evaluator on board. Important positive momentum was lost during this time, resulting in early personnel changes that impacted the project.
2) Develop stronger ties to upper management to retain support as needed over time in order to stay focused on the vision and goals of the project.
3) Better assess the timing of the implementation of the initiative. If there are too many other competing interests, it may be difficult to get the attention of staff at all levels to focus on the changes, as well as give the time and attention needed for training and skill building around the implementation.
4) Build in regular deadlines on program design so the project moves forward at a more consistent pace rather than too much being left to the end. There should be time to work out the bugs (and there will be bugs!) and fully test components and implement fixes before the component goes live.
5) When working on a project through a federal grant, create a more streamlined process for doing grant modifications. It can almost be assumed that there will be changes needed after the first year based on early lessons learned.

6) Make sure that those managing the project have the capacity to distribute resources as needed to be successful, including physical resources and personnel.

7) Design and implement strategies for helping technology averse staff to feel comfortable with and embrace new technology based products and services.

8) Engage representatives from agency administration, the IT department and the business side (including both central and office based business representatives) from the beginning of the project. Keep these connections and opportunities for input going throughout ALL stages of the process.

9) Test assumptions early and often. A faulty foundation underlying the project will come back to haunt the implementation process. Ask questions such as: "How do we know people really want this?" "Will we really be able to make the changes proposed if the project is successful?" "Are we going to go ahead with the changes regardless of the findings?" "Are there subgroups within our user base that need to be considered or need to receive specialized services?"

10) State and local political factors are closer to home and may be considered more important than commitments to a federal partner. Before making commitments to follow federal guidelines, work with local partners to garner support for such activities as the political winds can change very quickly.

GenLEX Initiative Timeline

	2014					2015					2016				
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Initiating Baseline

Process Evaluation — (continuous blue bar from Q2 2013 through Q3 2016)

Baseline period - Utah
(July 12, 2013 - November 11, 2013) — (orange bar, Q3–Q4 2013)

Baseline period - Montana
(August 6, 2013 - February 3, 2014) — (green bar, Q3 2013 – Q1 2014)

TC-1: Job Matching

Evaluate TC-1   UT Job seekers
(Nov. 12, 2013 - Sept. 30, 2014) — (orange bar) (10.5 months data)

Evaluate TC-1   UT Empoloyers
(Dec. 19, 2013 - Sept. 30, 2014) — (orange bar) (9.5 months of data)

Evaluate TC-1   Montana
(Feb. 8, 2014 - Nov. 15, 2014) — (green bar) (9.5 months of data)

TC-2: Interactive User Experience

Evaluate TC-2 - Utah
(Oct. 1, 2014 - Sept. 30, 2015) — (orange bar) (12 months of data)

Evaluate TC-2 - Montana
(Nov. 15, 2014 - Oct. 24, 2015) — (green bar) (10.5 months of data)

TC - 3: Advanced Job Search Tools

Evaluate TC-3 - Utah
Oct. 17, 2015 - Sept. 30, 2016 — (orange bar) (11.5 months of data)

Evaluate TC - 3 - Montana
Nov. 20, 2015 - Sept. 30, 2016 — (green bar) (10 months of data)

Evaluation - Utah — (orange)

Evaluation - Montana — (green)

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Attachment 1: Job Seeker Comparison Chart: Baseline Through TC-3 System

Current Job Seeker	TC – 1	TC – 2	TC-3	Reason for Change
Manual search	Auto search is completed	Auto search included location distance.	No Change	Job seekers were searching only based on location and were looking for a better way to screen out jobs. Perlinski report feedback.
Registration & resume are synonymous	Registration is the resume shown to employers but an online resume tool is available	Customers can choose to upload a resume in PDF or use the online resume tool to create a resume that will be displayed to employers	Customers can choose to upload a Word document as their resume.	Employers do not like the resume they see. YII- Expand ability for job seekers to customize the resume.
Registration has 40 required elements and 28 optional elements	Registration has 22 required elements and 15 optional elements.	Registration has 23 required elements and 15 optional elements.	No change	Job seekers wanted a faster way to register to look for work. YII- Added search location radius based on job seeker survey feedback.
Total of 68 elements	Total of 37 elements	Total 38 elements	No Change	
Registration is list of values based	Registration is free format based	No Change	No Change	Job seekers felt limited by list of values.
Manually select ONET codes	No ONET selection	No Change	No Change	Job seekers felt ONET codes were difficult to use and limited.
No online job search toolkit	Job search toolkit is available	No Change	No Change	Staff in service areas wanted an online tool available to job seekers similar to the work readiness evaluation.
Job matching is based on exact ONET match and specified elements	Job matching based on inferred data from employment history, education, and employment objective statements.	No Change	Removed Education	Feedback from employers indicated that they were not getting quality job matches.

Current Job Seeker	TC – 1	TC – 2	TC - 3	Reason for Change
One objective statement is allowed	Multiple objective statements are allowed	Changed objective statement to 'Goals'.	Changed to 'What Types of Jobs are you interested in?'. Added 'Job Types' that display to seekers based upon their job interests. Added a Military Crosswalk.	Multiple objective statements removed the need for manually entering an ONET code. YII- Objective statement changed to goals to get better information for matches.
Look and feel tab driven	Look and feel some	Refined Look and feel	No Change	Perlinski stated the website was old, not user friendly, and needed a new look. YII- Communications request to improve website.
Job notifications manually sent to job seekers	Automatic notifications are combined and sent once per day.	Job notifications will continue to be sent once per day, but customers will have the ability to modify their notification options	No Change	Many job seeker complaints about the volume and quality of notifications. YII- Tried to give more control to job seekers over the volume of notifications they receive.
No link to UtahFutures	No Change	Added a link to UtahFutures. Added ability for counselors to view results of UtahFutures Assessments.	No Change	Grant Requirement.
No links to social media	No Change	Added the ability for a job seeker to link social media accounts to their profile for employers.	LinkedIn moved to the top of the list.	Counselors and job seekers complained that social media sites were not always professional when an employer searches. This allows job seekers to direct employers to the social media the seeker wants employers to view.

Current Job Seeker	TC – 1	TC – 2	TC - 3	Reason for Change
No texting in UWORKS	No Change	Added ability for customer to receive text notification. Added ability for counselor to send text from UWORKS mediated.	No Change	Counselor request and workgroup feedback indicated that many customers wanted to text message with counselors.
No dashboard.	No Change	Added a dashboard for job seekers with statistics about their account activity and employer interaction.	Added a calendar displaying appointments, workshops, onsite recruitment events. Added a To Do List seekers can mark off items completed. Added the ability for customers to enter their employment goals. Added Discussion Groups for a networking resources regarding seeking employment.	Grant Requirement to have dashboard based on Perlinski Report and workgroup recommendations.
Manual search has two tabs and many options that are not understood.	Simplified manual search.	Added filter options on the manual search.	No Change	Made changes based on web design received from communications. YII- Added filter options based on job seeker feedback & design team.
Online help available through an email chat.	Chat became available real time.	Added FAQ and YouTube videos with help. Added help icons throughout the system.	Seekers can send their employment counselor a message through jobs.utah.gov.	Employer and job seeker feedback about additional help needed throughout the system. YII- Added videos based on job seeker and Employer feedback.

Attachment 2: Employer Comparison Chart: Baseline Through TC-3 System

Pre Gen LEX	TC - 1	TC - 2	TC – 3	Reason for Change
Job posting is based on a list of values	Job posting is free format	Job Formatting options added. Employers can format job descriptions, including using bullets, bold font, and italics. Employers can "copy and paste" information from another document into the job order descriptions, without the formatting changing. Spell check added.	Added pre-application questions. Added ability to upload and attach an application to a job posting. Added the ability for the employer to 'undo' formatting. Added the option for seekers to email the employer through the system.	Employer provided feedback that the lists of values were limited, not current, and cumbersome.
Manual search for job seekers	Auto return job seekers	No Change.	No Change	Employer feedback indicated that they wanted an easier way to see qualified candidates. Many employers didn't know the search existed.
ONET code manually selected	ONET code is automatically determined	No Change.	No Change	Employers didn't know what an ONET code was. They found it difficult to fit a job title into the ONET code structure.
Match is based on ONET manually entered by employer & job seeker	Match is based on skills inferred from job description and title, job seeker work experience, desire, and education.	No Change.	No Change	Employers doing the search didn't feel they were getting qualified applicants.
Manual matches displayed based on veteran priority first; and then those who most recently updated their registration	Match results are displayed based on a rank order	No Change.	Added a star ranking system.	Employers stated the matches were not quality and didn't match the job. Perlinski report indicated we needed a way to rank order job seekers for employers.

Pre Gen LEX	Year I Job	Year II	Year III	Reason for Change
Veterans are mixed in with the matching results but always displayed first	Veterans are displayed separately from all other candidates	No Change.	No Change.	The study and veteran priority requirements necessitated veterans being displayed separately. Veteran distinction provides additional visibility for veterans.
Job posting has 22 required elements and 17 optional elements	Job posting has 11 required elements and 9 optional elements	No Change.	Job posting has 13 optional fields.	Employer feedback indicated a need for a simplified job posting so it was easier to post jobs.
Total of 39 elements	Total of 20 elements	No Change.	No Change.	
Upload jobs has 15 required elements	Upload jobs simplified to 9 required elements	No Change.		Employers indicated a need to simplify the upload jobs functionality.
Employers could not view candidates after the job closed	No Change	Employers can view candidates for up to 10 days after the job closes.	No Change	YII- Employer feedback in surveys indicated need to see candidates after closing the job as job closes while the job is not filled but they are interviewing.
Functionality did not exist.	No Change	Employers can use a filter to find closed jobs so they can copy the job.	No Change	YII- Employer survey feedback said they had a hard time sifting through closed jobs.
*Employer can send an email to potential candidates. The subject of the email auto-generated. Email to potential candidates comes from generic email.	No Change	When emailing candidates employers can enter their own subject line. - Email sent to potential candidates comes from the employer's email address so candidates can respond directly to the employer.	No Change	YII- Once the email function was more visible we received feedback from the employer about the option to customize the subject of the email and having the email come from the employer email address.

Pre Gen LEX	Year I Job	Year II	Year III	Reason for Change
Online help available through an email chat.	Chat became available real time.	Added FAQ and YouTube videos with help. Added help icons throughout the system.	No Change	The Perlinski report, work-group recommendations, job seeker & employer feedback all indicated that additional help is needed throughout the system. YII- Added videos based on job seeker and Employer feedback.
Functionality did not exist.	No Change	Created a company profile. Employers can include their company logo in their profile and on jobs. - Added ability to include social media and web pages as a part of the profile and job.	No Change	YII- Created a company profile with options to create better visibility for employers based on employer feedback.
Employers can mark a job seeker as favorite for future viewing on that job. * No option to customize or search favorites.	No Change	Added the option for the employer to add notes on 'Favorite' candidates.	Employers can search for candidates by name.	YII- Based on feedback from employers added the option to make notes.
Functionality did not exist.	No Change	Employers can do a preliminary search that displays the number of potential candidates prior to posting a job order or logging in.	Employers can view potential candidate resumes prior to logging in.	YII- Perlinski report recommended adding this feature.

Attachment 3: Findings from Randomization Testing

Using the baseline randomization model (See Attachment 5), the randomization system began testing in April of 2014. In order to be sure that the system was not accidentally creating bias between the groups, several group comparisons were run to examine differences before any components were added to the treatment condition. Mathematically, there should be no differences in large samples between randomized groups before any treatment is implemented, but in non-laboratory settings there can be any number of hidden sources of bias.

The following analyses found no significant differences in gender, age at randomization, percentage of low-income clients or wages in the last year between the two groups.

Table 22: Gender by Randomization Group

	Control		Treatment	
	N	%	N	%
Female	22633	50.5%	22171	49.5%
Male	23273	50.1%	23152	49.9%

A chi-squared test of independence was performed to determine whether or not gender groups were divided evenly between the two conditions and no significant differences were found ($\chi^2(3)=.347, p>.05$).[5]

Table 23: Low-Income by Randomization Group

	Control		Treatment	
	N	%	N	%
Low-Income	41553	50.2%	41168	49.8%
Other Income	4473	51.1%	4288	48.9%

No differences were found between the selection of low-income/non-low-income groups between treatment conditions ($\chi^2(1)=2.14, p>.05$).

Table 24: Age and Wages Last Year by Randomization Group

	Control	Treatment
Low-Income	35.0	35.0
Other Income	16418	16373

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[5] There were three degrees of freedom because of small "other" and "missing groups" not reported in the table

T tests were performed to determine whether there were group differences on age or wages in the last year. There were no significant differences found between median wages in the previous year (t(91479)=.613,p>.05) or age at the time of the qualifying event (t(91480),p>.05).

Figure 59 shows the number of new eligible clients randomized by month. It should be noted that the October data was only collected until the 17th of the month. The final sample size for that month will be larger. There was an initial spike at the outset because of the eligible existing clients that were randomized into one of the two conditions.

Figure 59: Number Randomized by Month
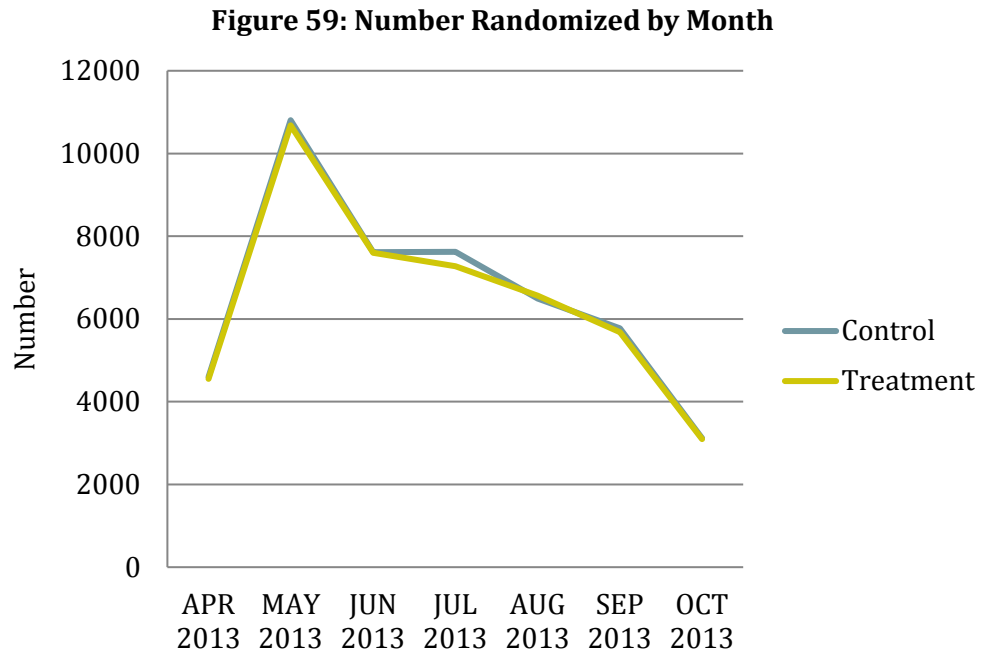
Historical Analysis of Outcome Measure Data

As part of the process of validating the job seeker outcomes defined for this study (specifically job seeker outcomes 1 – 3), a historical sample of users from jobs.utah.gov, dating back to 2005, was gathered. The purpose of these analyses was twofold: 1) changes over time in the outcomes will help identify whether these outcomes have been recorded consistently over time and 2) the historical trends will contextualize observed changes over the course of the study and help researchers understand systematic changes happening in the demographics of the typical system users. For example, if the treatment condition in this study shows a 20% gain in quarterly income compared to the control condition, this can be compared to the drop in income experienced by the average user from before the 2008 recession to after the recession.

For these analyses, a new episode of activity was defined as the use of online services after at least 90 days of no use of online services. Because web logs were not saved for the past 10 years, this section had to utilize formal service codes like "job referral" or "online LMI". This may have excluded users who logged into the system, but did not open the details of any jobs.[6] All outcomes were recorded from the first day of the new period of activity. A user could appear multiple times in each analysis. It should be noted that users who were consistently using the system to search for jobs, without periods of inactivity, would only appear once in the data when they first began job searching.

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[6] When job seeker outcomes are examined in the future, the web log will be used to determine new sessions.

Low-Income Users

An important consideration in making the proposed changes to the LEX was the impact on low-income users. In order to evaluate for disproportionate effects it was necessary to identify those determined to be "low-income" (defined as having received a service or benefit associated with a cash assistance program or SNAP (Supplemental Nutrition Assistance Program, formally food stamps) in the three years prior to the target date of interest) and compare this group to "other-income" users. On average, 8.1% of the users on jobs.utah.gov are low-income. This rate dropped to a low of 5% in May 2009, and reached a high of 14% in Aug 2013.

There was a general decrease in the percentage of low-income users leading up to and during the initial portion of the recession. As unemployment benefits ran out and jobs were still hard to find, the portion of low-income users increased. In early 2013 there was a sharp increase in the percentage of low-income users because of rule changes requiring SNAP recipients to use the online system to complete job search activities as a requirement to receive benefits (Figure 60).

Figure 60: Percentage of Low-Income Users
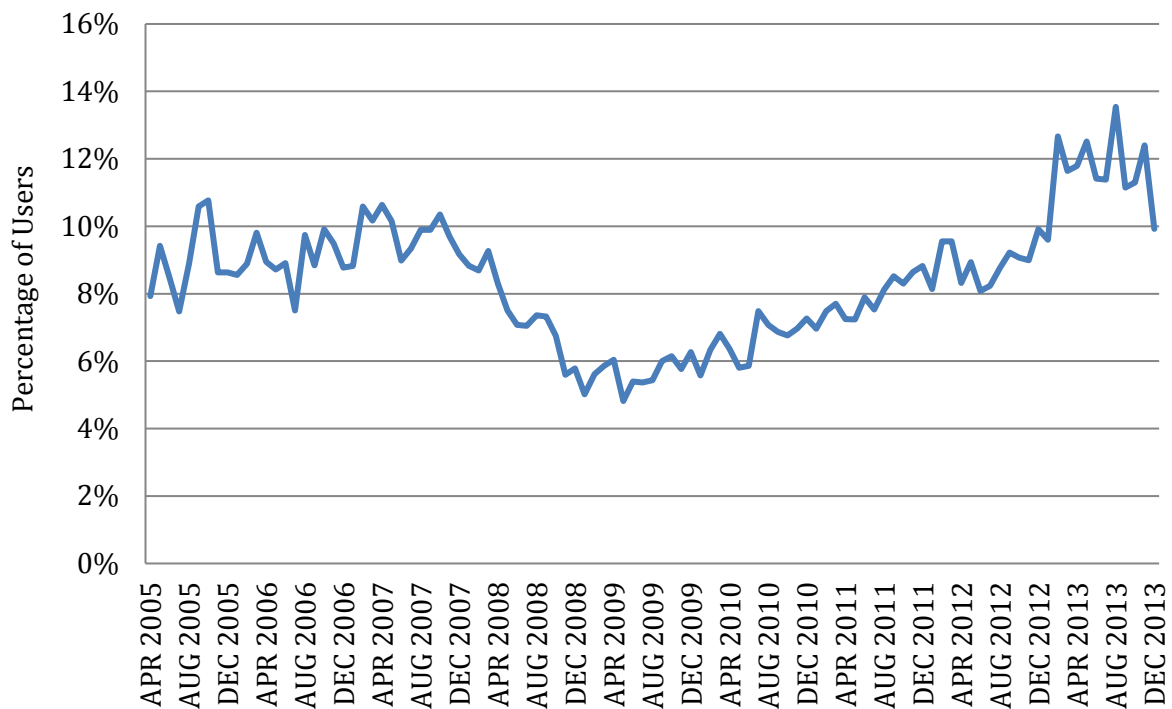
The absolute number of other-income system users more than doubled during the 2008 recession, and has only recently started to decline back to pre-recession levels. The low-income users remain a small proportion of the overall system usage, but have steadily increased in numbers from a little over 1,000 new episodes per month in 2005 to over 2,000 episodes per month in 2013. In the past year, the proportion of low-income users has increased mostly because the numbers of other-income users has decreased with the tapering recession.

