



Utah and Montana GenLEX Initiative Annual Report: Year Three



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Utah and Montana GenLEX Initiative Annual Report: Year Three

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EXECUTIVE SUMMARY

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.

This report presents the second set of findings for the GenLEX initiative in Utah and Montana. These findings reflect the experiences of job seekers, employers, and agency staff after implementation of the second set of GenLEX test components (TC-2). 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.

Quantitative Data: Utah job seeker data was gathered using the strongest evaluation design: a randomized control trial. 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, quarters of 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 period, but not for TC-2, due to issues of data censoring. The results for Job Seeker Outcomes #1 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. This difference was statistically significant; however, both responses still reflect moderate satisfaction. In Montana, there was also a statistically significant difference in satisfaction between baseline and TC-1. As in Utah, both scores in Montana represent generally moderate satisfaction.

Table 1: GenLEX Study Job Seeker Outcomes: Baseline Through TC-2

Job Seeker Outcomes	Utah					Montana		
	Baseline	Current System	TC-1	Current System	TC-2	Baseline	TC-1	TC-2
1. Percentage of job seekers acquiring new employment		45%	45%	46%	46%			
2. Employee labor market attachment		2.40 quarters	2.37 quarters	(Available Next Year)				
3. Quarterly job seeker wages		\$3,765	\$3,648	\$3,813	\$3,705			
4. Job seeker satisfaction	.91	.89	.83	.90	.70	.91	.79	.65

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. TC-2, in contrast, showed a significant increase of 210 orders per week after controlling for the historical trend ($p < .001$). 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. For Employer Outcome #2, non-mediated weekly employer usage of the GenLEX system, the TC-1 showed a significant decrease from the baseline trend. For TC-2 there was still a decrease, but it was less than TC-1. However, for both TC-1 and TC-2, the nominal rate was still increasing, just not above the baseline trend. 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. This may have made it difficult to sustain the rate of growth, even with a new system.

Employer satisfaction (outcome #3) between baseline, TC-1, and TC-2 was lower in both Utah and Montana, although neither was statistically significant and was still generally positive.

Table 2: GenLEX Study Utah Employer Outcomes: Baseline Through TC-2

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

1. 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.

Qualitative Data: In order to fully understand and interpret the outcomes above, additional feedback regarding experiences with the LEX was gathered throughout the TC-2 period. Job seekers and employers in both Utah and Montana were engaged in focus group sessions, while frontline staff in both states participated in online surveys. Feedback from each of these various stakeholders provides valuable insight about the impact of the first and second set of test components on LEX users.

Job Seeker Input: The profile for the typical job seeker using the LEX in both Utah and Montana has at least some education past high school, is computer literate, and does not access the LEX at the state office. In general, job seekers appreciate that the site is free, job listings are legitimate, and their information is not sold to third parties. Some common challenges with each state’s LEX are:

- Inaccurate searches and limited functionality to sort and manage job search results
- Low quality matches
- Difficult site navigation
- Limited functionality surrounding resumes and editing profiles
- Minimal awareness and preparation for changes to the LEX
- Continued desire for specific employer information on postings

Employer Input: Employers are drawn to the state LEX due to the high volume of applicants, ease of posting jobs, the help provided by agency personnel, and because the site is free. Comments regarding challenges with the state LEX included:

- Inaccurate searches and limited functionality to sort and manage applicants
- Low quality matches
- Difficult site navigation
- Low awareness and minimal preparation for changes on the LEX
- Low quality information and design on job seekers' profiles and resumes
- Help options

DWS and Montana Job Service Personnel: State workers experience the impact of the TC-2 changes to the LEX every day. Their concerns are overall very similar to those expressed by job seekers and employers. Understandably, agency personnel in both states tend to generalize characteristics of all job seekers to those encountered in the office. However, job seekers accessing the LEX in state offices had significantly lower levels of education, were less comfortable using a computer, and were more likely to be unemployed than those accessing the LEX elsewhere. Because those who connect with agency workers are often those most in need of assistance, 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.

Process Evaluation: The process of implementing the GenLEX initiative in Utah and Montana continues to be quite challenging. Evaluating implementation fidelity and factors that support or hinder the process continues to reveal important issues for others attempting such innovations. With the benefit of nearly three years of experience, it is possible to start identifying lessons learned for future projects. Such lessons include:

- 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.
- Develop stronger ties to upper management to retain support as needed over time in order to stay focused on the goals of the project.
- 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.
- Build in more time between rollout periods to allow programmers to fully prepare the next set of features and still maintain the current system. There also needs to be time to fully test components and implement fixes before the component goes live.
- 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.
- Make sure that those managing the project have the capacity to distribute resources as needed to be successful, including physical resources and personnel.

Attention to these factors over the life of the grant will benefit other states learning from the GenLEX initiative by producing an evidence base to better serve the job seekers and employers.