Figure 61 shows the percentage of low-income users randomized by month into the treatment and control conditions. It is clear that both groups have similar rates of low-income users, indicating no bias relative to income. This was a concern as DWS case managed users were excluded from the study.

Age at Start of Activity: The mean age of the user on jobs.utah.gov (Figure 62) has been getting progressively older over the course of the past decade, but within each year the system experiences significant seasonal variation. Every May the mean age on the system experiences a local trough coinciding with annual high school and college graduations. The annual peak age is less consistent, but typically occurs in October or November, perhaps representing the removal of some college and high school students from the labor force.

Figure 61: Percentage Low-Income by Group
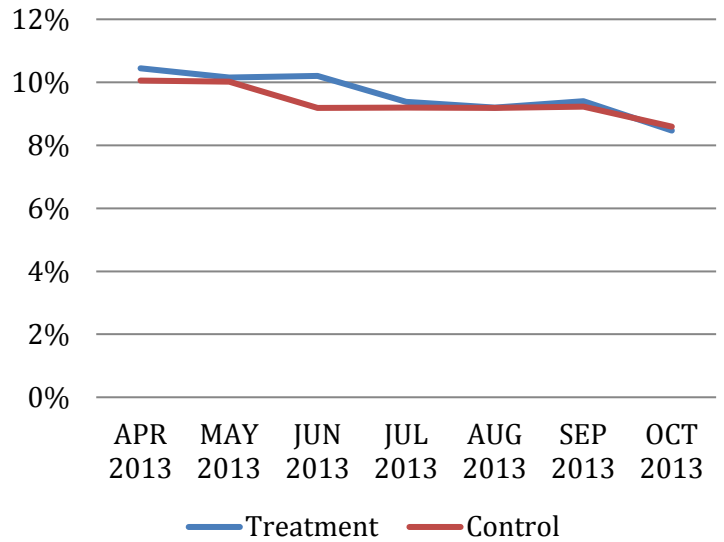
Figure 62: Mean User Age by Time
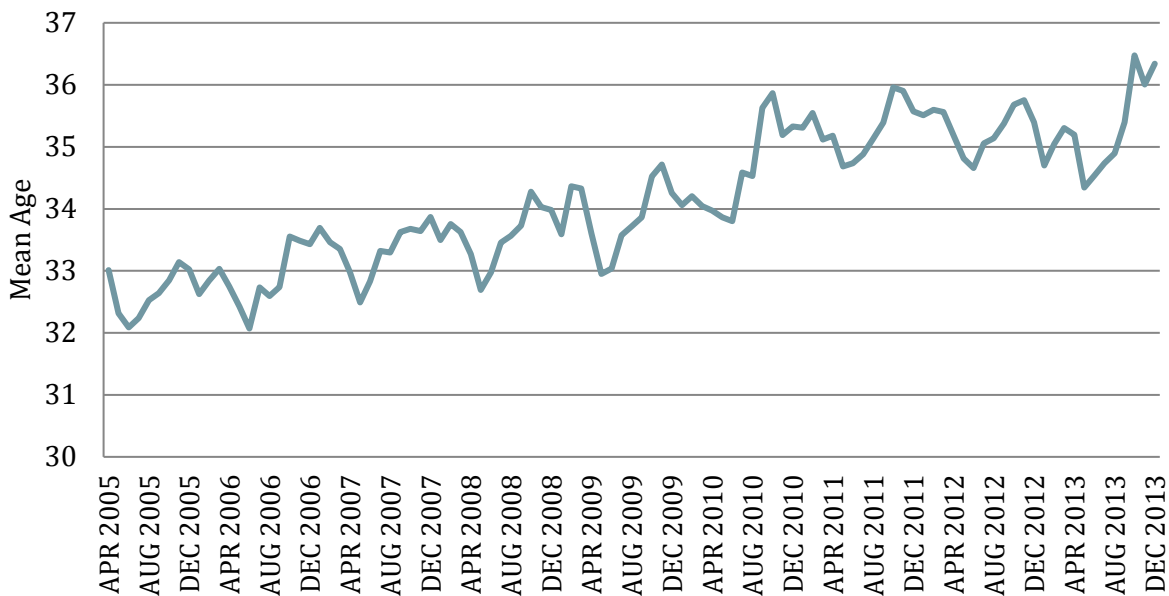
In Figure 63, both the low and other-income groups have been trending upward for the last 8 years, although the low-income group has been consistently younger than the other-income group and trended younger during the 2008 recession.

Figure 63: Mean Age at Start
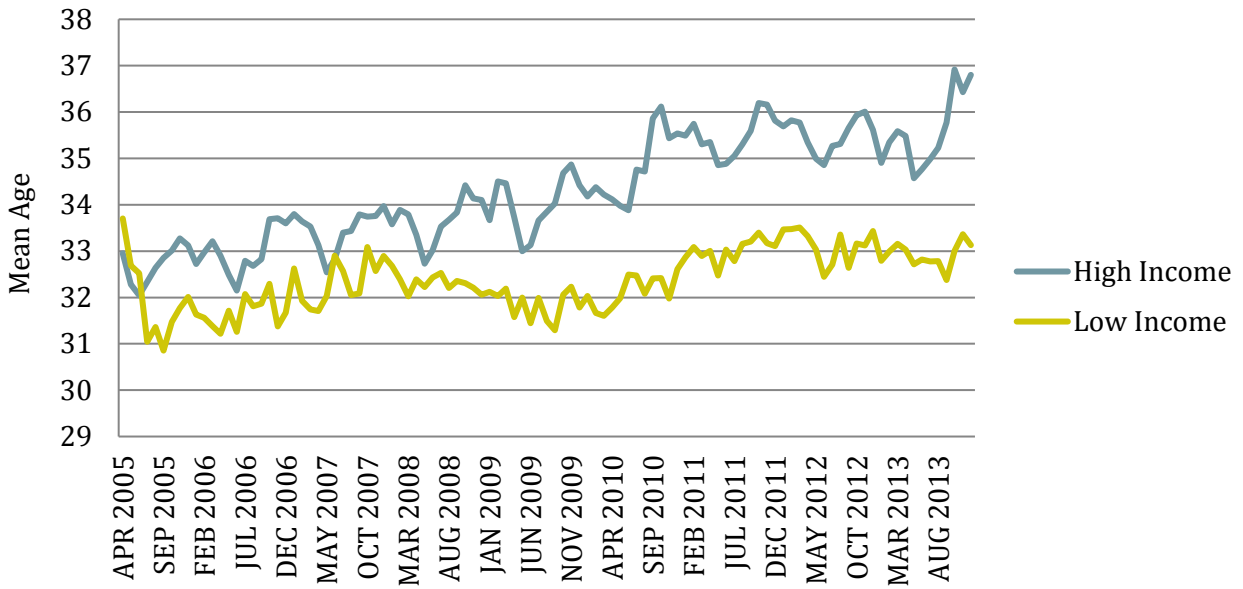
Number of New Episodes of Activity (As defined for the historical analysis): In Figure 64, the use of jobs.utah.gov increased relatively sharply at the onset of the 2008 recession, reached a peak in February of 2012 and has been trending toward pre-recession levels since then. The system consistently experiences a seasonal peak of returning and new users every January.

Figure 64: Number of New Episodes - All
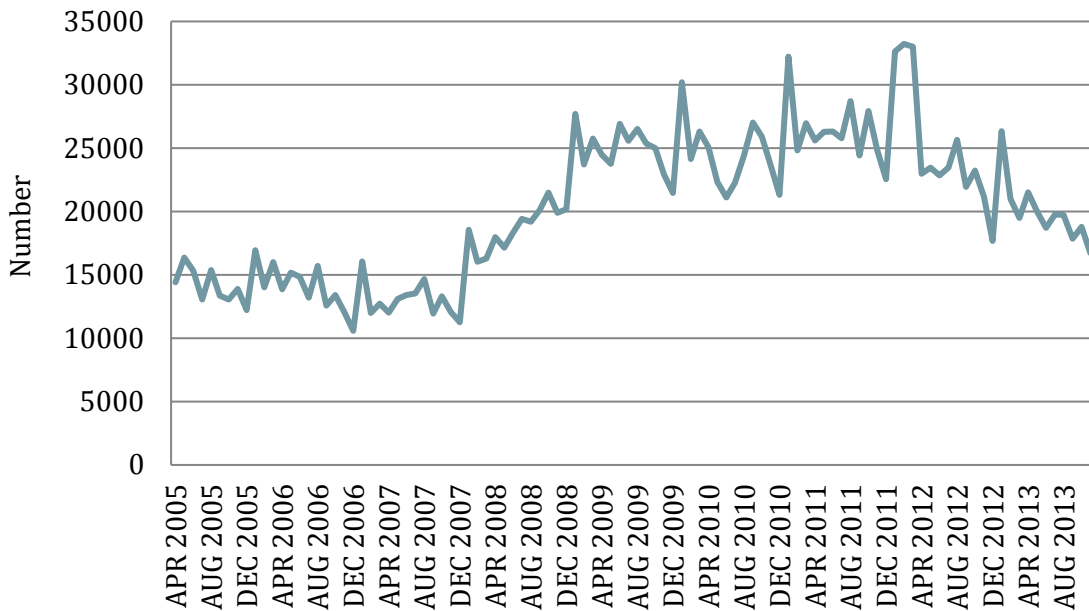
When the number of new episodes is separated by income it is clear that the low-income account for only a small portion of the episodes (Figure 65). As was stated above, this is to be expected as low-income users only represent, on average, 8.1% of the overall user base.

Figure 65: Number New Episodes by Income
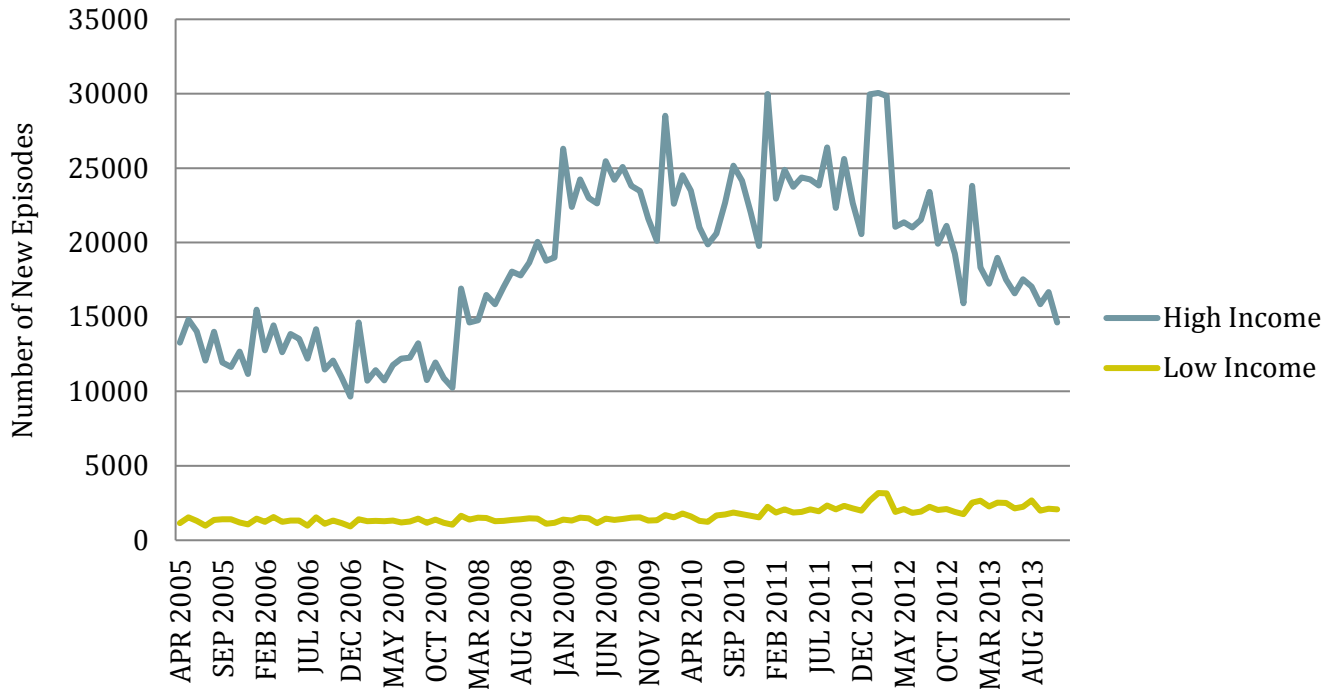
Number and Proportions of "Active" Users Over Time: For this analysis, "active" is defined as an individual having at least one qualifying online service in a quarter. As shown in Figures 66 and 67, the actual number of active other-income users more than doubled during and immediately following the recession, peaking at nearly 150,000 in the first quarter of 2012. While low-income users also reached a high level (16,269) at the same point, this group continued to grow reaching 18,861 at the beginning of the third quarter of 2013. While the total number of active users changes dramatically, the proportion of each group changes little as the other-income group is much larger than the low-income users overall.

Figure 66: Number of Active Users by Low/Other-Income
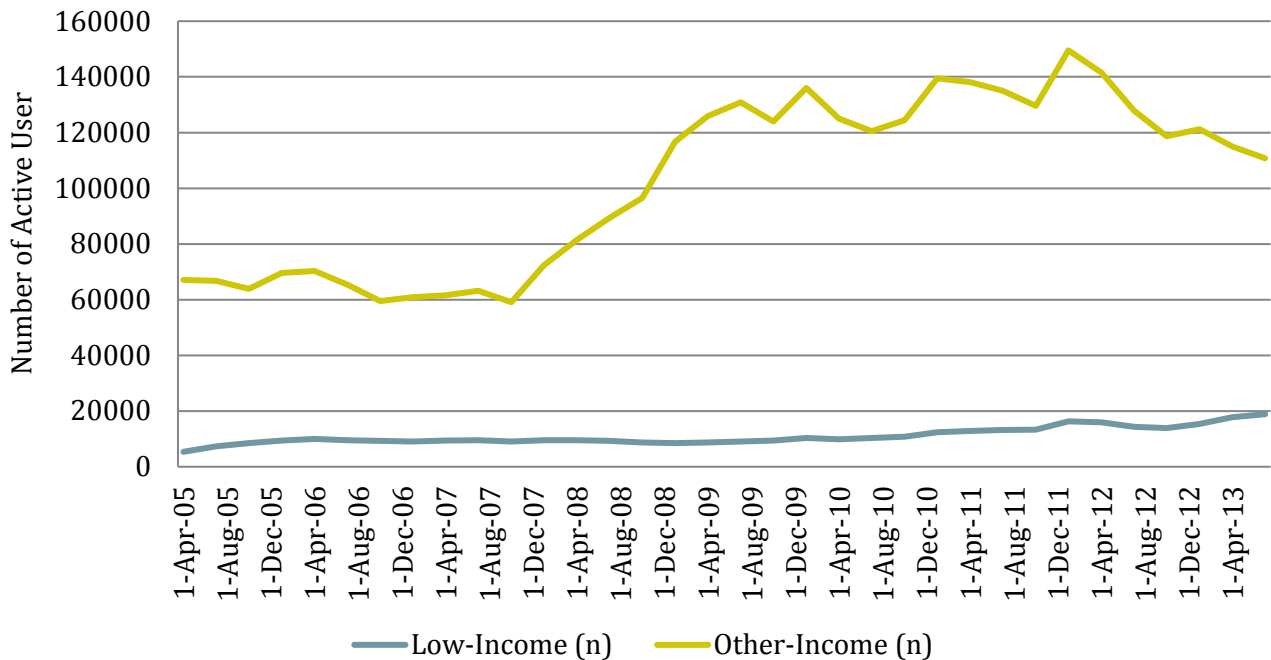
Historical Data Related to Specific Outcome Measures

The historical data available from the DWS data warehouse provides a valuable baseline for evaluating changes observed in three of the job seeker outcome measures.

Figure 67: Percentage of Active Users by Low/Other Income
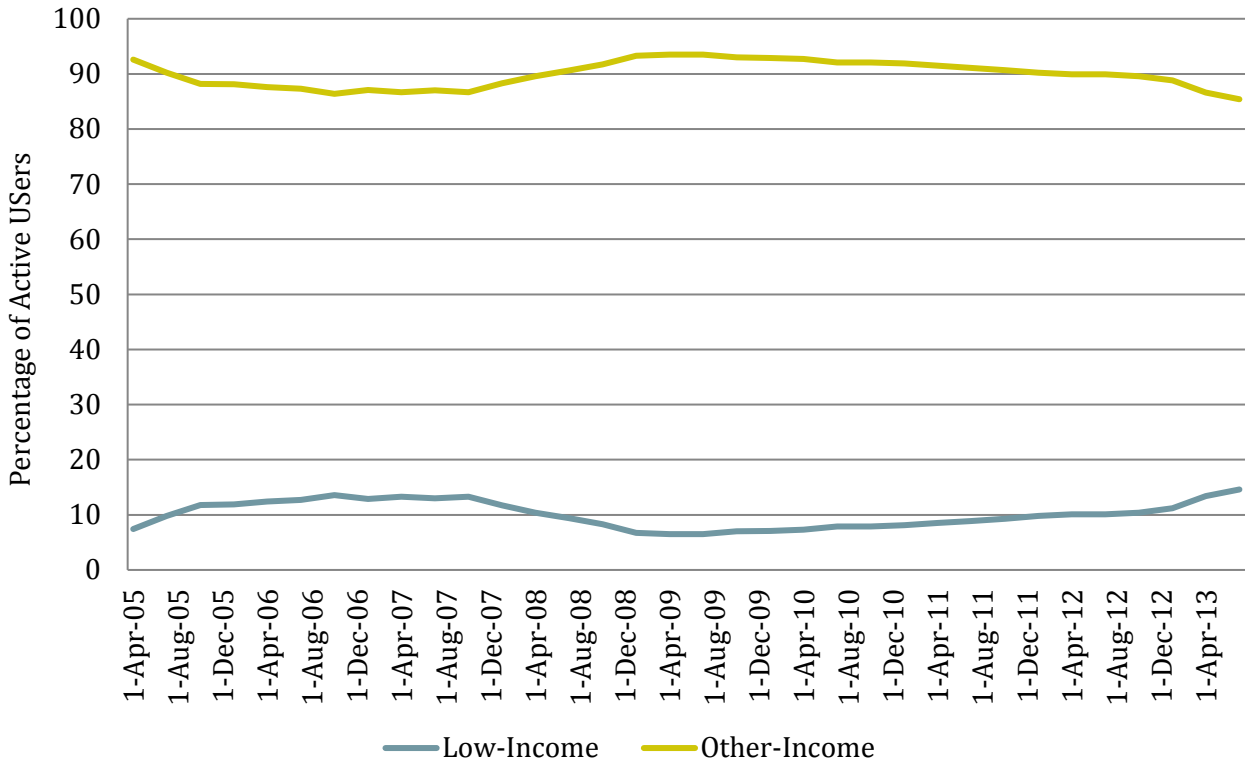
Figure 68: Percentage of Users with New Employment
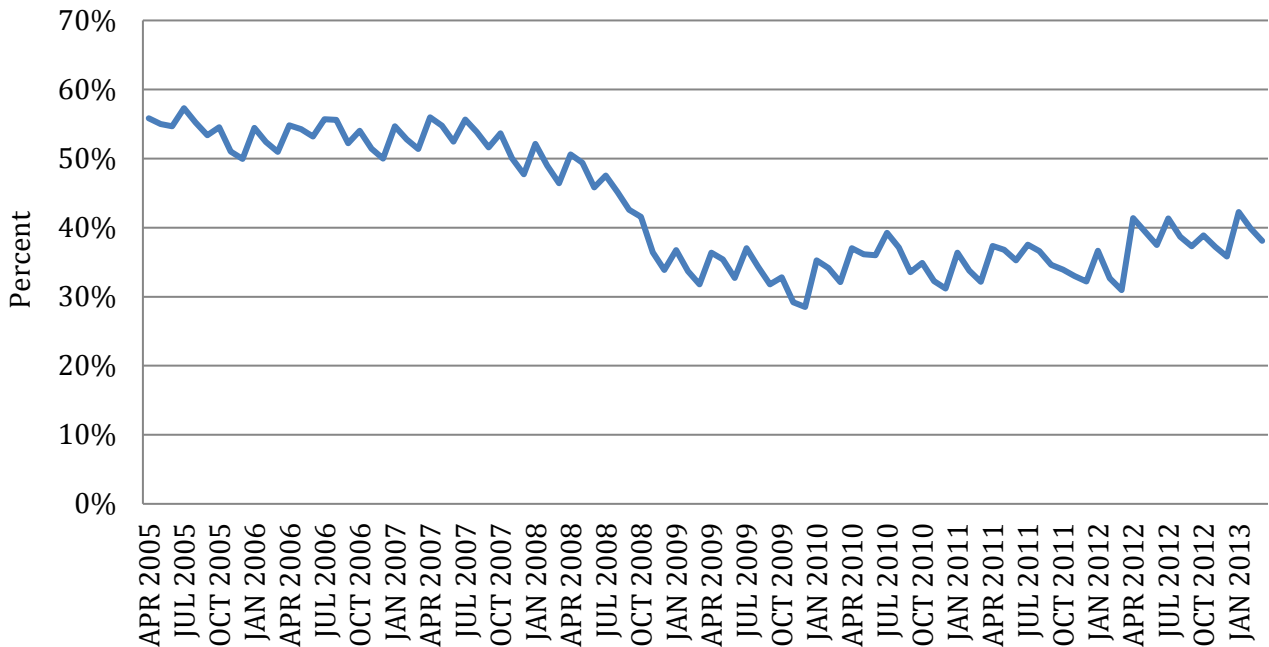
Users with New Employment: Users with new employment is a job seeker outcome measure used to answer, in part, Research Question 1. On average, 41% of jobs.utah.gov users have a new job in the quarter they started using the system or in the quarter following. Prior to the 2008 recession, this percentage was consistently above 50%. During the recession, this percentage dropped below 40% and only began to go above 40% in 2012 (Figure 68).

Curiously, the low-income earners were roughly as likely to obtain new employment over the study period (Figure 69). As was noted previously, the jobs that the low-income individuals were obtaining were more likely to pay a lower wage. Additionally, the other-income earners were often looking for jobs to switch to, as opposed to the low-income earners that were more likely to be searching from an unemployed status.

Figure 69: Percentage of Users Obtaining New Employment
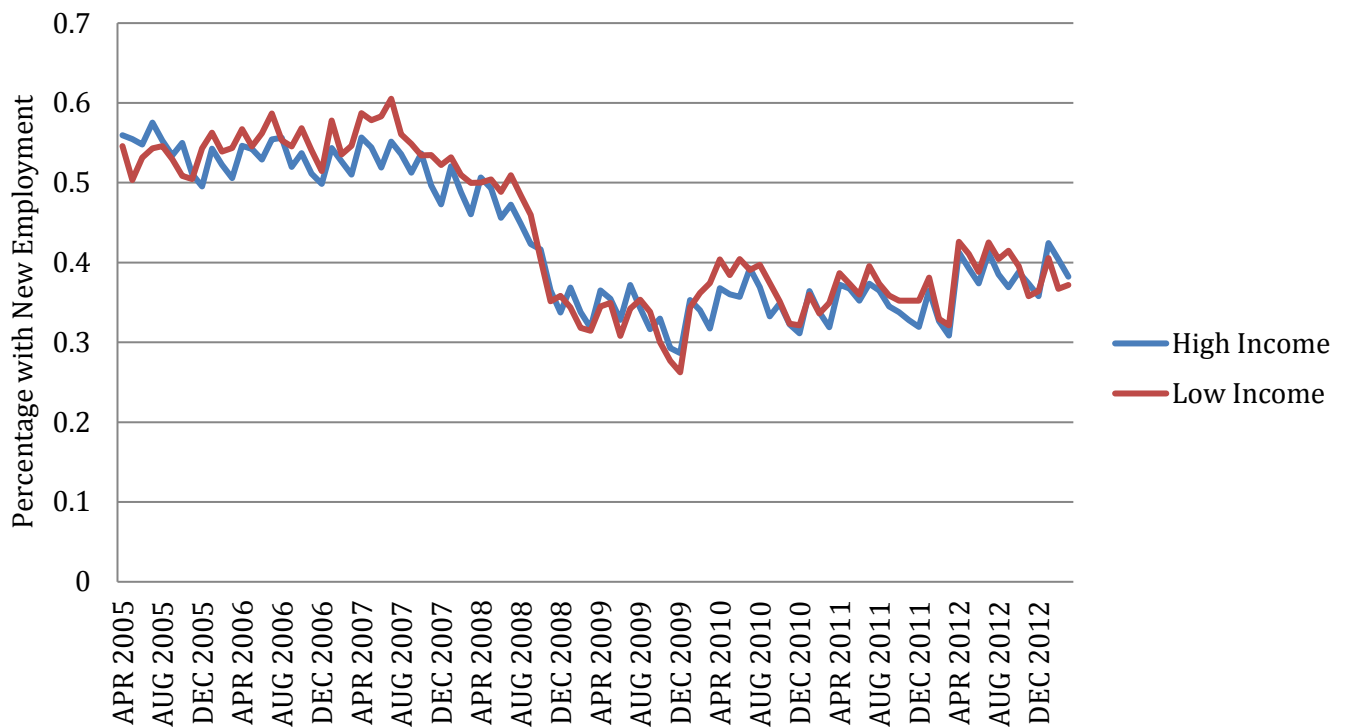
Number of Consecutive Quarters with Wages: This is the second job seeker outcome measure evaluated to address Research Question 1. This is an important aspect of measuring the value of the online system as it is not simply whether an individual finds a new job, but how long an individual stays employed after the initial hiring. This outcome looks at how many consecutive quarters (up to 4) an individual has wages after starting a job search.

The mean number of quarters with wages was 1.91. Interestingly, this distribution did not follow the typical Poisson distribution. Rather, it followed a non-parametric bi-modal distribution with the majority of users either having no consecutive quarters with wages (41.7%) or having all four quarters with wages (39.3%) (Figure 70).

Figure 70: Distribution of Consecutive Quarters with Wages
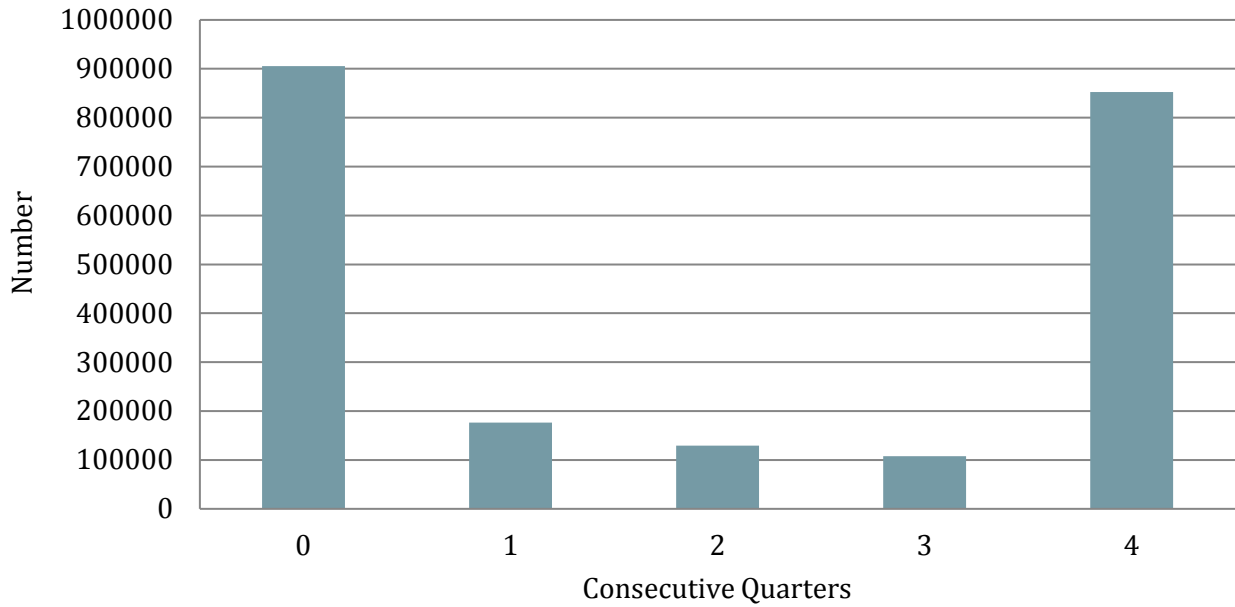
As shown in Figure 71, the mean number of consecutive quarters with wages pre-recession hovered very close to 2.5. During the recession it dropped below 2, with a low of 1.69 in November of 2009. Since then it has rebounded to a high of 2.23 quarters.

Both low and high income earners were affected by the recession in terms of consecutive quarters with wages, but the impact was roughly proportional to the pre-recession levels of each group. In September of 2007, the low-income group averaged 2.1 consecutive quarters with wages, while the high income groups averaged 2.6 quarters. Figure 72 shows that by March of 2009, the low-income earners were averaging 1.3 quarters, while the high income earners were averaging 1.8.

Figure 71: Mean Number of Quarters with Wages
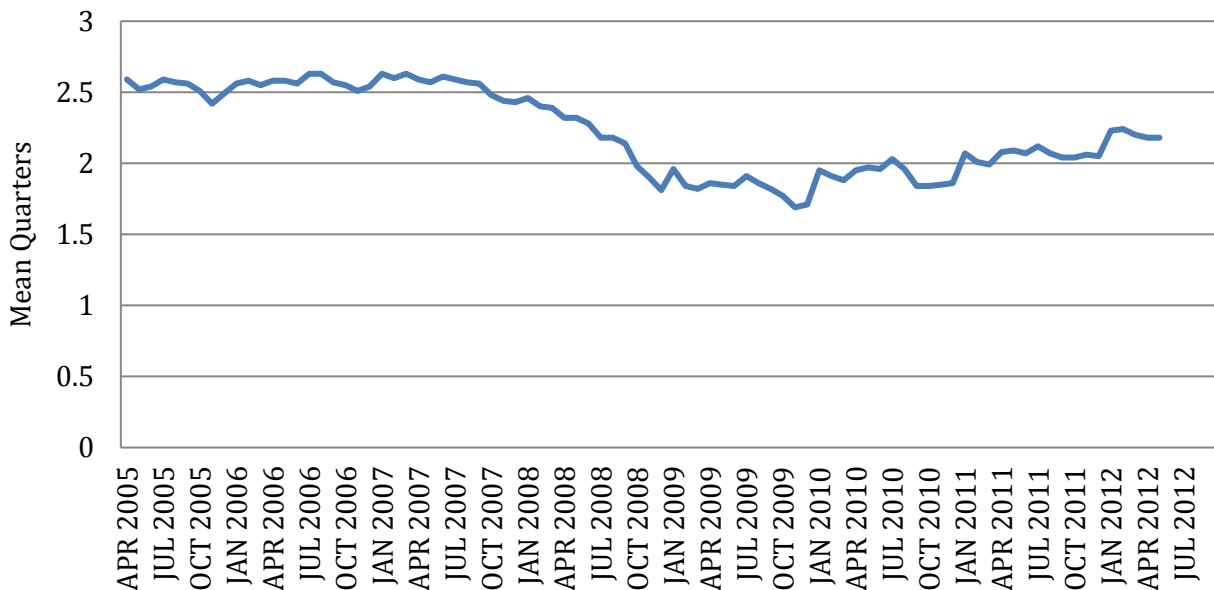
Figure 72: Consecutive Quarters with Wages
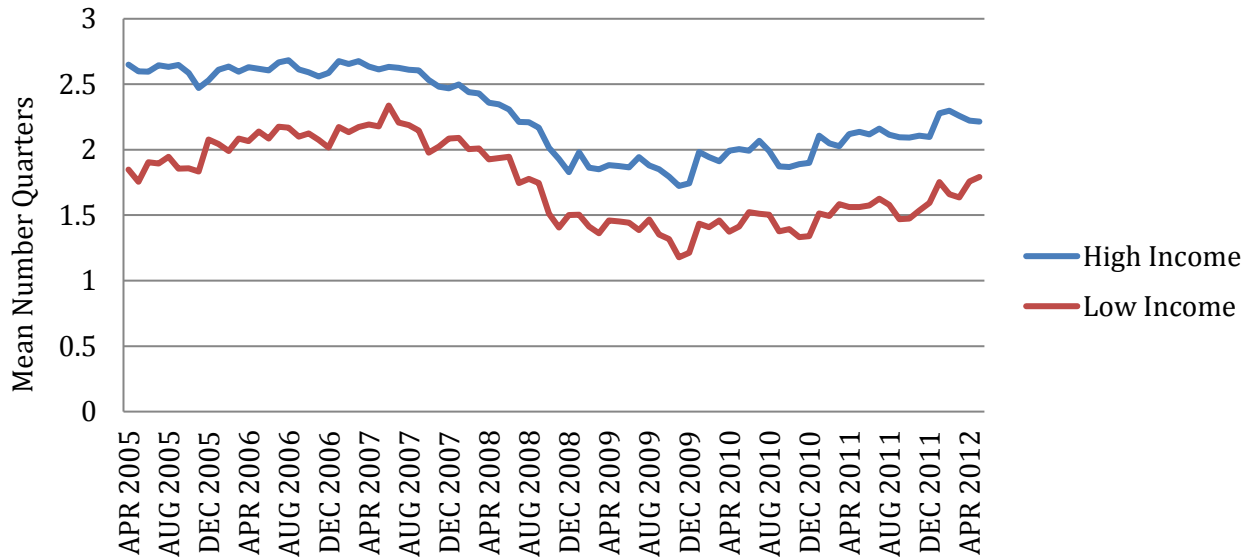
Median Wages in the Next Quarter: The third outcome measure used to answer Research Question 1 is the median wages in the quarter following the start of a new period of activity. This measure shows the greatest impact from the recession in 2008. Median quarterly wages for individuals using the system varied between $2,000 and $3,000 before the 2008 recession (Figure 73). During and after the recession, quarterly wages were consistently below $900 and fell to $0 for two months of start dates. In other words, before the recession, half of the users looking for a job on the online system would make over $2,500. Immediately after the recession, about half of users starting a new job search would make over $500, the rest would make under $500.

Low-income earners were disproportionately affected by the 2008 recession. Their median wages fell to $0 for most of the recession and only started to rise in December of 2011. Non-low-income job seekers tended to stay above $500 a quarter with median wages steadily rising since then. (It should be noted that this metric is somewhat questionable because some high income earners would have been later reclassified as low-income if they failed to find a job and accessed benefits.)

Figure 73: Median Wages in the Next Quarter
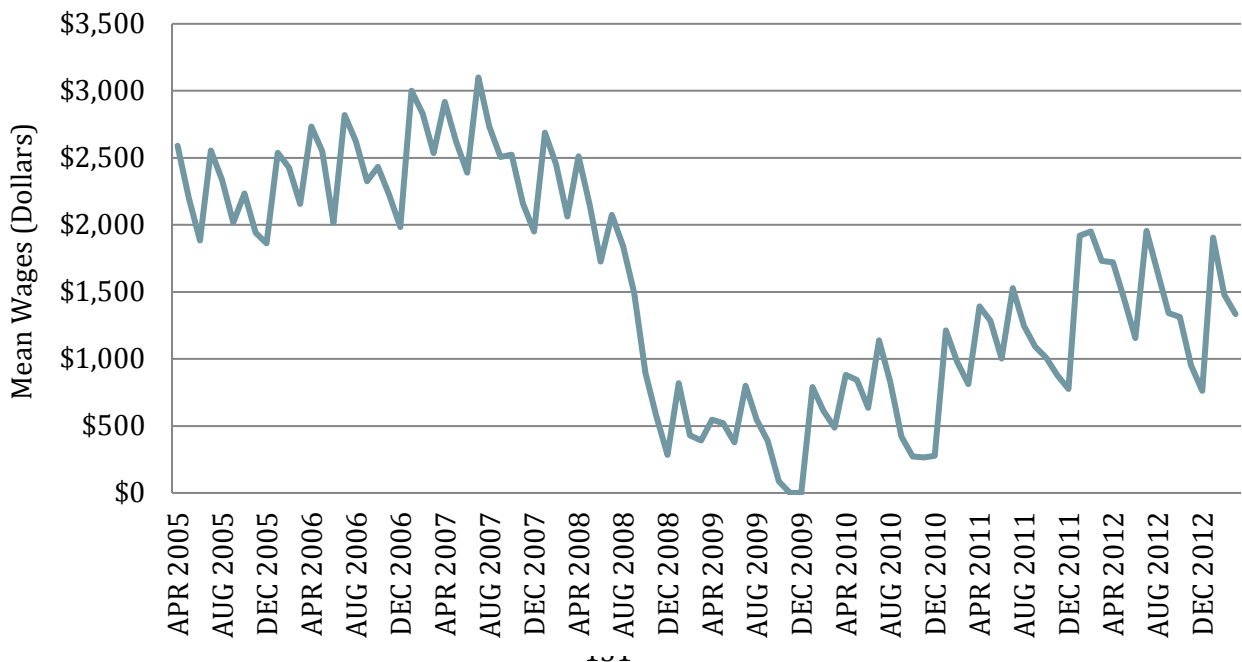
Attachment 4: Randomized Controlled Study Consent (Job Seeker)

Consent Language

DWS is working hard to improve our services for helping job seekers like you find a job. In order to do this we are testing some new ways of matching job seekers and employers and other parts of the job search website. At this time we are conducting a research study to find out if these new features make a difference in employment outcomes. We are hoping to learn more about what works and what does not work to improve the job search services DWS provides to job seekers using the DWS system.