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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 year of the grant the first set of test components (TC-1) were introduced in the test system in Utah and the entire system in Montana. The year two report presented the findings following the evaluation period. This report presents findings from the third year of the grant during which the second set of test components (TC-2) were evaluated. (A full timeline of the GenLEX initiative can be viewed on pg. xxx.) During this time, 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)

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)

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 initially 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 initially 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. (See Attachments 1 and 2 for details.)

FINDINGS

The list of outcome measures to be evaluated for 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 one time 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-2 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 for that year. This year, there is 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 period. Because of the study design, the person will stay in the same group she/he was assigned to in the first case. As a result, there is a need to account for the fact that the person’s two observations are not statistically independent. This year, all analyses (with the exception of the Time Series Analysis for employers) will use HLM to account for these multiple observations within person and the analytic methods in this report will, as a result, not match the TC-1 report (though they will address the same questions).

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 would be censored. These results will be analyzed next year when more data is available. It should be noted that the results could change when the final quarters are added. The agency data specifically for Utah job seekers should, therefore, be viewed as an interim report.

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 <i>This is a weekly count.</i> 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.

JOB SEEKER OUTCOMES

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 second set of test components (TC-2) for job seekers was implemented from October 1, 2014 through September 30, 2015. 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.

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
118987	125690

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 and 6.

Table 5: Gender and Income Data TC-2

		Randomization Group			
		Current		Test	
		N	%	n	%
Gender	Female	56226	47.25%	59368	47.23%
	Male	62368	52.42%	66097	52.59%
Income Level	Other-Income	110110	92.54%	115679	92.04%
	Low-Income	8877	7.46%	10011	7.96%

Table 6: Wage and Age Data TC-1 and TC-2

	Randomization Group			
	<u>Current</u>		<u>Test</u>	
	Mean	SD	Mean	SD
Wages Last Year				
TC-1	\$16791	\$21727	\$16236	\$21218
TC-2	\$17384	\$23587	\$17082	\$22096
Age				
TC-1	34.5	12.11	34.4	11.97
TC-2	34.8	12.07	34.9	12.1

Percentage of Job Seekers Acquiring New Employment:

New employment in the test group compared to the current system 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 intercept β_{0i} .

Level 2:

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

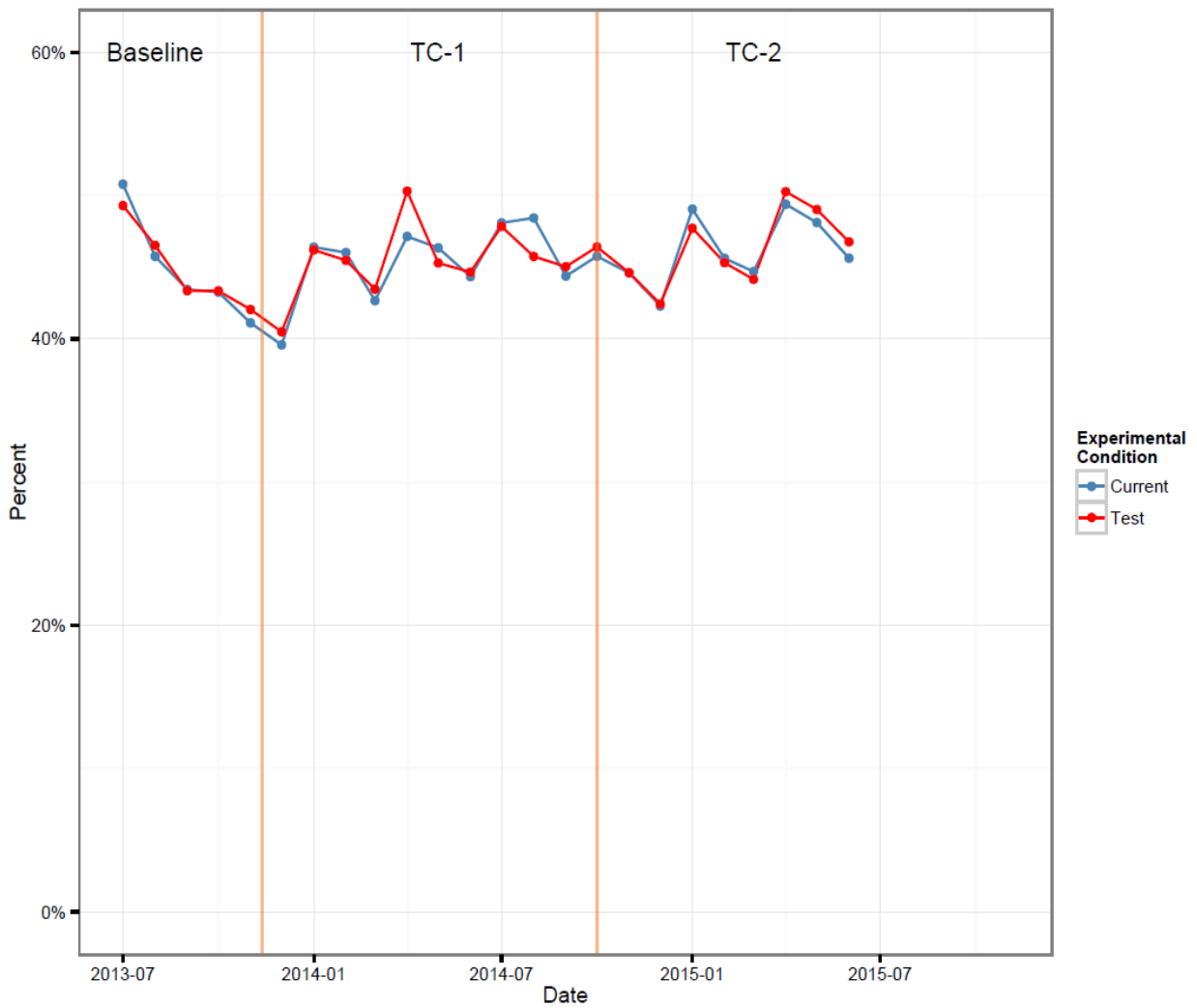
At level two, the effect of treatment was modeled as indicator variables, interacting with each year, and with a random effect for persons (U).