You are being asked at this time to be part of this study. If you agree to participate (click on "Accept" below) you will be assigned at random to either receive the job search services as they are delivered currently or you will receive services using the test features. If you do not want to participate (click on "Decline") and you will receive the job search services as they are delivered currently. Participation in this study is completely voluntary and will have no effect on your eligibility for any DWS services. Employers viewing your information will not be aware of whether or not you are participating in the study. No personal identifying information will be shared by DWS with anyone outside of the agency. All findings will be reported for all job seekers in the study and never tied directly to you as an individual.

Consent: By clicking on "Accept" I am consenting to participate in the research study described above.

          Accept   Decline

Attachment 5: Randomization Model

The following procedure is being used for randomizing individuals into groups.
1. Due to the policy of "Veterans Priority of Service", veterans are excluded from the randomization process. Per conversations with WIF personnel, veterans will be directed into the test system as soon as it becomes available.
2. Mediated (as defined by DWS), and mixed online and mediated users will also be excluded from the study as it is unlikely that randomization would be unbiased without at least a minimal amount of training for all workers in the state.
3. Individuals under age 18 will be directed into the current system until they turn 18. The first time an individual logs into the system after turning 18, she or he will also enter the pool for possible randomization into one of the two conditions.
4. Once an individual is determined eligible for the study (non-veteran, non-mediated, 18 or older) the person will be presented with the consent document and asked to agree or disagree with being part of the study. Once a person has completed the consent document the system will not display the consent at future entry into the system.
5. If an individual logs into the system, is eligible for the study, has never been consented and then agrees to participate, he/she will be randomized into either the current or test group. Individuals declining study participation will receive the current system. Every subsequent time a user that is eligible, and has been randomized, enters the system that user will be directed to the LEX site matching their current or test group assignment.

Next Generation LEX Randomization Model
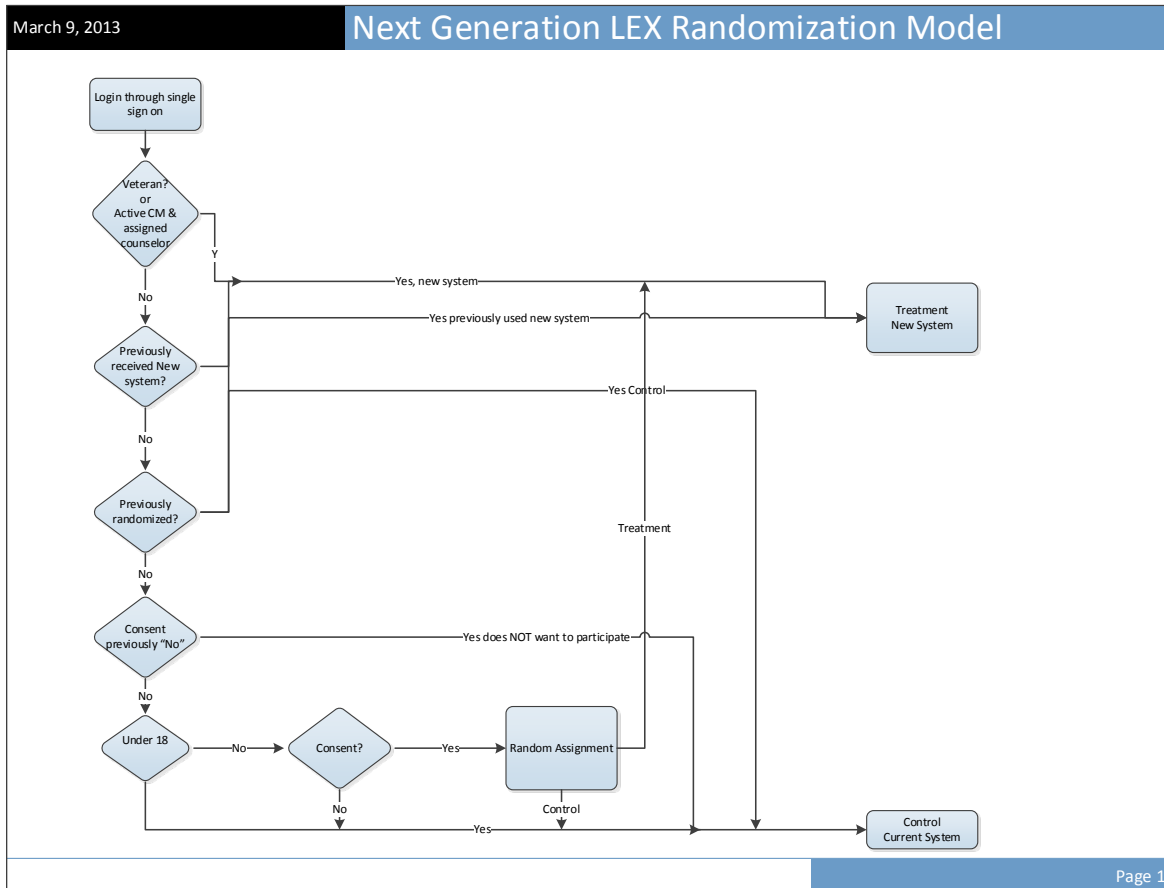
Attachment 6: Online Survey Consent

Online Survey Consent Job Seekers (IRB Approved)

DWS Website Improvement Project

This survey is part of a research study to help the Department of Workforce Services (DWS) improve their website for job seekers and employers. The purpose of this study is to better understand your experience with the website and to use this information to make improvements to the job search website in the future.

We would like to invite you to answer a few questions are about your experience with the job seeker website. It should only take **about 5 minutes** to complete the survey. Your participation is completely voluntary. You may skip any question you do not wish to answer. Your choice whether or not to participate in the study will not affect the services you receive on the DWS website and your responses will not impact your relationship with DWS.

Your answers will be kept completely confidential. This survey will only be connected to your user id, and will not ask for any identifying information (unless you volunteer to be contacted by a researcher). Your individual answers will not be given to anyone and will not be made public.

If you have any questions complaints or if you feel you have been harmed by this research please contact Mary Beth Vogel-Ferguson, Ph.D. from the Social Research Institute at the University of Utah - (801) 581-3071.

Contact the Institutional Review Board (IRB) if you have questions regarding your rights as a research participant. Also, contact the IRB if you have questions, complaints or concerns which you do not feel you can discuss with the investigator. The University of Utah IRB may be reached by phone at (801) 581-3655 or by e-mail at irb@hsc.utah.edu.

By clicking on the NEXT button below, you are giving your consent to participate in this study.
If you have decided not to participate in the study please click on the NO THANKS button.

Thank you for helping improve DWS' job seeker website. Your feedback is much appreciated!

Online Survey Consent Employers (IRB Approved)

DWS Website Improvement Project

This survey is part of a research study to help the Department of Workforce Services (DWS) improve their website for job seekers and employers. The purpose of this study is to better understand your experience with the DWS website and to use this information to make improvements to the website in the future.

We would like to invite you to answer a few questions are about your experience with the employer website. It should only take **about 5 minutes** to complete the survey. Your participation is completely voluntary. You may skip any question you do not wish to answer. Your choice whether or not to participate in the study will not affect the services you receive on the DWS website and your responses will not impact your relationship with DWS.

Your answers will be kept completely confidential. This survey will only be connected to your user id, and will not ask for any identifying information (unless you volunteer to be contacted by a researcher). Your individual answers will not be given to anyone and will not be made public.

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By clicking on the NEXT button below, you are giving your consent to participate in this study.
If you have decided not to participate in the study please click on the NO THANKS button.

Thank you for helping improve DWS' employer website. Your feedback is much appreciated!

Attachment 7: Individual Job Seekers Satisfaction Scale Question Scores – Utah

General AGREEMENT with following statements – ALL	Baseline N = 4120	TC-1 N = 7788	TC – 2 N = 7396	TC-3 N = 6056
1. I am comfortable using the internet to complete tasks on jobs.utah.gov	3964 (96.2%)	7414 (95.2%)	5618 (94.3%)	4875 (94.4%)
2. It is difficult to navigate the jobs.utah.gov website	1061 (26.4%)	2223 (29.3%)	1901 (32.7%)	1643 (40%)
3. Overall, jobs.utah.gov is easy to use	3567 (89.2%)	6535 (86.7%)	4786 (83.3%)	4201 (84.1%)
15. Finding help is easy on jobs.utah.gov	2245 (72.2%)	4201 (58.9%)	2968 (57.6%)	2772 (60.6%)
16. It is easy to link to information about education and training on jobs.utah.gov	2344 (76.7%)	4250 (60.1%)	3007 (58.8%)	2777 (61.3%)
17. Jobs.utah.gov is NOT as good as other job search websites	808 (25.5%)	1637 (23.1%)	1357 (26.5%)	1287 (28.5%)
18. The jobs posted on jobs.utah.gov are NOT up-to-date	681 (22.5%)	1566 (22.2%)	12 11 (23.7%)	1080 (23.9%)

Responses to this set were only used if participant DID job search on jobs.utah.gov

General AGREEMENT with following statements	Baseline N = 3989	TC-1 N = 6583	TC-2 N = 5048	TC-3 N = 4421
5. Creating my job search account on jobs.utah.gov was easy	3405 (89.6%)	5812 (88.3%)	4025 (85.9%)	3657 (86.5%)
6. Searching for jobs on jobs.utah.gov is hard	540 (14.2%)	1127 (17.2%)	957 (20.4%)	867 (20.6%)
7. I often have trouble "signing-in" to job search	579 (15.4%)	1120 (17.2%)	839 (18.1%)	802 (19.3%)
8. I can't find jobs that match my skills and abilities on jobs.utah.gov	1143 (30.6%)	2165 (33.6%)	1532 (33.1%)	1367 (33.1%)
9. jobs.utah.gov provides job matches that meet my search criteria	2946 (78.7%)	4881 (75.7%)	3344 (72.7%)	3042 (74.1%)
10. Applying for jobs is easy using jobs.utah.gov	3149 (84.5%)	5091 (79.5%)	3550 (77.7%)	3264 (79.6%)
11. I would return to jobs.utah.gov in the future to job search	3607 (96.1%)	6173 (96.0 %)	4295 (94.3%)	3878(94.8%)
12. I would recommend jobs.utah.gov to other job seekers	3455 (92.9%)	5899 (92.1%)	4068 (89.6%)	3666 (89.9%)
13. Overall, I am satisfied with my job search on jobs.utah.gov	3272 (88.1%)	5475 (85.8%)	3740 (83.0%)	3372 (83.0%)

Reported Feature as Good - Excellent	Baseline N = 3989	TC-1 N = 7788	TC-2 N=7396	TC-3 N = 6056
19. Quality of the Information	3483 (90.2%)	6194 (87.4%)	4419 (86.3%)	3982 (87.8%)
20. Overall Appearance	3385 (87.9%)	6135 (86.8%)	4343 (85.2%)	3888 (86%)
21. How well the site is organized	3204 (83.6%)	7058 (81.7%)	3998 (78.9%)	3630 (80.4%)

Attachment 8: Individual Job Seekers Satisfaction Scale Question Scores – Montana

General AGREEMENT with following statements	Baseline	TC-1	TC-2	TC-3
1. I am comfortable using the internet to job search	1815 (96.3%)	1371 (94.4%)	1266 (92.5%)	612 (93.3%)
2. It is hard to find what I need on jobs.mt.gov	375 (20.3%)	421 (29.1%)	484 (36.2%)	247 (38.5%)
3. Overall, jobs.mt.gov is easy to use	1672 (90.5%)	1209 (83.4%)	1035 (77.8%)	486 (76.1%)
4. Creating my job search account on jobs.mt.gov was easy	1541 (84.8%)	1184 (82.1%)	1005 (77.1%)	466 (74.1%)
5. Searching for jobs on jobs.mt.gov is hard	212 (11.8%)	300 (20.7%)	347 (26.7%)	168 (26.6%)
6. I often have trouble "signing-in" to job search	366 (20.4%)	283 (19.8%)	295 (22.6%)	187 (30.3%)
7. I can't find jobs that match my skills and abilities on jobs.mt.gov	595 (33.6%)	537 (37.2%)	497 (39.4%)	219 (37.7%)
8. Jobs.mt.gov provides job matches that meet my search criteria	1308 (74.7%)	977 (68.0%)	801 (64.5%)	393 (69%)
9. The jobs posted on jobs.mt.gov are not up-to-date	411 (23.5%)	290 (20.3%)	305 (24.8%)	148 (26.6%)
10. Applying for jobs is easy using jobs.mt.gov	1334 (77.0%)	1056 (74.0%)	873 (71.2%)	378 (68.7%)
11. I would return to jobs.mt.gov in the future to job search	1691 (97.0%)	1366 (95.1%)	1156 (93.5%)	506 (90.8%)
12. I would recommend jobs.mt.gov to other job seekers	1641 (95.1%)	1290 (90.7%)	1080 (88.5%)	476 (86.2%)
13. Overall, I am satisfied with my job search on jobs.mt.gov	1497 (88.1%)	1160 (82.6%)	925 (77.4%)	409 (75%)
14. Finding help is easy on jobs.mt.gov	955 (73.1%)	746 (68.3%)	556 (47.2%)	263 (49.5%)
15. Jobs.mt.gov is NOT as good as other job search websites	264 (20.0%)	288 (25.9%)	261 (22.2%)	138 (25.8%)

Reported Feature as Good – Excellent	Baseline	TC-1	TC-2	TC-3
19. Quality of the Information	1517 (88.9%)	1296 (87.6%)	966 (82.4%)	437 (83.2%)
20. Overall Appearance	1464 (86.3%)	1229 (83.5%)	937 (79.9%)	431 (81.6%)
21. How well the site is organized	1397 (82.8%)	1120 (76.4%)	802 (68.5%)	373 (70.3%)

Attachment 9: Evaluation of Historical Data – Employer Outcomes

Research Question 2 focuses on the experiences of Utah employers relative to the GenLEX initiative. The outcome measures related to employer outcomes included the number of non-mediated job orders and the weekly count of employers using the LEX.

Non-Mediated job orders: Again using DWS' historical job data, non-mediated job orders were queried from the UWORKS database going back to the year 2010. Prior to this date, the system did not record the job orders in the same way so the data could not be used. The counts of new job orders were aggregated by weeks of the year (one through 52, with the left over day at the end of the year being added to the 52nd week). The data were examined with both linear and seasonal components (Figure 74).

Figure 74: Non-Mediated Job Orders
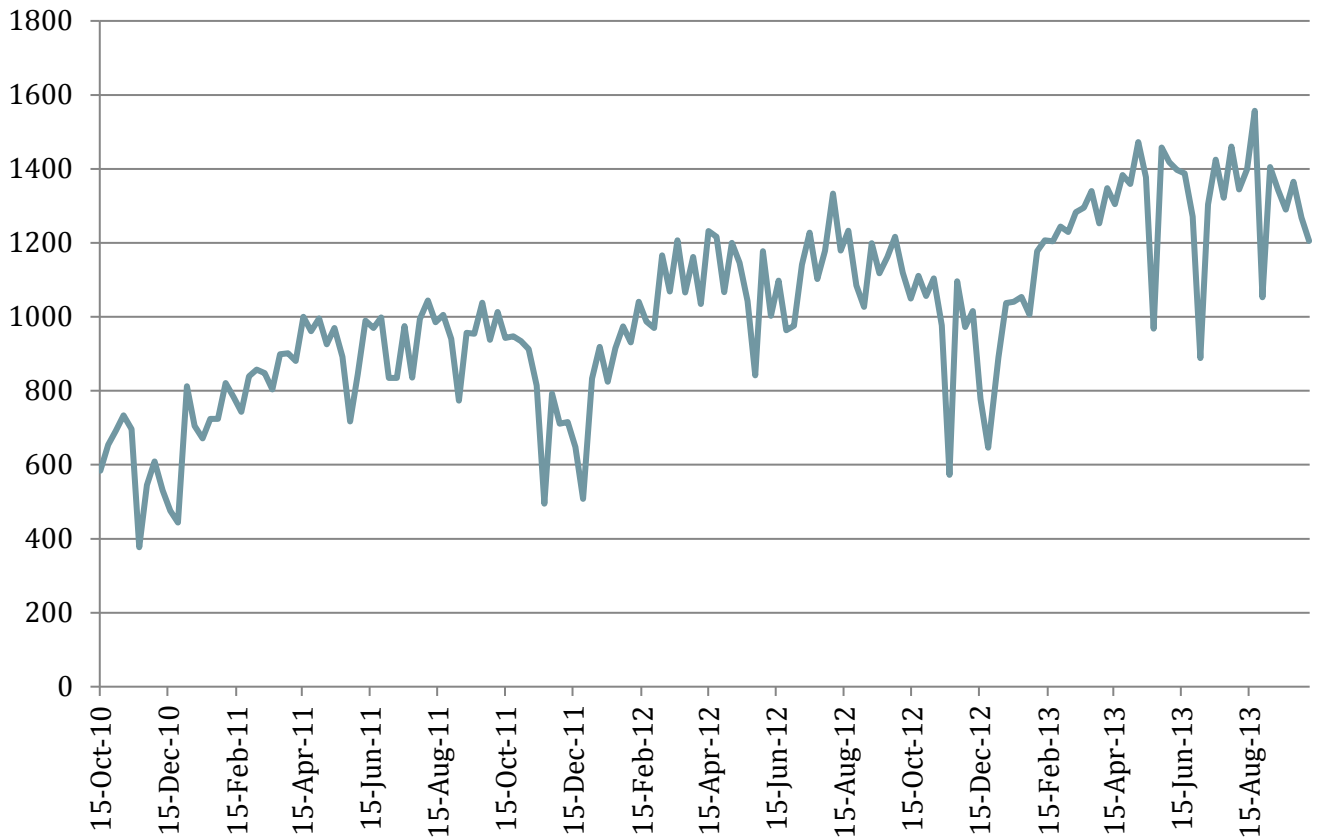
The Auto-correlation Function (ACF) and Partial Auto-correlation Function (PACF) were first reported with no ARIMA adjustment (See Figure 75) and just a constant or mean. The residual ACF and the PACF for this modeled fell outside of the acceptable bounds. The Ljung-Box Q was statistically significant (Q=722, df=18,p<.05) indicating that the process was not effectively modeled.

Figure 75: Non-Mediated Job Order ACF, PACF, No ARIMA Adjustment
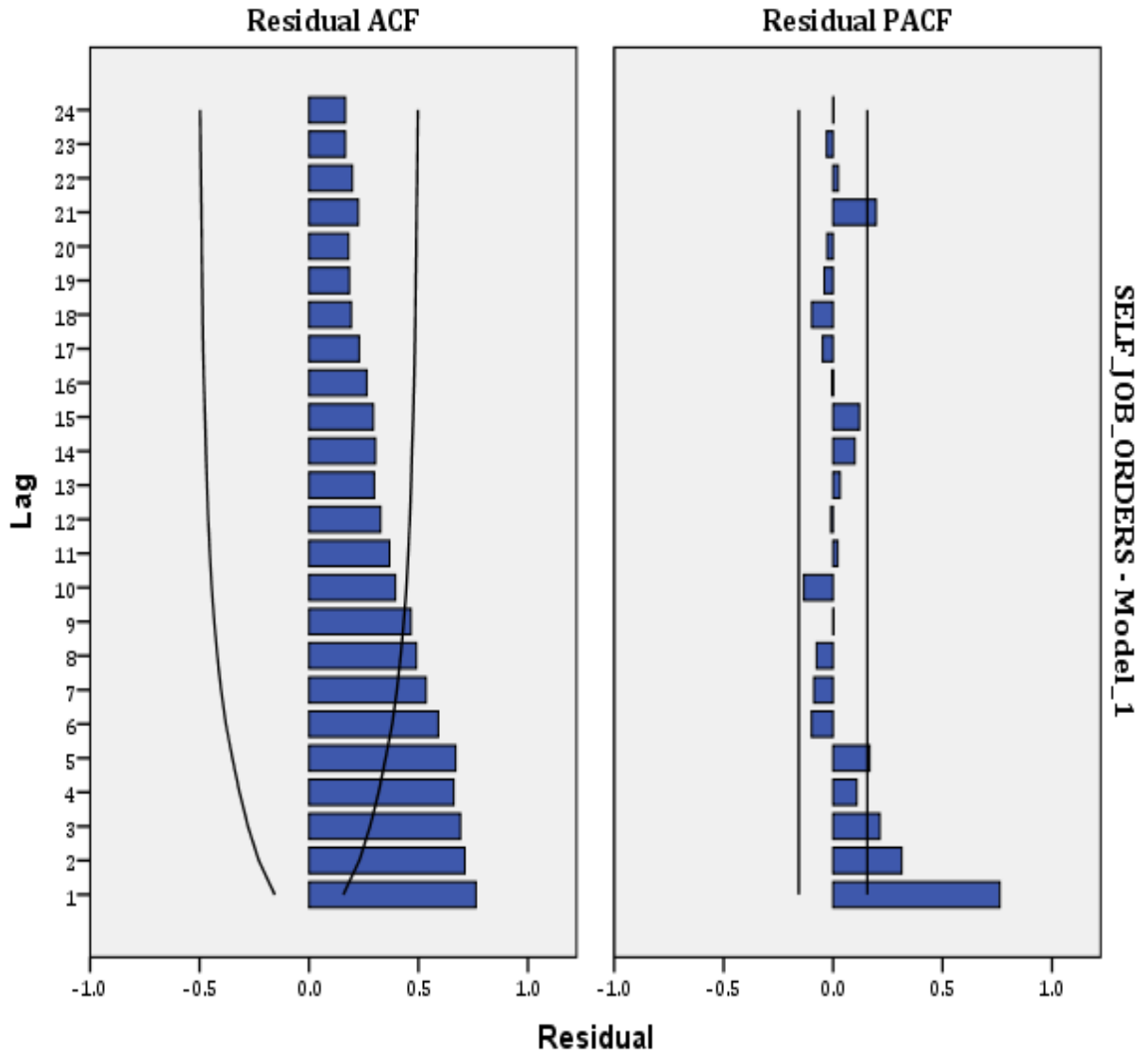
After examining the ACF and PACF, a simple moving average model with a seasonal difference term was used (ARIMA (0,0,1)(0,1,0)) (See Figure 76). This model brought the ACF and PACF within the acceptable limits. The Ljung-Box Q for this model was not significant (Q=10.8, df=17,p>.05), indicating that the process had been adequately modeled.

Figure 76: Non-Mediated Job Order ACF, PACF ARIMA (0,0,1)(0,1,0)
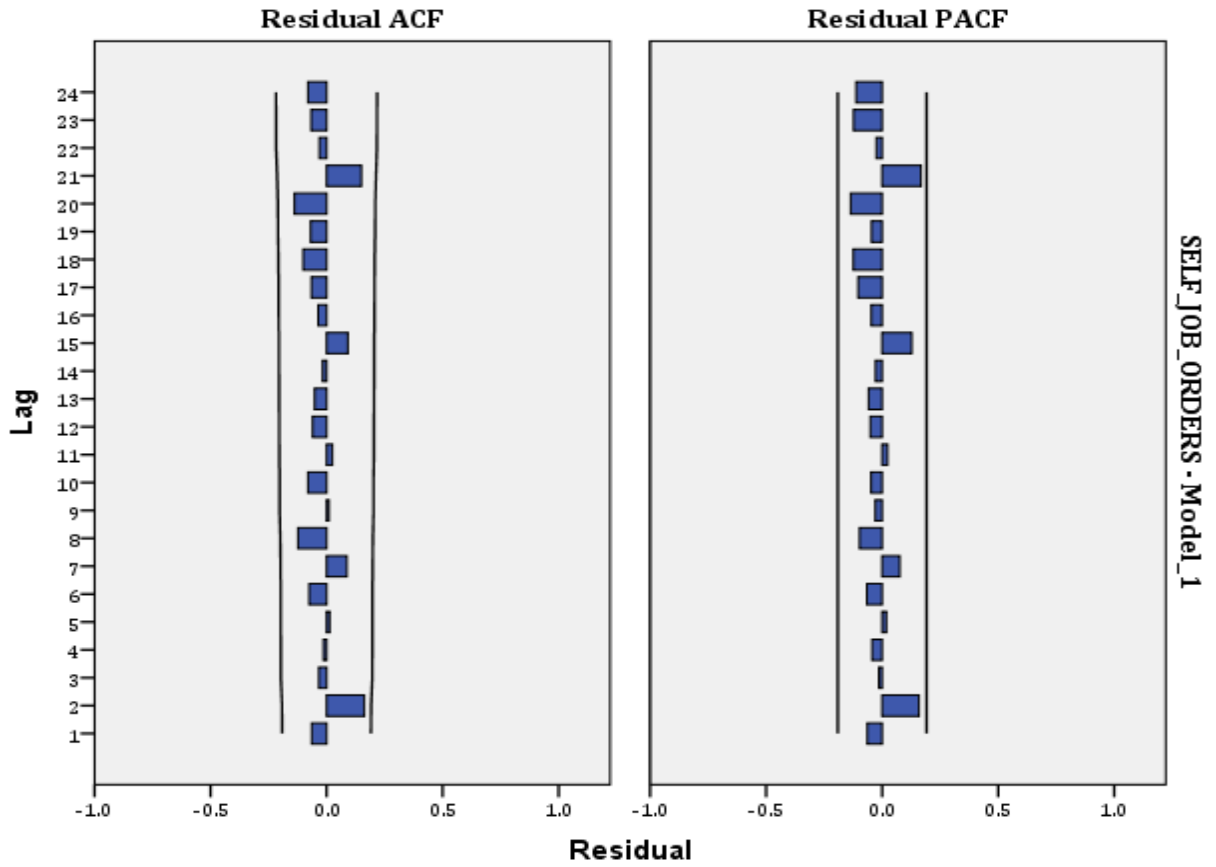
Figure 77: Non-Mediated Job Order Residuals- ARIMA (0,0,1) (0,1,0)
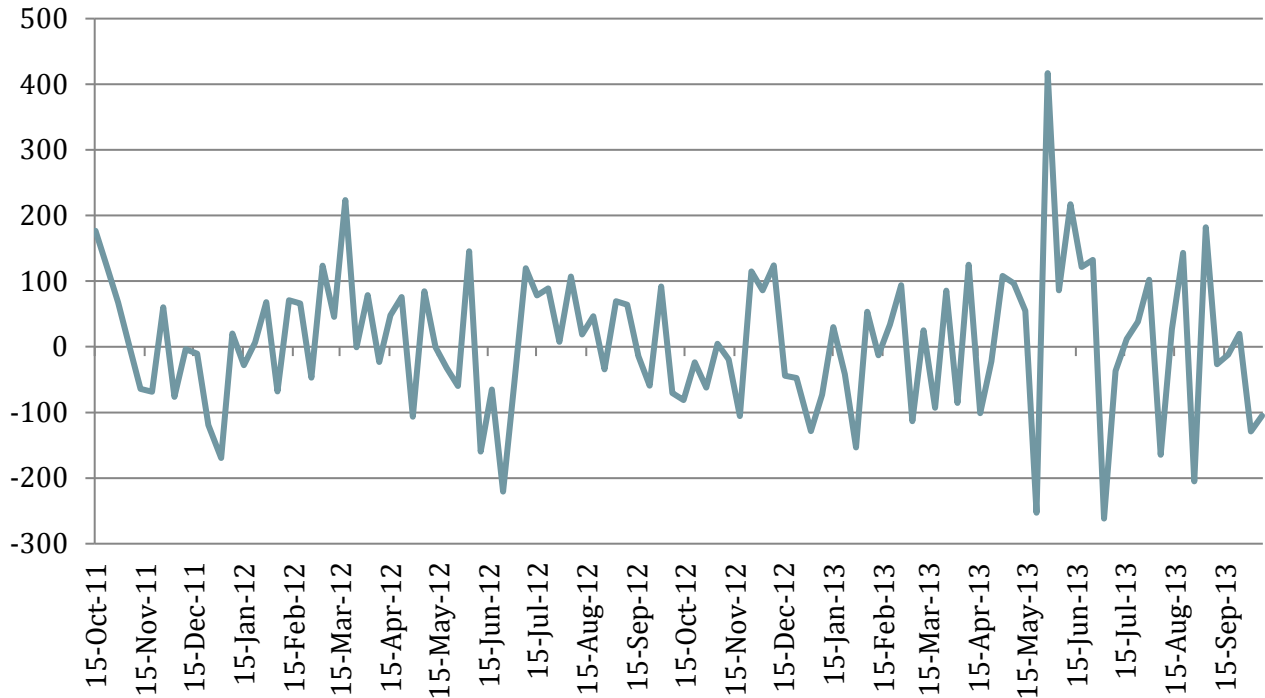
Weekly Count of Employer System Usage: Weekly count of employer system usage is the second outcome measure used to answer Research Question 2. This outcome measure is defined as the count of unique employers using the UWORKS system on a given calendar day. Each login only counts once per day, but a given user can count multiple times in a week long period. The data was queried from UWORKS by calendar day and then aggregated by week of the year for analysis. The data were examined with both linear and seasonal components.

Employer system usage was first modeled with just a mean and no ARIMA adjustment (See Figure 78). The residual PACF and ACF fell outside of the acceptable bounds for this model. The Ljung Box Q was statistically significant (Q=466,df=18,p<.05), indicating that the intercept-only model did not adequately describe the data.

Figure 78: Non-Mediated Employer Usage Measured by Employer Logins
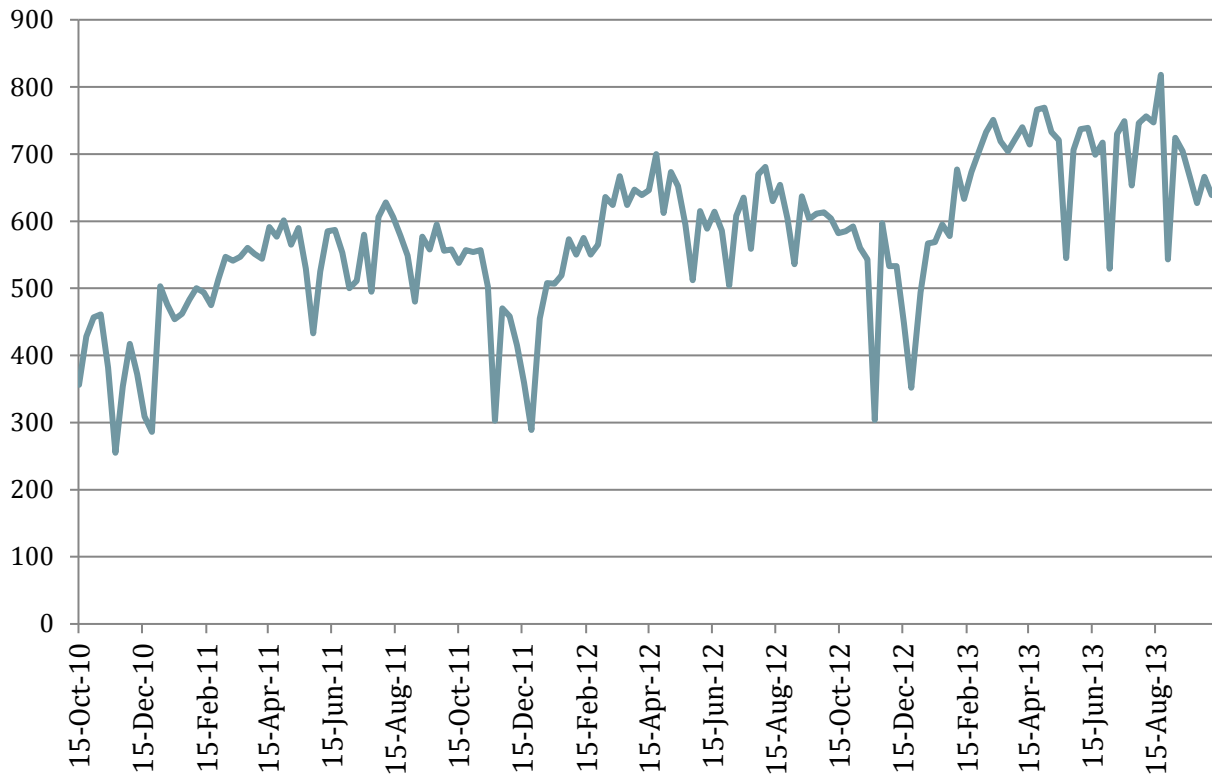
Figure 79: Non-Mediated Employer Usage, Residual ACF, PACF: Intercept only, No ARIMA adjustment
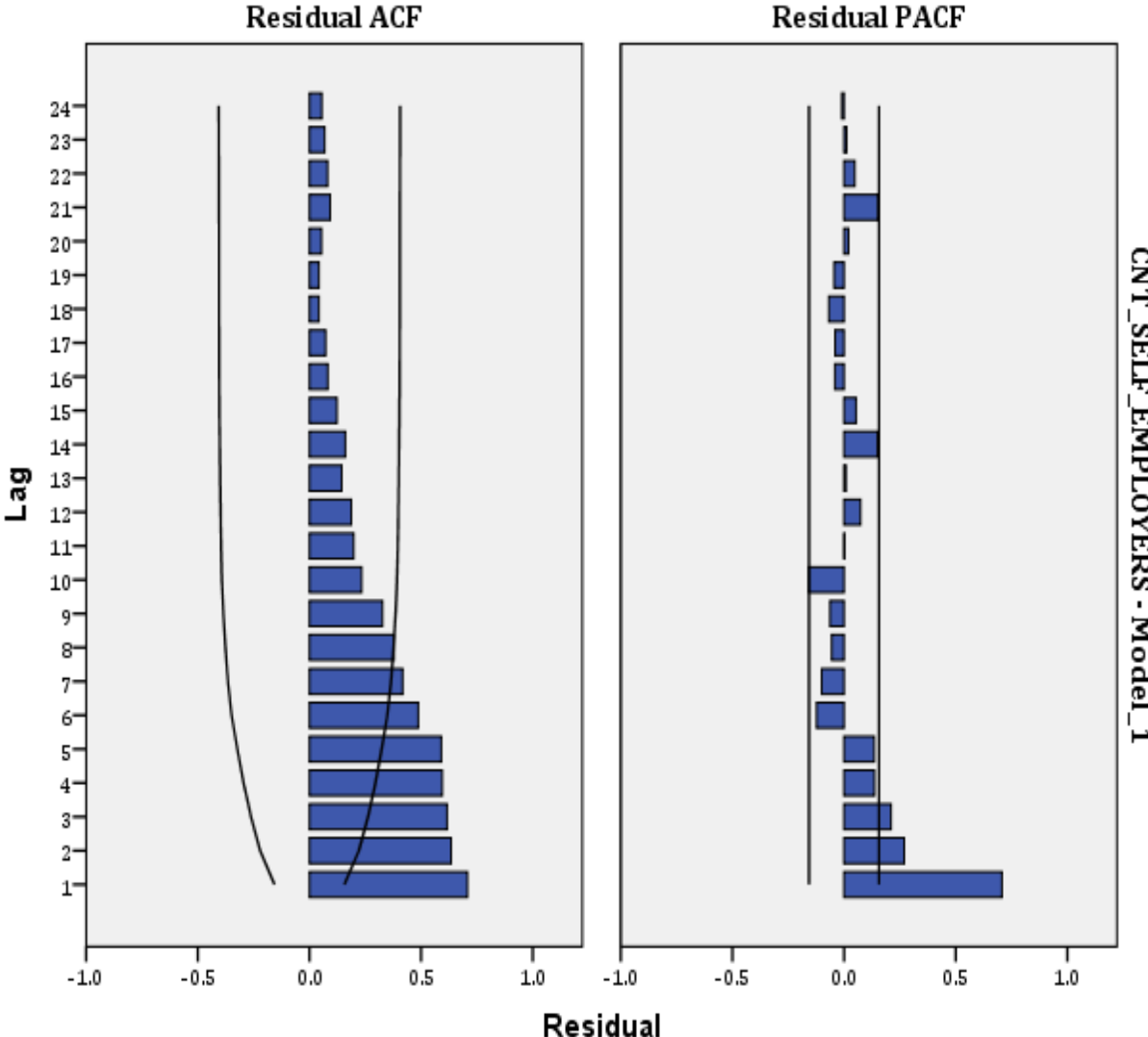
Figure 80: Non-Mediated Employer Usage, Residual ACF, PACF: ARIMA (0,0,1)(0,1,0)
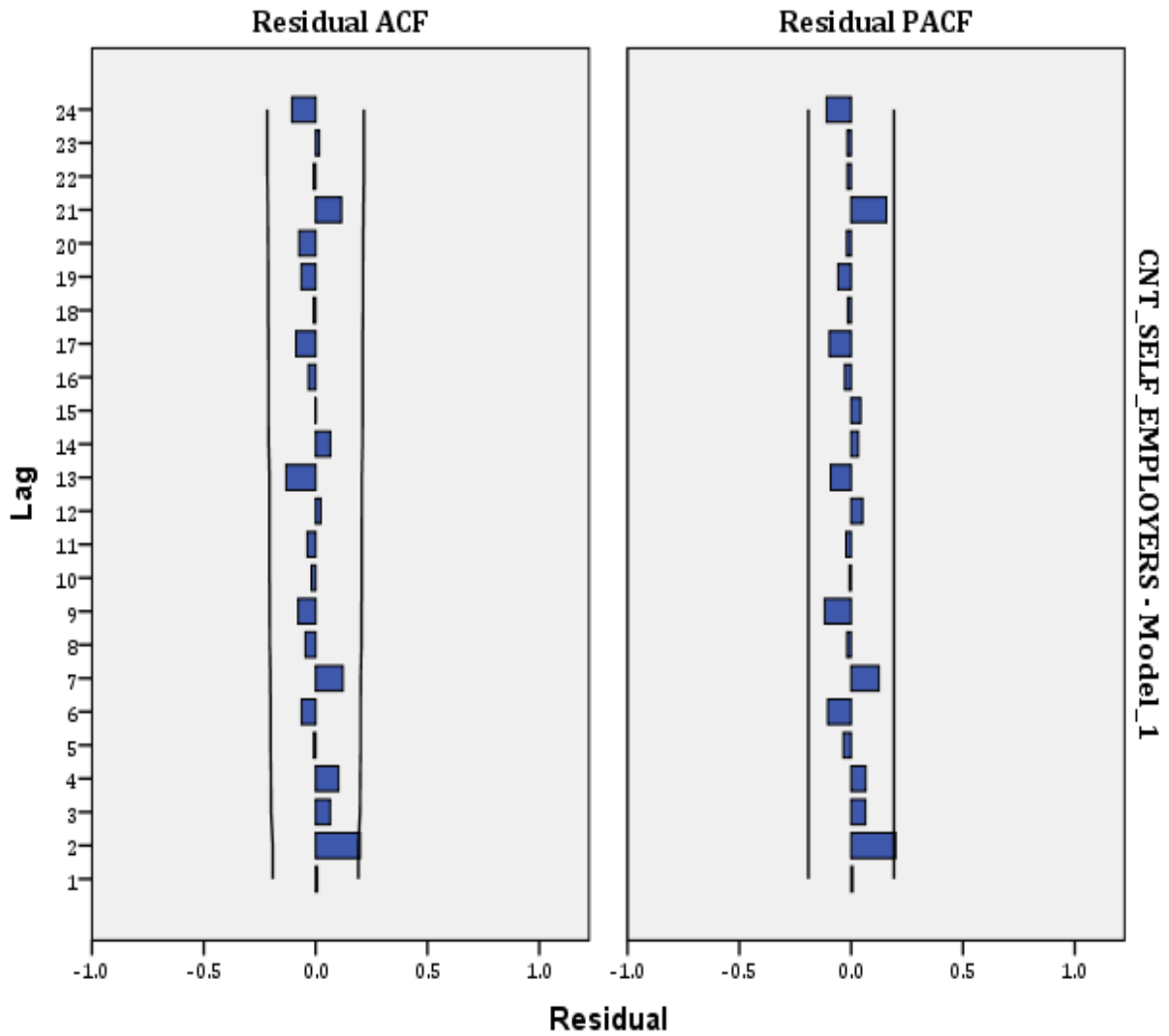
The next model was an ARIMA (0,0,1)(0,1,0) or a moving average model with a seasonal difference term. This model moved the ACF and the PACF within the acceptable range.   The Ljung-Box Q was not statistically significant (Q=13.1,df=17,p>.05) indicating that this model adequately described the data.