This model found no significant differences between the test components and the current group for either period TC-1 or TC-2 in the likelihood of new employment. However, the model did see a slight, but statistically significant increase for both groups in new employment from the baseline to period TC-2 (See Table 7 and Figure 1). In addition, a model to test for an interaction between treatment in TC-2 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.

**Table 7: Fixed Effects:
New Employment**

	Estimate	SE	p<.05
Intercept	-0.2	0.013	*
Treatment Baseline	-0.0015	0.019	
Year One (Current)	-0.006	0.0163	
Year Two (Current)	0.034	0.0171	*
Year One x (Test)	0.0054	0.022	
Year Two x (Test)	0.0069	0.023	

Figure 1 : New Employment Next Quarter 2013-2015



Employee Labor Market Attachment: The outcome ‘Labor Market Attachment’ relies on an especially long follow-up period. Last year, the vast majority of cases in the TC-1 dataset had censoring for this variable. The proposed analysis plan for this variable would have been able to handle some amount of censoring; however, because the censoring represented more of the data than uncensored cases, the evaluators opted to wait until now (the TC-2 evaluation period) to analyze this variable.

“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 intercept 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 as indicator variables was modeled, interacting with each year, with a random effect for persons (U).

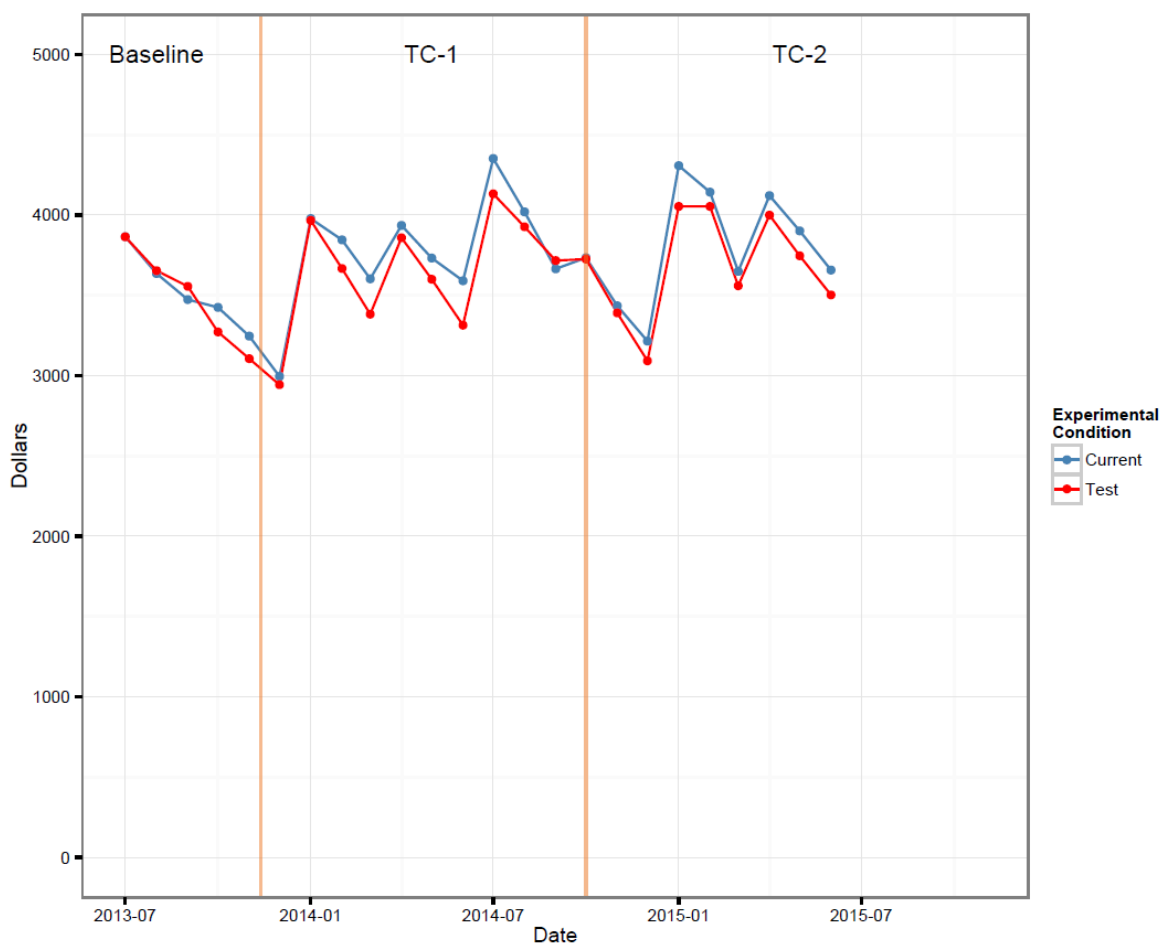
There were no significant relationships between the treatment components and the wages in the next quarter (Table 8). The mean predicted wages during the baseline period for job seekers was \$3,565 per quarter. Average wages went up for everyone over the course of the study by \$168 dollars for TC-1 and \$236 dollars for TC-2, but there was no difference between each of the test component groups and their comparisons (as can be seen by the year one x test and year two x test).