Figure 81: Employer Usage Residuals - ARIMA (0,0,1)(0,1,0)
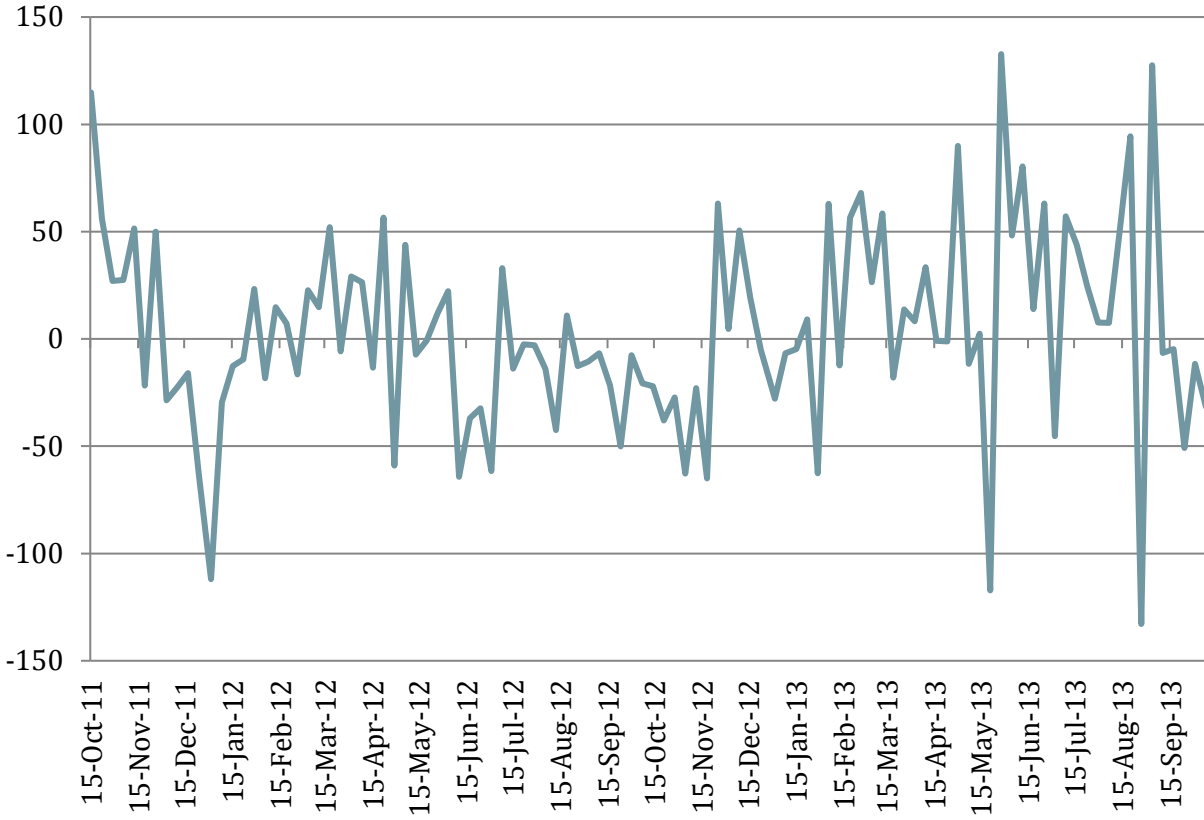
JOB SEEKER FOCUS GROUP - CONSENT DOCUMENT

BACKGROUND

You are being asked to take part in a research study. Before you decide if you would like to participate, it is important for you to understand why the research is being done and what it will involve. We will go through this information together. As we go through this consent form if you have any questions, if anything is unclear or you would like more information please let me know. You can take your time to decide whether you want to volunteer to take part in this study.

The purpose of the study is to better understand how you and a few other job seekers who have accessed the online job board feel about the online system and your experiences using this online system. We would also like to know more about how you think the current service could be improved.

STUDY PROCEDURE

As part of this study you have been invited to take part in a focus group. The focus group will last about 1½ hours. Questions will be asked about your views of the DWS job seeker website and your experiences using this online service.

RISKS

The risks of this study are minimal. You may feel upset thinking about or talking about personal experiences related to using the online system. These risks are similar to those you experience when discussing personal information with others. If you feel upset from this experience, you can tell the researcher, and he/she will tell you about resources available to help.

BENEFITS

We cannot promise any direct benefit for taking part in this study. However, input from the focus groups will be used to make changes to the DWS job seeker website.

CONFIDENTIALITY

The focus group will be tape recorded using a small digital voice recorder so we can remember all that is said in the focus group. The recording will be stored on a password protected university computer which can only be accessed by the researcher and will be transcribed within one month of the focus group session. If recordings are used to help agency personnel understand study findings, no identifying information will be included. Any paper copies of data will be stored in a locked filing cabinet in the researcher's office. Only the researchers will have access to this information.

We will do everything possible to keep information you share while participating in the focus group from those not associated with the project. Thus, we ask you and the other participants to keep the focus group discussion confidential. Still, there is a chance that someone in the group might mention your comments or name to others who were not in the group. Because of this, we cannot guarantee that no one will share what you have said after they leave.

PERSON TO CONTACTS
If you have questions, complaints or concerns about this study, you can contact Mary Beth Vogel-Ferguson at 801-581-3071.

Institutional Review Board: Contact the Institutional Review Board (IRB) if you have questions regarding your rights as a research participant. Also, contact the IRB if you have questions, complaints or concerns which you do not feel you can discuss with the investigator. The University of Utah IRB may be reached by phone at (801) 581-3655 or by e-mail at irb@hsc.utah.edu.

Research Participant Advocate: You may also contact the Research Participant Advocate (RPA) by phone at (801) 581-3803 or by email at participant.advocate@hsc.utah.edu.

VOLUNTARY PARTICIPATION
It is completely up to you to decide if you want to take part in this study. If you do not want to be in the focus group or if you decide to leave early it will not affect your ability to access the DWS website or receive any appropriate services from DWS.

COSTS AND COMPENSATION TO PARTICIPANTS
There will be no cost to you for participating other than your time. In appreciation for your time and participation you will receive $20 at the end of the focus group.

CONSENT
By signing this consent form, I confirm I reviewed the information in this consent form with the researcher and have had the opportunity to ask questions. I will be given a signed copy of this consent form. I voluntarily agree to take part in this study.

_____
Printed Name of Participant

_____   _____
Signature of Participant   Date

_____
Printed Name of Person Obtaining Consent

_____   _____
Signature of Person Obtaining Consent   Date

EMPLOYER FOCUS GROUP - CONSENT DOCUMENT

BACKGROUND

You are being asked to take part in a research study. Before you decide if you would like to participate, it is important for you to understand why the research is being done and what it will involve. We will go through this information together. As we go through this consent form if you have any questions, if anything is unclear or you would like more information please let me know. You can take your time to decide whether you want to volunteer to take part in this study.

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BENEFITS

We cannot promise any direct benefit for taking part in this study. However, input from the focus groups will be used to make changes to the DWS job seeker website.

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The focus group will be tape recorded using a small digital voice recorder so we can remember all that is said in the focus group. The recording will be stored on a password protected university computer which can only be accessed by the researcher and will be transcribed within one month of the focus group session. If recordings are used to help agency personnel understand study findings, no identifying information will be included. Any paper copies of data will be stored in a locked filing cabinet in the researcher's office. Only the researchers will have access to this information.

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PERSON TO CONTACTS
If you have questions, complaints or concerns about this study, you can contact Mary Beth Vogel-Ferguson at 801-581-3071.

Institutional Review Board: Contact the Institutional Review Board (IRB) if you have questions regarding your rights as a research participant. Also, contact the IRB if you have questions, complaints or concerns which you do not feel you can discuss with the investigator. The University of Utah IRB may be reached by phone at (801) 581-3655 or by e-mail at irb@hsc.utah.edu.

Research Participant Advocate: You may also contact the Research Participant Advocate (RPA) by phone at (801) 581-3803 or by email at participant.advocate@hsc.utah.edu.

VOLUNTARY PARTICIPATION
It is completely up to you to decide if you want to take part in this study. If you do not want to be in the focus group or if you decide to leave early it will not affect your ability to access the DWS website or receive any appropriate services from DWS.

COSTS AND COMPENSATION TO PARTICIPANTS
There will be no cost to you for participating other than your time. In appreciation for your time refreshments will be served during the focus group session.

CONSENT
By signing this consent form, I confirm I reviewed the information in this consent form with the researcher and have had the opportunity to ask questions. I will be given a signed copy of this consent form. I voluntarily agree to take part in this study.

_____
Printed Name of Participant

_____   _____
Signature of Participant   Date

_____
Printed Name of Person Obtaining Consent

_____   _____
Signature of Person Obtaining Consent   Date

UTAH JOB SEEKER GUIDE

Introduction: Brief introduction to the purpose of the Focus Group and GenLEX
Review Consent Form | Explain Testing of Features
1) Introductions:
  a. First name and what type of industry do you work in?
  b. If different, what type of work are/were you looking for on jobs.utah.gov?
  c. How many years of work experience?

SPLIT GROUPS**********************************
SEARCHING BEFORE LOGGING IN
1) Do you ever do that? How does it work for you? Anything different?

SIGNING IN
(Test System – Welcome Page)
1) Let's start by signing into jobs.utah.gov…how has that process gone for you?
  a. Knowing where to sign-on, next steps
  b. What kind of problems with particular methods of *accessing the site* – such as on
  the phone, using particular browser, etc. have you had?

REGISTRATION / PROFILE QUESTIONS *(My Job Search: Profile)*
1) DWS has added functionality to allow you to upload your resume(s) to jobs.utah.gov in **WORD**
or PDF format. Has anyone here uploaded a resume to the site and how did it go? (Under Profile:
Resumes > Edit)
2) A help feature designed to help with uploading resumes is this video - Click Help> Videos
>Uploading your resume)
     -What do you think of the accessibility of this help video?
     -How helpful do you think the video is?
     -What do you think of the quality of the video?
  a. There is also a resume builder tool. Is anyone here familiar with this tool and what
  has been your experience using it? (Resume Builder)
  b. Is there anything you wish would be different about how the site manages resumes?
3) In regards to the other profile sections
  a. What would you input in the section "Jobs I'm interested in"?
    -Is the ??? text helpful?
  b. Addition of text linking profile information with ONET codes used to match the job seeker
  c. do you know correlation between what you put in jobs I'm interested in and work
experience and what shows on the right side of the screen?
  d. Anyone military? Added Military Cross WALK (MOC) search option.
    -If any military, have you used it?
    -How has it worked for you?
  e. What do you think of the format for entering "Work experience" and "Education"?
    -Is the ??? text helpful?

f. Addition of bar showing how "complete" a profile is. Helpful? How do you use it?

g. What would you imagine "completeness" is measuring?

h. What would you have to do to make it more complete?

4) DWS created functionality allowing you to add your personal social media sites to your profiles.

(Profile: Contact Information>Edit)

- How has this feature been working for you?

- How accessible do you think this feature is?

-How has the help text been beneficial?

a. DWS also created the option for employers to add social media to their job postings and company profiles. What is your experience with employers adding social media and how has it influenced you when searching for work?

5) Activities (My Job Search> Home Tab > right hand side)

a. What is your experience using these buttons?

e. This home page is called your dash board.

-How would you see more or less in each area?

-Were you aware that you could rearrange the side to highlight parts you use more?

b. What do the labels communicate to you? Where do you imagine the buttons would lead? (See what participants say without prompts, follow their lead)

c. For example: Career library: When I see this label what do you imagine is behind the link? What would it do? How have you used it?

-Is the ??? text helpful?

-If the label is unclear, how would you suggest DWS relabel it?

-How would you use ?

d. Calendar of events-feature matches job seekers with hiring and training events in the area and uploading that information to a personalized calendar under the right hand side of the My Job Search Main Page.

a. What has been your experience with this feature?

b. What functionality would you want the calendar to have? That maybe it doesn't have right now?

e. To do list: Have you used it or heard of it? What do you think?

d. What do you think of "Your Stats"?

-How have they impacted how you interact with the website?

JOB SEARCH / MATCHING

1) When you hit search, what is your experience with the list of jobs you are matched to?

a. New Job Matching criteria-if you looked a year ago and now, see the difference?

b. What information is used to create the matches?

c. If you don't like the matches you got, what would you do to try to get better ones?

d. How have you used any of the help features on searching/matching (e.g. YouTube videos, FAQ)? Why or Why not?

1. Click FAQ question #1

-What do you think of the accessibility of this help question?

-How helpful do you think the "help text" is?

2. Click on Videos: How to Complete an Effective Job Search:

-What do you think of the accessibility of this help video?

-How helpful do you think the video is?

-What do you think of the quality of the video?

Help features shown should have provided education about how matches are created linking it to profile creation Assess if there is still confusion.

SYSTEM FEATURES

1) What is your experience with the Job search tracker (My Job Search>Job Tracking)?

    a. How have you used it to manage your matches or sort jobs?

    b. How could DWS change this tool to make it more useful?

2) What has been your experience pulling up the main jobs.utah.gov webpage on a mobile device such as a smartphone or a tablet, like an ipad?

    -Does it fit to screen?

    -Navigation/freezing/pop up's showing, etc.?

HELP FEATURES (My job search>Help or Live Chat)

    1) So throughout this conversation we've discussed some of the sites new help features that DWS added last year, like the FAQ section, help videos, and hover text. In addition to these they've also added **a live chat.**

        -How has live chat worked for you

2) Anything else you do when you need help with a feature or function on jobs.utah.gov?

    a. What other type of things come up that you need help with?

WEBSITE IN GENERAL

1)Refined look and feel adding color and removing grey-did you notice?

    -what do you think?

2) DWS has rolled out a mobile app.

    a. What has been your experience using the app?

    b. What features/functions do you find most helpful as a job seeker?

    -Is there anything else you wish you could **do on the app, like you do on the full website?**

    c. Other online job boards typically have mobile apps. How does the DWS app compare to apps for other online job boards you use now?

        -What do you like/dislike about these apps?

    d. How did you learn about the DWS app?

3) How does jobs.utah.gov compare to other online job sites?

    a. What features or functions have you seen on other job posting websites that you would like available on jobs.utah.gov?

    b. How does the quality or type of employers compare?

    c. Are there any particular types of jobs you look for on jobs.utah.gov or DON'T look for on the website? Why?

4)What other type of information would you like to have available on jobs.utah.gov?

5) What type of things did you *used to be able to do* on jobs.utah.gov in the past that you wish you could still do?

6) What are the strengths or most user friendly aspects of jobs.utah.gov?