Table 8: Fixed Effects: Wages Next Quarter

	Estimate	95% CI	
Intercept	3565	3510	3041
Treatment Baseline	-71	-146	4.28
TC-1 (Current)	168	109	227
TC-2 (Current)	236	173	300
TC-1 x (Test)	-1.37	-83.8	81
TC-2 x (Test)	-18.12	-105	69.7

Looking at the trend over time for both groups (Figure 2), one can see that the test and the current system have virtually the same wages in subsequent quarters.

Figure 2: Wages Next Quarter 2013-2015



A test was also conducted to determine whether the treatment in year two had a disproportionate impact on low income earners compared to others. This was tested with an interaction between low income and treatment at TC-2. 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.

Consecutive Quarterly Job Seeker Wages: 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 intercept 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, 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 and TC-1 period 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 year one (Table 9). There was a significant increase in the number of “Consecutive Quarters with Wages” from the baseline to TC-1 for both groups. Interestingly, the test group had a slightly lower number of consecutive quarters with wages from the baseline period. Testing was done to determine whether or not low income earners were affected differently by the test in TC-1 with an interaction term for test by low income. There was no significant interaction between the test and low income status.

Table 9: Fixed Effects: Consecutive Quarters with Employment

	Estimate	SE	p<.05
Intercept	0.127	0.0058	*
Treatment Baseline	-0.031	0.0078	*
TC- 1 (Current)	0.464	0.0063	*
TC- 1 x (Test)	0.014	0.008	