7) Is there anything that DWS has added to jobs.utah.gov that you hope they *do not remove?*

(SKIP TO WHERE GROUPS JOIN)

REGISTRATION / PROFILE QUESTIONS *(My Job Search: Profile)*

1) Looking over the profile sections….
  a. What about the profile functions and features do you **like** and **hope** will always be included on the website?
  b. How is it when you **try and edit** information on your profile?
  c. What about any profile functions and features do you **dislike** and think should be changed on the website?
    -How would you change it?
2) Is there anything you wish would be different about how the site handles or manages resumes? (My Job Search>Home>View resume)

JOB SEARCH / MATCHING
1) After you put in your information and hit search, what is your experience with the list of jobs you are matched to? (My Job Search>Job Search Tab)
  a. What about the job search functions and features do **you like and hope** will always be included on the website?
  b. What about the job search functions and features **do you dislike** and think should be changed on the website?
    -How would you change it?
  c. How have you used any of the help features on searching/matching
    -Why/Why not?
    1. Go to Search Tips: Top right hand corner under job search tab
      -Review each section of the search tips –
      -What is helpful about the tips offered in this section?
      -What is unhelpful?

SYSTEM FEATURES
1) Activities (My Job Search> Activities)
  a. What is your experience using these activities?
  b. What do these label "Evaluation" communicate to you? What do you imagine the evaluation button would lead to?
    -If the label is unclear, what would you suggest DWS relabels it?
    -Since you now know, how would you use it?
  c. What is your experience with the Job search log?
    1. How have you used it?
    2. What do you like about this tool that you hope DWS doesn't change?
    3. How could DWS change this tool to make it more useful?
2) What has been your experience pulling up the main jobs.utah.gov webpage on a mobile device such as a smartphone or a tablet, like an iPad?
  -Does it fit to screen?
  -Any experiences with navigation errors / the site freezing / pop up's not showing, etc.?

HELP FEATURES (My job search>Help Tab)

1) Overall, if you need help on the website, what do you do?

-What type of things come up that you need help with?

2) What do you like about the current help features that you wouldn't want DWS to change?

- Options: (My Job Search>Preparation) / (My Job Search> Help) /(My Job Search>Explore Careers) / (My Job Search>Training Resources)

3) What do you wish would be added to the current help features to increase the accessibility, helpfulness, and timeliness of receiving help in general?

WEBSITE IN GENERAL

1) How does jobs.utah.gov compare to other online job sites?

a. What features or functions have you seen on other job posting websites that you would like available on jobs.utah.gov?

b. How does the quality or type of jobs compare?

c. Are there any particular types of jobs you look for on jobs.utah.gov or DON'T look for on the website? Why?

2) What other type of information would you like to have available on jobs.utah.gov?

3) What types of things did you *are you able* to do on jobs.utah.gov that **hope they do not *remove*** from the site?

4) What are the ***strengths or most user friendly*** aspects of jobs.utah.gov?

**************Switch to TEST Site, If TEST group is still going**************

- Sign into test system:

- Profile section: What would you put in each?

How would find out what to add if you didn't know?

- check out ACTIVITIES buttons

- Help features: play video? FAQ's

******************************Groups Join**************************************

Perception of DWS and Jobs.utah.gov job seekers

1) If I asked you about the typical job seeker using jobs.utah.gov, how would you describe them?

a. Are there specific types of jobs or occupations being search for on the website?

2) When thinking about jobs.utah.gov, what percentage (0-100%) of job seekers on the site would you estimate are receiving Unemployment Insurance?

a. What led you to choose that percent?

3) How would you describe the image DWS has in the community?

4) If you were to look for more information about DWS (other than job searching) where would you look?

Wrap up

1) Is there anything we haven't asked that you think is important to understanding an job seeker's experience of DWS and jobs.utah.gov?

UTAH EMPLOYER GUIDE

Introduction: Brief introduction to the purpose of the Focus Group and GenLEX
Review Consent Form
      a. First name and what type of industry do you work in?
      b. What is your position/job in the company?
      c. Approximately how many employees do you have at your company?

Pre-Sign in Matches
1) How would you go about searching for matches prior to signing in?
      a. Did you know about it?
      b. Whether you did or didn't know about it, what do you think about it?

Signing In
      1) What difficulties have you had with signing on? **(Go to Main Page)**
            -What? How often? How resolved? What browser do you use?
            -Are you able to find where to sign-in?

Searching / Matching
      1) When using jobs.utah.gov to post and search for applicants, what is your experience
            with the number and quality of matches that you receive for open positions?
                  New: If posted before and since October what differences have you noticed?
      2) If you are don't feel you are getting good matches, how would you go about getting
            better matches?
      3) If you were looking for help to get better matches what would you do? (e.g. FAQ section,
            live chat)
            a. Help>FAQ>"How are Job seekers matched to my jobs". What do you think of the
            content of this FAQ?
            b. More generally, what do you think of the FAQ's helpfulness, accessibility, being
            newly categorized? How many have used these before?
            c. What about experiences or feedback on the **live chat feature:** accessibility,
            helpfulness, and timeliness?

Posting Jobs
      1) In general, what kind of problems have you had (if any) with the job posting process?
(Your Jobs Page: Right Hand Side)
            a. DWS updated the website and provided greater functionality for employers to
            format and customize their job postings. How have you utilized this functionality
            and how's it going (Click on Post A Job)?
            b. DWS added the ability to add pre-screening questions.
                  How have you used this before? How has it helped get you better
                  candidates?
            c. You now have the ability to upload an application either in Word or PDF.
                -How has this worked for you?
            d. Receive real time suggested wage feedback-what do you think?

e. What would you think of DWS adding a list that tells you the types of jobs that seekers would have listed to be matched to the job description as written?

> **Based on the "job title or job description" entered, the list below includes the types of jobs that seekers would have listed that will be recommended to you.**

2) Scroll down to the "More Job Posting Options"

    a. Have you seen this before?

    b. OPEN: What thoughts do you have about this section

3) DWS also has a new feature that allows employers to preview and edit their job postings prior to making them go live. How is that feature working for you?

    a. How clear is it that this is a view of what job seeker sees?

    Actually POST A JOB…..…

4) If you wanted to repost a job that had previously closed what would you do?

    [Go to help and read question to see if it is useful]

5) Managing candidates that are matched:

    a. You notice all these columns by the candidates and wonder what to do with it. Go to HELP and view: "Review Potential Candidates"

        -Potentially get feedback on accessibility, helpfulness of YouTube

6) When looking at jobs you have open on the site, what do you the buttons "seeker views" and "My favorites" communicate to you?

    a. What has been your experience using these features? Do you use it?

7) Job Seekers now have star ratings. What do you think of this feature and how do you use it to evaluate candidates?

8) What has been you experience emailing job seekers you wanted to contact?

9) How well does the-ability to filter favorites work for you? [question]

Company Profiles & Managing Admin Authority (Your Jobs: Right Hand Side)

    1) If you wanted to edit your company profile, how would you do so? (Navigation Test)

        a. For those who have entered or edited your company's profile, how'd it go?

        b. For those who haven't, what would be the main reason you have not done so?

    2) Open Edit Company Profiles

        a. What is your opinion of this page?

        b. Has anyone uploaded their company logo? How did it go?

        c. About 18 months ago, DWS include the option for employers to include URL addresses to their social media sites on their company profiles. How is it going?

        d. This year DWS merged the company profile with the individual profile.

            a. Did you notice and if so what do you think of it?

New Features

1) DWS added an option for employers to recruit job seekers for internships, on-the-job training, or apprenticeships.

    a. How have you used this feature? What do you think?

2) There is now a message center added for employers-used it? What do you think?

3) ***Mobile Apps:*** How have you used this?

    a. What features/functions work best for you?

    b. How does it work as, compared to full website?

    c. How does it compare with other online job boards do you currently utilize?

d. How would you expect to learn about it?

4) There is a new option to schedule onsite recruitment at a local office.

    a. Have you used this? If so, how has it gone for you?

    b. Any changes you would like to see with this process if you have used it?

Wrap up -

    1) How does jobs.utah.gov compare to other online job sites?

        a. What features or functions have you seen on other job posting websites that you would like available on jobs.utah.gov?

    2) What are the strengths or most user friendly aspects of jobs.utah.gov?

    3) What types of things could you do ***in the past*** on jobs.utah.gov that you wish you could still do?

    4) Is there anything that DWS has ***added*** to jobs.utah.gov that you ***hope they do not remove*** from the site?

    5) Is there anything we haven't asked that you think is important to understanding an employer's experience with the job search website?

Website in General-

1) Other than job posting and recruitment of employees what are other reasons you go to the site?

2) What are other reasons you might go to the site in the future?

3) What do you think of the website in general? Layout, amount of information available

Perception of Job Seekers

    1) When a job seeker comes to you or applies on your website or at your office, how do you know how the job seeker found out about your job?

    2) How does knowing that somebody is coming to you through DWS impact your perception of them as a potential employee?

    3) In general, when thinking about the typical job seeker using jobs.utah.gov, what qualities or characteristics come to mind?

        -What experiences have created this perception?

        - What kinds of jobs do you think the typical job seeker using jobs.utah.gov is looking for?

    4) Thinking about the question you answered earlier on your survey, what percentage (0-100%) of job seekers on the site would you estimate are receiving Unemployment Insurance?

        -What leads you to believe this?

    *5) Last year, DWS implemented new functionality for job seekers surrounding resumes. Since last October, what type of differences have you noticed in job seeker resumes on the site?

    6) How does the quality or type of applicants compare? (e.g. Do you use different sites to recruit for different open positons? How do you decide?)

DWS General –

    *1) In general, what is your perception of DWS as an agency?

        - a. What do they do?

        - b. What other services do they provide?

        - c. What do you experience as the "mission" of DWS?

2) If you were unsure about the answers to any of these questions, where would
   you go to find out more about DWS as an agency?
   a. Were you aware that jobs.utah.gov is the home page for DWS as an agency?
   b. DWS is thinking about separating out the job search portion of the website
   from other parts related to DWS information and services, what do you think of
   this idea?
   c. What would you want them to keep in mind if they move forward with this?
3) In addition to the website, what other connections do you have with DWS as an
   agency?
*4) How would you describe DWS' image in the broader business community?
5) What could DWS do to improve its image in the community?

MONTANA JOB SEEKER GUIDE

Introduction: Brief introduction to the purpose of the Focus Group and GenLEX
Review Consent Form | Explain Testing of Features
1) Introductions:
        a. First name and what type of industry do you work in?
        b. If different, what type of work are/were you looking for on jobs.mt.gov?
        c. How many years of work experience?
Searching <mark>before logging in</mark>
1) Do you ever do that? How does it work for you? Anything different?

<mark>SIGNING IN</mark> (Test System – Welcome Page)
1) Let's start by signing into jobs.mt.gov…how has that process gone for you?
        a. Knowing where to sign-on, next steps
        b. What kind of problems with particular methods of *accessing the site* – such as on
        the phone, using particular browser, accessing from your local site (e.g.
milessityjobs.mt.gov, etc. have you had?

REGISTRATION / PROFILE QUESTIONS *(My Job Search: Profile)*
1) JOB SERVICE has added functionality to allow you to upload your resume(s) to jobs.mt.gov.
        Has anyone here uploaded a resume to the site and how did it go?
<div align="center">(Under Profile: Resumes > Edit)</div>
2) A help feature designed to help with uploading resumes is this video - Click Help> Videos
>Uploading your resume)
                -What do you think of the accessibility of this help video?
                -How helpful do you think the video is?
                -What do you think of the quality of the video?
        b. Is there anything you wish would be different about how the site handles or
        manages resumes?
3) In regards to other profile sections
        a. What would you input in the section "Jobs I'm interested in"?
            -Is the ??? text helpful?
        b. Addition of text linking profile information with codes to match with the job seeker
        c. What connection do you see between what you put in "jobs I'm interested in" and "work
        experience" and what shows on the right side of the screen?
        d. Anyone military? Added Military Cross WALK (MOC) search option.
            -If any military, have you used it?
            -How has it worked for you?
        e. What do you think of the format for entering "Work experience" and "Education"?
            -Is the ??? text helpful?
4) Job Service created functionality allowing you to add your personal social media sites to your
        profiles (Profile: Contact Information>Edit)
        -How has this feature been working for you?
        -How accessible do you think this feature is?

        a. JOB SERVICE also created the option for employers to add social media to their job postings and company profiles. What is your experience with employers adding social media and how has it influenced you when searching for work?

Back to Home Page:

5) (Point to "Share resume with employer turned off"-What do you understand happens when you check or uncheck this?

6) (Your job notification is turned off")-What do you think happens when you chick this?
        a. Addition of bar showing how "complete" a profile is. Helpful? How do you use it?
        b. What would you imagine "completeness" is measuring?
        c. What would you have to do to make it more complete?

7) Activities (My Job Search>Home Tab>right hand side)
        a. What is your experience using this feature-the **Workshops** activity?
        b. What do you think of "Your Stats"?
            -How have they impacted how you interact with the website?

JOB SEARCH / MATCHING

1) What is your experience with the list of jobs you are matched to and that are shown to you automatically on your home page?
        a. New Job matching criteria-if you looked a year ago and now, see the difference?
        b. What information is used to create the matches?
        c. If you don't like the matches you got, what would you do to try to get better ones?
        c. How have you used any of the help features on searching/matching (e.g. YouTube videos, FAQ)? Why or Why not?
            1. Click FAQ question #2
                -What do you think of the accessibility of this help question?
                -How helpful do you think the "help text" is?
            2. Click on Videos: Completing an Effective Job Search:
                -What do you think of the accessibility of this help video?
                -How helpful do you think the video is?
                -What do you think of the quality of the video?
        Help features shown should have provided education about how matches are created linking it to profile creation Assess if there is still confusion.

2)   Go to Job search TAB:
        a. When you do a manual search what are the search features you really like?
        b. How do you use the information you get from this search?

SYSTEM FEATURES

1) What is your experience with the Job search tracker (My Job Search>Job Tracking)?
        a. How have you used it to manage your matches or sort jobs?
        b. How could JOB SERVICE change this tool to make it more useful?

2) What has been your experience pulling up the main jobs.mt.gov webpage on a mobile device such as a smartphone or a tablet, like an ipad?
        -Does it fit to screen?
        -Navigation/freezing/pop up's showing, etc.?

WEBSITE IN GENERAL

1) How does jobs.mt.gov <mark>compare to other online job sites</mark>?

    a. What features or functions have you seen on other job posting websites that you would like available on jobs.mt.gov?

    b. How does the quality or type of employers compare?

    c. Are there any particular types of jobs you look for on jobs.mt.gov or DON'T look   for on the website? Why?

2) What other type of information would you like to have available on jobs.mt.gov?

3) What types of things did you *used to be able to do* on jobs.mt.gov that you wish you could still do?

4) What are the strengths or most user friendly aspects of jobs.mt.gov?

5) Is there anything that JOB SERVICE has added to jobs.mt.gov that you hope they *do not remove* from the site?

Help Features

    1) So throughout this conversation we've discussed some of the sites new help features that Job Service added 18 months ago, like the FAQ section, help videos, and hover text. In addition to these they've also added a <mark>**live chat**</mark> feature this year.

        -How has live chat worked for you?

2) Anything else you do when you need help with a feature or function on jobs.mt.gov?

    a. What other type of things come up that you need help with?

Other New Features-

1) Refined look and feel adding color and removing grey – did you notice?

    - What do you think?

2) Job Service has rolled out a <mark>**mobile app**</mark>.

    a. What has been your experience using the app?

    b. What features/functions do you find most helpful as a job seeker?

    -Is there anything else you really wish you could ***do on the app, like you can do***   ***on the full website?***

    c. Other online job boards typically have mobile apps. How does the Job Service app compare to apps for other online job boards you use now?

        -What do you like / dislike about these apps?

    d. How did you learn about the new job seeker app?

    e. If you didn't know about it, how would you **expect** to learn about it?

PERCEPTION OF JOB SERVICE AND JOBS.MT.GOV JOB SEEKERS

1) If I asked you about the <mark>typical job seeker</mark> using jobs.mt.gov, how would you describe them?

2) How would you describe the image JOB SERVICE has in the community?

3) If you were to look for more information about JOB SERVICE (other than job searching) where would you look?

Wrap up

1) Is there anything we haven't asked that you think is important to understanding an job seeker's experience of JOB SERVICE and jobs.mt.gov?

MONTANA EMPLOYER GUIDE

Introduction: Brief introduction to the purpose of the Focus Group and GenLEX
Review Consent Form

   Introductions:

   a. First name and what type of industry do you work in?

   b. What is your position/job in the company?

   c. Approximately how many employees do you have at your company?

Signing In

1) What difficulties have you had with <mark>signing on</mark>? **(Go to Main Page)**

   -What? How often? How resolved? What browser do you use?

   -Are you able to find where to sign-in?

<mark>**Searching / Matching**</mark>

   1) When using jobs.mt.gov to post and search for applicants, what is your experience with the number and quality of matches that you receive for open positions?

       New: If posted before and since October what differences have you noticed?

2) If you don't feel you are getting good matches, what would you do to get better matches?

3) If you were looking for help to improve matches what would you do? (e.g. FAQ, live chat)

   [See if they can point to the HELP button before going there]

   a. Help><mark>FAQ</mark>>"How are Job seekers matched to my jobs".
   What do you think of the content of this FAQ?

   b. More generally, what do you think of the FAQ's helpfulness, accessibility, being newly   categorized? How many have used these before?

   c. What about experiences or feedback on the <mark>**live chat**</mark> **feature:** accessibility, helpfulness, and timeliness?

<mark>**Posting Jobs**</mark>

1) In general, what kind of problems have you had (if any) with the job posting process or what features do you particularly like? (Your Jobs Page: Right Hand Side)

2) JOB SERVICE updated the website and provided greater functionality for employers to format and customize their job postings. How have you utilized this   functionality and how's it going (Click on Post A Job)?

3) As part of job postings, JOB SERVICE is trying to encourage employers to include the wage or salary range and other information about the jobs posted on the website.

   a. If you do / do not add wage information to your postings, what determines that decision?

   b. What could JOB SERVICE do to encourage employers to include wages on   job postings?

   c. How do you use LMI information when posting jobs?

        a. Where would find this information?

   d. What would you think of Job Service adding a list that tells you the types of jobs that seekers would have listed to be matched to the job description as written?

   Based on "job title or job description" entered, the list below includes the types of jobs that seekers would have listed that will be recommended to you.

2) Scroll down to the "<mark>More Job Posting Options</mark>".

   a. Have you seen this before?

b. OPEN: What thoughts do you have about this section

3) JOB SERVICE also has a new feature that allows employers to preview and edit their job postings prior to making them go live. How is that feature working for you? (View "Post a job" – Continue to Edit Page)

a. How clear is it that this is a view of what a job seeker sees?

Note the wage information on the bottom – what do you think of this?

4) Notice you are not able to edit a job once it is posted; what do you think about this?

5) If you wanted to repost a job that had previously closed what would you do?