Figure 3: Consecutive Quarters with Wages 2013-2015

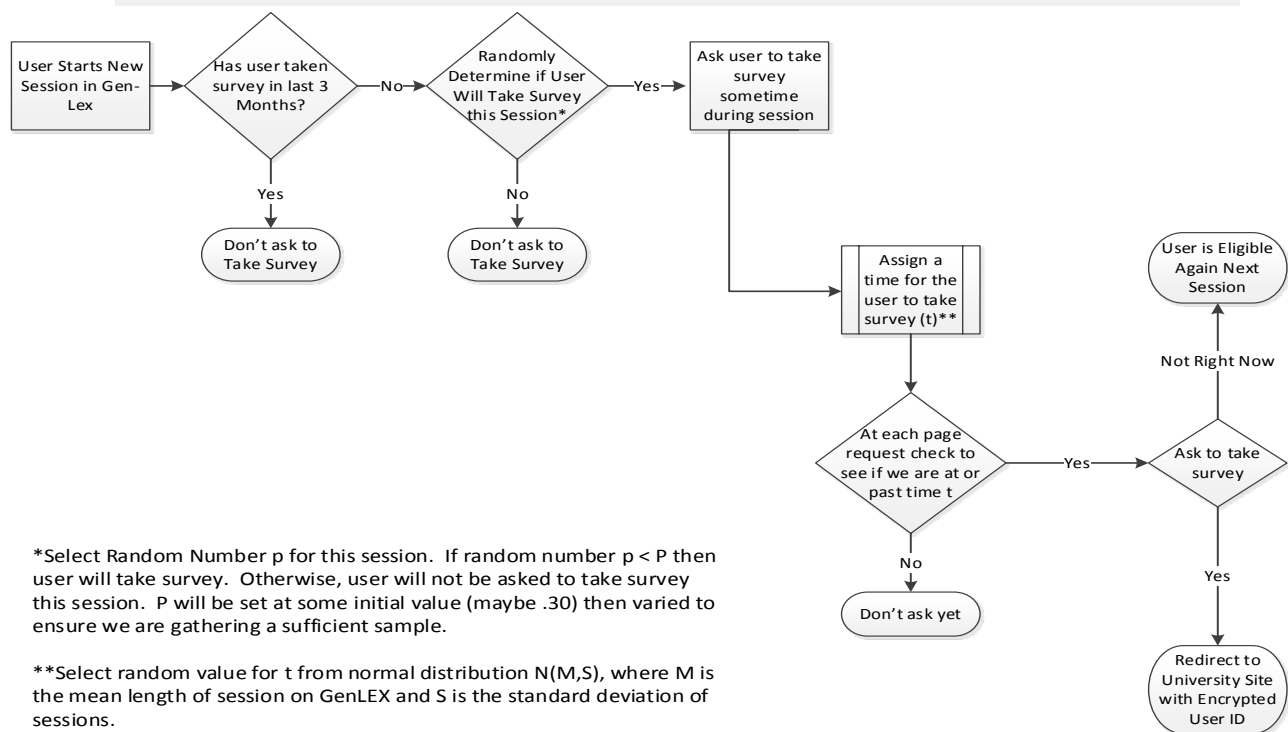


Job Seeker Satisfaction

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



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

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.

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 5). 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 6 (Utah) and Attachment 7 (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, 2015, the end of the TC-2 period. Previous to 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, 87,005 individuals were asked to take a survey and 19,932 said yes at least once. The overall response rate for Utah job seekers was 22%.

Utah Job Seeker Satisfaction Results

During the TC-2 period, which started on October 1, 2014 and ended on September 30, 2015, there were 1594 valid scores in the current system condition and 1981 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-2 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 9-2015)