[Go to help and read question to see if it is useful]

6) Managing candidates that are matched:

(Open the "Review Potential Candidates)

-Potentially get feedback on accessibility, helpfulness of YouTube

7) When looking at jobs you have open on the site, what do the buttons "seeker views" and "My favorites" communicate to you?

a. What has been your experience using these features? Do you use it?

8) Job seekers now have star ratings. What do you think of this feature and how do you use it to evaluate candidates?

9) What has been your experience emailing job seekers you wanted to contact?

10) How well does the ability to filter favorites work for you?

Company Profiles & Manage User Access (Your Jobs: Right Hand Side)

1) If you wanted to edit your company profile, how would you do so? (Navigation Test)

a. For those who have entered or edited your company's profile, how'd it go?

b. For those who haven't, what would be the main reason you have not done so?

2) Open Your Profile (if they haven't found it!)

a. What is your opinion of this page?

b. Has anyone uploaded their company logo? How did it go?

c. About 18 months ago, Job service included the option for employers to include URL addresses to their social media sites on their company profiles. How is it going?

3) Action Items (right hand side)

a. What are your thoughts on the "**Company Stats?"**

-How have they impacted how you interact with the website?

b. In addition to what we have discussed, what else do you do to get help when needed?

New Features-

1) There is now a message center added for employers-used it? What do you think?

2) ***Mobile Apps:*** How have you used this?

a. What features/functions work best for you?

b. How does it work as, compared to a full website?

c. How does it compare with other online job boards do you currently utilize?

d. How would you expect to learn about it?

Wrap up -

1) How does jobs.mt.gov compare to other online job sites?

a. What features or functions have you seen on other job posting websites that   you would like available on jobs.mt.gov?

2) What are the strengths or most user friendly aspects of jobs.mt.gov?

3) What types of things could you do ***in the past*** on jobs.mt.gov that you wish you could still do?

4) Is there anything that JOB SERVICE has *added* to jobs.mt.gov that you *hope <mark>they do not remove</mark>* from the site?

5) Other than job posting and recruitment of employees what are other reasons you go to the site?

6) What do you think of the website in general? Layout, amount of information available

Perception of Job Seekers

1) In general, when thinking about the typical job seeker using jobs.mt.gov, what qualities or characteristics come to mind?

       -What experiences have created this perception?

       - What kinds of jobs do you think the typical job seeker using jobs.mt.gov is   looking for?

2) How does knowing that somebody is coming to you through JOB SERVICE impact your

       perception of them as a potential employee?

3)Last year, JOB SERVICE implemented new functionality for job seekers surrounding resumes.

       Since last October, what type of differences have you noticed in job seeker resumes on the

       site?

4)How does the quality or type of applicants compare? (e.g. Do you use different sites to recruit for

       different open positons? How do you decide?)

JOB SERVICE General –

*1) In general, what is your perception of <mark>JOB SERVICE as an agency</mark>?

       - a. What do they do?

       - b. What other services do they provide?

       - c. What do you experience as the "mission" of JOB SERVICE?

2) In addition to the website, what other connections do you have with JOB SERVICE as an agency?

*3) How would you describe JOB SERVICE' image in the broader business community?

Attachment 12: Timeline of Significant Events

Date	Activities
2012	
October	SRI chosen as 3rd party evaluator
December	Job matching white paper first presented
2013	
January	Learning Express Library (LEL) contracted for Resume builder
February	Evaluation team received IRB approval from the U of U
May	- Significant changes (look and feel not functionality) were made to the DWS website and the LEX screens for both job seekers and employers; site navigation problems were addressed - From an evaluation perspective it was important that the baseline data collection did not start until after these changes were in place as simply getting to the site has been reported as one of the greatest barriers to using the LEX in Utah. - Online Customer Satisfaction surveys (Utah job seekers and employers) started - Randomization of job seekers into test and current conditions to evaluate randomization functionality - Focus groups with employers and one-on-one discussions with job seekers statewide – Utah
July	- Utah Online Job Seeker Satisfaction Survey Started (7/11) - Utah Online Employer Satisfaction Survey Started (7/12) - Utah Online Job Seeker Satisfaction Scale finalized and implemented (7/13) - Montana Focus Groups (Job Seeker, Employer, Staff) Conducted
August	- Basic Computer skills course made available on DWS website (Utah) - Resume Writer available in the JCRs only (Utah) - Montana Online Job Seeker Satisfaction Survey Started (8/6) - Montana Online Employer Satisfaction Survey Started (8/6) - Utah Employer Satisfaction Survey was not functioning (8/28 – 10/16) - Conflicts with other DWS priorities resulted in delay of implementation of first set of test components
November	- Utah First Set of Components (initially) Implemented (11/13) - Challenges implementing test components simultaneously in both states resulted in delay in implementation of first set of test components in Montana
December	- Significant negative feedback from employers resulted in Utah changing in the way jobs seeker matches are displayed; Implementation date for first set of test components in Utah reset to 12/19
2014	
January	- Online surveys were being sent too frequently - fixed 1/3

	- Utah Online Employer Satisfaction Survey link broken - (1/1 – 2/19)
February	- Frequency of Online Satisfaction Survey delivery to Utah and Montana employers was changed from 10% to 100%; updated so survey only comes again after one month if individual declines and after 3 months if individual says yes (2/6) - Above fix corresponded with break in link to Montana Online Satisfaction Survey (2/6 – 3/2) - Montana first Set of test components implemented (2/8) - DWS employee added an additional link for employers to post jobs on their main website outside of the component release schedule (2/24)
March	- Direct Jobs downloaded a set of jobs that were not appropriate. Unable to discern how these might have affected the system - Montana Job Seeker and Employer Surveys were fixed and running correctly (3/2) - It was necessary to do another fix to the Utah Employer online surveys (3/5) - Attended Department of Labor WIF grantee conference DC
April	- Eric Strong brought on board in Utah as a Business Analyst
May	-Department of Labor Federal partner visited state – discussed options for timeline
July	- 2014 Senate Bill 22 went into effect requiring all state government entities to post their jobs on jobs.utah.gov; this includes all subcontractors of such entities
September	- Utah - Statewide training of all appropriate staff on TC-2 rollout - Focus groups with job seekers and employers held statewide: Utah and Montana
October	- Utah: TC-2 roll out occurs (10/1)
November	- Montana: TC-2 roll out occurs (11/15)
2015	
October	- Utah: TC- 3 roll out occurs (10/1)
	- While changes went live 10/1/2015, there were big fixes that had to be made including moving vet marker outside the randomization so they would not get into the current system; also problems with notices. - DWS communications introduced new website outside of GenLEX time frame. Pushed back start date of Utah year three to Oct. 17, 2015. - Montana went live with their new site - Montana had problems with rollout and state people wanted to make changes to website that would affect user experience. Satisfaction survey data collection on hold
November	- Montana: All changes rolled out; website update completed; start TC- 3 data collection (11/20)
December	- Small changes made to online surveys in response to requests from DWS and Montana Job Services requests for feedback in particular areas.
2016	
September	- Data collection for all components of GenLEX ceased in Utah and Montana
November	- Final quarter of data for analysis collected
December	- Final Report Submitted

Attachment 13: Montana Job Service Workers Online Survey

Employer Questions	N = 148
In general how well informed are employers about the changes introduced to jobs.mt.gov last fall?	
Very	5 (3.6%)
Somewhat	81 (58.3%)
Hardly at all	40 (28.8%)
Not at all	13 (9.4%)
What methods do you use to inform employers about changes made to jobs.mt.gov?	
Email blasts	11 (7.4%)
Community events (job fairs, etc.)	29 (19.6%)
Attend community business events (Chamber meetings, etc.)	34 (23.0%)
Call/Walk-In	82 (100.0%)
None – That's not part of my job	34 (23.0%)
When an employer calls you with a problem such as sign-in issues, website confusion, etc., how often are you (or another staff resource in your office) able to help the employer solve the problem?	
Always	19 (13.4%)
Usually	68 (47.9%)
Sometimes	45 (29.6%)
Rarely	9 (6.3%)
Never	4 (2.8%)
How confident do you feel in your ability to teach an employer how to use jobs.mt.gov independently?	
Completely	16 (11.1%)
Mostly	43 (29.9%)
Somewhat	61 (42.4%)
Not at all	24 (16.7%)
Do most employers you work with find it easy to post jobs on jobs.mt.gov?	
Yes	39 (26.9%)
No	33 (22.8%)
Don't know	73 (50.3%)
In your experience, do you believe most employers find jobs.mt.gov….	
Better than most other online websites for finding potential employees	8 (5.7%)
The same as most other online websites for finding potential employees	22 (15.6%)
Not as good as other online websites for finding potential employees	62 (44.0%)
I don't know	49 (34.8%)
Do most (or many) employers who post jobs on jobs.mt.gov use the job matching feature to identify qualified job seekers?	
Yes	14 (9.9%)
No	31 (21.8%)
I don't know	97 (68.3%)

JOB SEEKER QUESTIONS	
When a job seeker comes to you with a problem such as sign-in issues, website confusion etc. how often are you able to help the person solve the problem?	
Always	43 (31.4%)
Usually	73 (53.3%)
Sometimes	15 (10.9%)
Rarely	4 (2.9%)
Never	2 (1.5%)
Do you find that most job seekers who are registered on jobs.mt.gov are able to find jobs posted there that meet their skills and abilities?	
Yes	71 (52.6%)
No	37 (27.4%)
Don't know	27 (20.0%)
In general, do job seekers have difficulty finding what they need on jobs.mt.gov?	
Yes	56 (43.1%)
No	52 (40.0%)
Don't know	22 (16.9%)
What differences (if any) have you noticed in how well job seekers are able to navigate the jobs.mt.gov website now, compared to last year?	
Better now than last year	31 (24.2%)
The same now as last year	68 (53.1%)
Worse now than last year	29 (22.7%)
Overall, how comfortable are you with your working knowledge of the employer side of the jobs.mt.gov website?	
Completely comfortable	6 (4.0%)
Somewhat comfortable	56 (42.7%)
Not very comfortable	40 (30.5%)
Not at all comfortable	29 (22.1%)
There is a jobs.mt.gov website?	- 0 -
Overall, how comfortable are you with your working knowledge of the job seeker side of the jobs.mt.gov website?	
Completely Comfortable	72 (54.5%)
Somewhat Comfortable	54 (40.9%)
Not very Comfortable	4 (3.0%)
Not at all comfortable	1 (0.8%)
There is a jobs.mt.gov website?	1 (0.8%)
OVERALL IMPRESSIONS	
Overall, do you feel the GenLEX changes are moving us in the right direction?	
Yes	30 (22.9%)
No	46 (35.1%)
Unsure	55 (42.0%)

CONTEXT	
Compared to other Job Services Offices would you consider your office:	
Small	38 (29.5%)
Medium	40 (31.0%)
Large	51 (39.5%)
What is your primary role(s) within Montana Job Services?	
Admin Assistant/Front Desk	24 (16.2%)
Workforce Consultant	92 (62.1%)
Business Services	32 (21.6%)
Programs	26 (17.6%)
Veterans	20 (13.5%)
Supervisory	18 (12.2%)
About how many years have you been employed by Job Service?	
Median	7.00 years
Range	0-40
About how many years have you been in your current position?	
Median	5.00 years
Range	0-28

Attachment 14: Workforce Development Specialist and SET Data

	N=15	N=4
In general, how well informed are employers about the changes introduced to jobs.utah.gov last fall?		
Very well informed	3 (20.0%)	-0-
Somewhat informed	11 (73.3%)	1 (33.3%)
Hardly informed	1 (6.7%)	2 (66.7%)
Not at all informed	-0-	-0-
What methods do you use to inform employers about changes made to jobs.utah.gov?		
Email	4 (26.7%)	
Community Events	13 (86.7%)	
Business Events	13 (86.7%)	
Call/Walk-In	14 (93.3%)	
None	-0-	
When an employer calls you with a problem such as sign-in issues, website confusion, etc., how often are you (or another staff resource in your office) able to help the employer solve the problem?		
Always	4 (26.7%)	2 (50.0%)
Usually	9 (60.0%)	2 (50.0%)
Sometimes	2 (13.3%)	-0-
Rarely	-0-	-0-
Never	-0-	-0-
How confident do you feel in your ability to teach an employer how to use jobs.utah.gov independently?		
Completely	11 (73.3%)	4 (100.0%)
Mostly	4 (26.7%)	-0-
Somewhat	-0-	-0-
Not at all	-0-	-0-
Do most employers you work with find it easy to post jobs on jobs.utah.gov?		
Yes	14 (93.3%	3 (75.0%)
No	1 (6.7%)	1 (25.0%)
Don't know	-0-	-0-
Since the GenLEX changes went into effect last year would you say that the number of employers posting their own jobs has…		
Increased a great deal		-0-
Increased a little		1 (25.0%)
Not really changed		1 (25.0%)
Decreased a little		-0-
Decreased a lot		-0-
Don't know		2 (50.0%)
In your experience, do you believe most employers find jobs.utah.gov…		
Better than most other online websites	4 (26.7%)	1 (25%)
The same as most other online websites	6 (40.0%)	-0-
Not as good as other online websites	4 (26.7%)	2 (50.0%)
I don't know	1 (6.7%)	1 (25.0%)

Do most (or many) employers who post jobs on jobs.utah.gov use the job matching feature to identify qualified job seekers?			
	Yes	6 (40.0%)	2 (50.0%)
	No	6 (40.0%)	2 (50.0%)
	Don't know	3 (20.0%)	-0-
Have you ever worked with job seekers using jobs.utah.gov?			
	Yes	11 (78.6%)	
	No	3 (21.4%)	
In general, how comfortable are you with your working knowledge of jobs.utah.gov?			
	Completely comfortable	9 (64.3%)	3 (75.0%)
	Somewhat comfortable	5 (35.7%)	1 (25.0%)
	Not very comfortable	-0-	-0-
	Not at all comfortable	-0-	-0-
Overall, do you feel the GenLEX changes are moving us in the right direction?			
	Yes	14 (100%)	2 (50.0%)
	No	-0-	-0-
	Unsure	-0-	2 (50.0%)
If you were to make a recommendation going forward, would you suggest that:			
All job seekers return to using the current system		-0-	-0-
All job seekers begin receiving the test system with all the new features		13 (100%)	3 (75.0%)
	Other	-0-	1 (25.0%)
In what service area do you work primarily?			
	Bear River	2 (16.7%)	
	Wasatch Front North	1 (8.3%)	
	Wasatch Front South	3 (25.0%)	
	Mountain land	3 (25.0%)	
	Castle Country	-0-	
	Uintah Basin	-0-	
	South East	-0-	
	Central Utah	1 (8.3%)	
	South West	2 (16.7%)	
About how many years have you been employed by DWS?		18.00 Years	10.5 Years
About how many years have you been in your current position?		4.00 Years	1.5 Years

Attachment 15: Connection Team and SET Data

	N=87	N=4
In general, how comfortable are you with your working knowledge of the jobs.utah.gov website?		
Completely comfortable	45 (51.7%)	
Somewhat comfortable	39 (44.8%)	
Not very comfortable	1 (1.1%)	
Not at all comfortable	2 (2.3%)	
Overall, how confident are you in your ability to answer customer questions?		
Very confident	56 (64.4%)	
Somewhat confident	29 (33.3%)	
Not very confident	1 (1.1%)	
Not at all confident	1 (1.1%)	
When a job seeker comes to you with a problem regarding jobs.utah.gov, how often are you able to help the person solve the problem?		
Always	23 (26.4%)	3 (75.0%)
Usually	59 (67.8%)	1 (25.0%)
Sometimes	4 (4.6%)	-0-
Rarely	1 (1.1%)	-0-
Never	-0-	-0-
Do you find that most job seekers who are registered on jobs.utah.gov are able to find jobs posted there that meet their skills and abilities?		
Yes	62 (71.3%)	
No	16 (18.4%)	
Don't know	9 (10.3%)	
How often are you asked to help someone use the resume builder tool?		
Several times a day	37 (42.5%)	-0-
About once a day	17 (19.5%)	1 (25.0%)
Weekly	15 (17.2%)	-0-
A couple of times a month	12 (13.8%)	2 (50.0%)
Less than monthly	6 (6.9%)	1 (25.0%)
How comfortable do you feel helping customers use the resume builder?		
Very comfortable	46 (52.9%)	-0-
Somewhat comfortable	32 (36.8%)	2 (50.0%)
Not very comfortable	6 (6.9%)	1 (25.0%)
Not at all comfortable	3 (3.4%)	1 (25.0%)
How confident do you feel that the resume builder is a good tool for most customers who use it?		
Very confident	27 (31.0%)	
Somewhat confident	38 (43.7%)	
Not very confident	16 (18.4%)	
Not at all confident	6 (5.9%)	
When using the CURRENT SYSTEM: In general, do job seekers have difficulty finding what they need on jobs.utah.gov?		
Yes	28 (32.2%)	-0-
No	47 (54.0%)	3 (75.0%)
Don't know	12 (13.8%)	1 (25.0%)

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When using the TEST SYSTEM: In general, do job seekers have difficulty finding what they need on jobs.utah.gov?		
Yes	26 (30.2%)	2 (50.0%)
No	39 (45.3%)	1 (25.0%)
Don't know	21 (24.4%)	1 (25.0%)
Overall, how confident are you in your ability to answer customer questions?		
Very confident		4 (100%)
Somewhat confident		0
Not very confident		0
Not at all confident		0
What type of feedback have you heard from customers regarding the job seeker mobile app? Please mark N/A if you have not received any feedback.		
Strongly positive	1 (1.1%)	
Mostly positive	12 (14.0%)	
Neutral	27 (31.4%)	
Mostly negative	12 (14.0%)	
Strongly negative	2 (2.3%)	
N/A	32 (37.2%)	
Have you ever worked with employers trying to access or post jobs on jobs.utah.gov?		
Yes	38 (43.7%)	
No	48 (55.2%)	
Don't know	1 (1.1%)	
Overall, do you feel that the GenLEX changes are moving DWS in the right direction?		
Yes	60 (69.8%)	2 (50.0%)
No	8 (9.3%)	-0-
Unsure	18 (20.9%)	2 (50.0%)
If you were to make a recommendation going forward, would you suggest that:		
All job seekers return to using the current system	16 (18.8%)	-0-
All job seekers begin receiving the test system with all the new features	54 (63.5%)	3 (75.0%)
Other	15 (17.6%)	1 (25.0%)
In what service area do you work primarily?		
Bear River	10 (11.9%)	
Wasatch Front North	11 (13.1%)	
Wasatch Front South	29 (34.5%)	
Mountain Land	14 (16.7%)	
Castle Country	2 (2.4%)	
Uintah Basin	-0-	
South East	-0-	
Central Utah	8 (9.5%)	
South West	10 (11.9%)	
About how many years have you been employed by DWS	10.5 years	10.5 Years
About how many years have you been in your current position?	4.0 years	1.5 Years