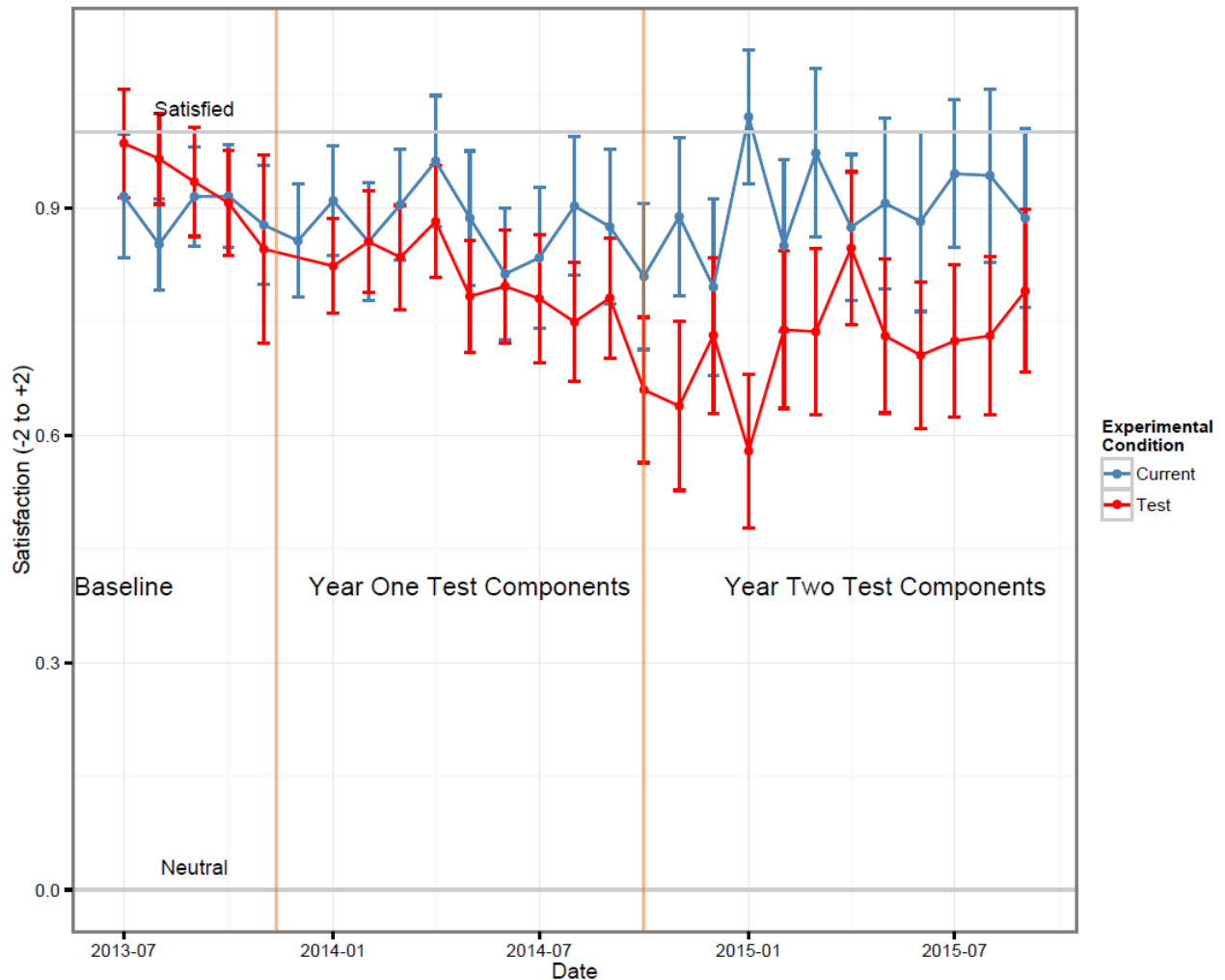


Figure 6 reflects levels of satisfaction of Utah job seekers after controlling for person level variation. Individuals may have taken the survey more than once over the course of the study, and these people may vary greatly from individuals who only took the survey once. This factor was controlled for 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 .

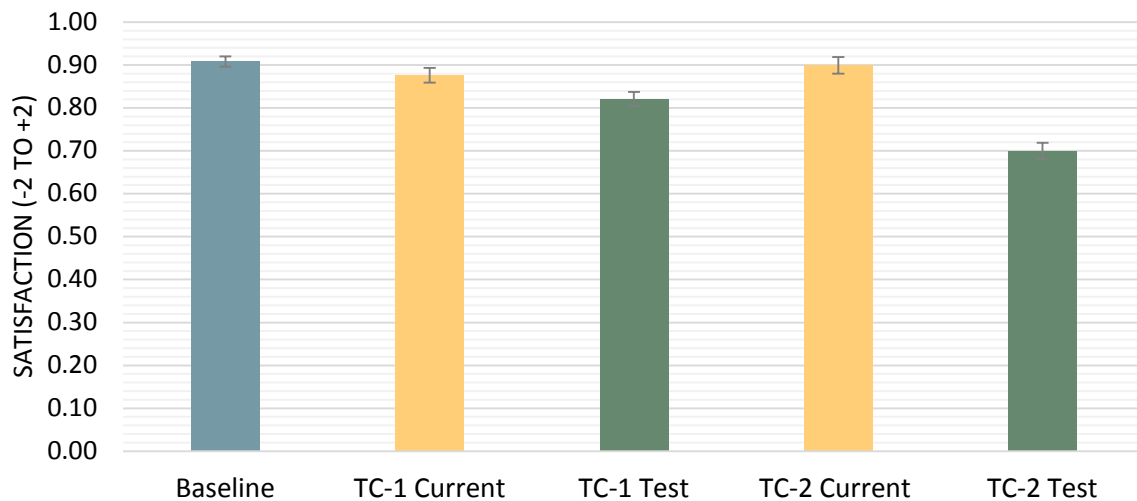
Level 2:

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

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

At this point in the study, after controlling for person level variation it was found that satisfaction has decreased at each year for job seekers in the test conditions. The current system condition was the same during the TC-2 period and at baseline, but was just slightly lower during TC-1 than at baseline (3/10ths of a point lower). The satisfaction has decreased for the TC-2 group below the TC-1 rates for satisfaction.

**Figure 6: Utah Job Seeker Satisfaction:
Baseline through TC2 with Standard Error**



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-2 period, the estimated mean satisfaction for the current system was .86, and .67 for the test group ($p < .05$).

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.

Because these additional questions are outside of the satisfaction scale, it is possible to add, change or eliminate questions as needed. There were no changes made to the online survey during the year three, TC-2 evaluation period. A total of 7396 individuals participated in the survey.

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 10). This data was used to test for similarity both between those in and out of the RCT and between test and current RCT participants.

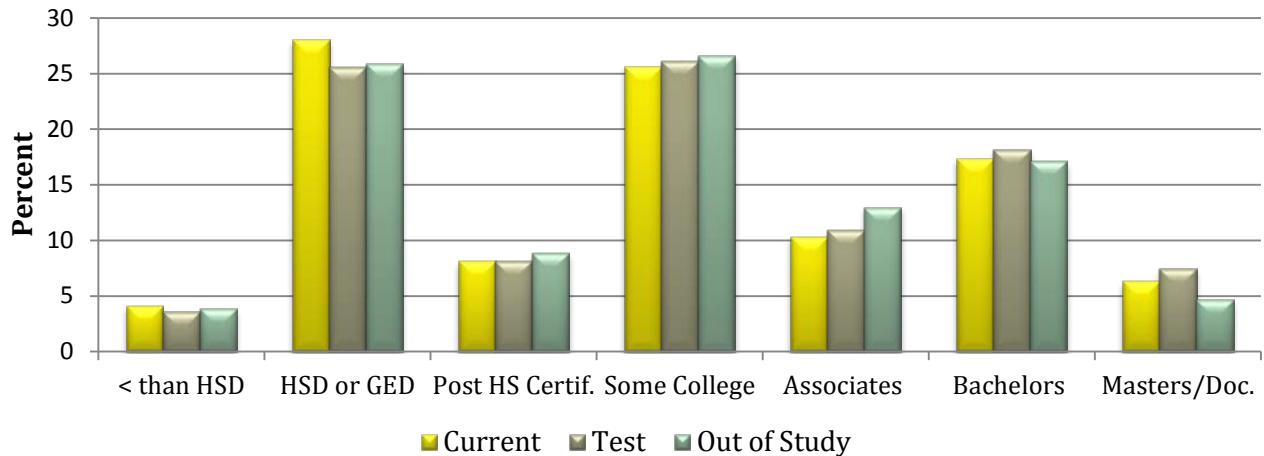
Table 10: Demographic Data - Utah

Variables	In Study			Out of Study n = 2331
	Current n = 2234	Test n = 2831	All n = 5065	
Gender				
Male	1188 (53%)	1484(52%)	2672 (53%)	1334 (57%)
Female	1038 (47%)	1346 (48%)	2384 (47%)	991 (43%)
Average Age	40 years	41 years	40 years	44 years
Employment status				
Employed – Full time	158 (11%)	210 (11%)	368 (11%)	137 (9%)
Employed – Part time	140 (9%)	216 (11%)	356 (10%)	165 (10%)
Unemployed	1201 (80%)	1464 (78%)	2665 (79%)	1302 (81%)
Education				
HSD or less	483 (32%)	558 (29%)	1041 (30.5%)	480 (30%)
MORE than a HSD	1018 (68%)	1353 (71%)	2371 (69.5%)	1128 (70%)
Income category				
Low-Income	182 (8%)	216 (8%)	398 (8%)	399(17%)
Other-Income	2052 (92%)	2615 (92%)	4667 (92%)	1932 (83%)
Satisfaction score	.89	.71	.79	.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 are 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 less 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 (96.2%) than the general population in Utah at 90.9% (Census, 2010).

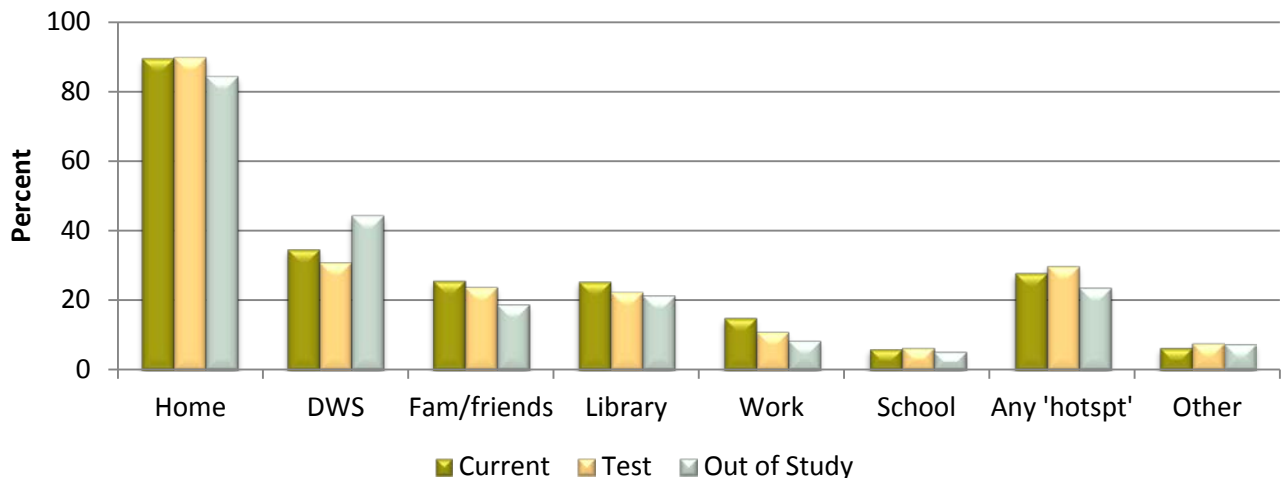
Figure 7: Job Seeker Education Level



Accessing the LEX: There were two complementary factors related to accessing the LEX. These included the location from which one connects to the LEX and type of devices 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. It is important to note that overall, over 67% of respondents *never* access the LEX from DWS. This reinforces the fact that most LEX users are not engaging with DWS in person

Figure 8: All Access Points for LEX



but exclusively online. Those who indicated access from an “other” site typically identified it as another employment agency, for example, LDS Employment Services.

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. Also, those primarily accessing the site at DWS were significantly more satisfied with jobs.utah.gov than those accessing it at home or other locations.

Figure 9: Primary Access Point jobs.utah.gov

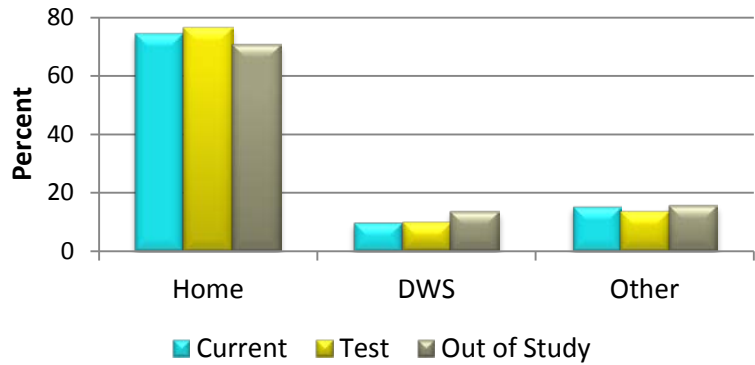
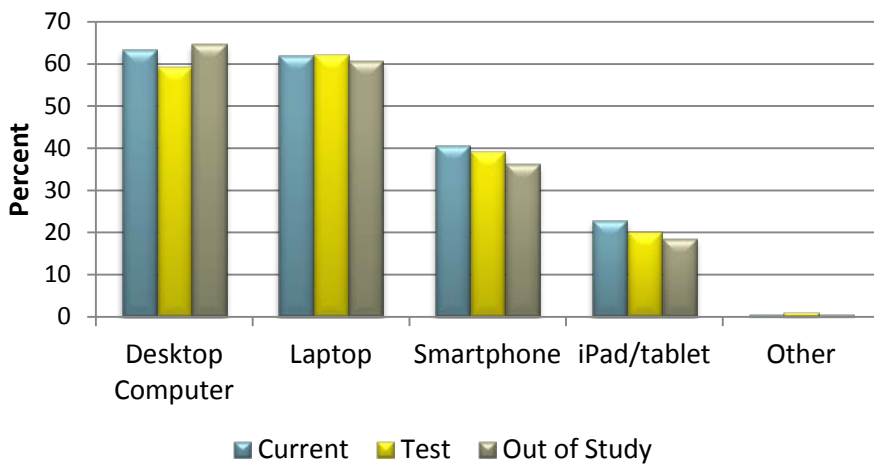
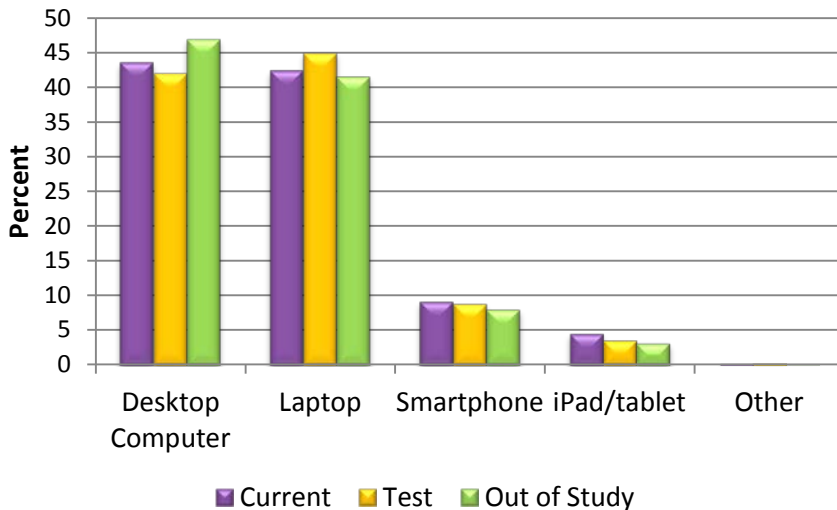


Figure 10: All Devices Used for LEX



Education level was also predictive of where a person would access the LEX. Of those with a HSD or less, 42% said they sometimes go to DWS to access the LEX. This was true for only 30% of those with more than a HSD. For 16% of those with a HSD or less, DWS is where they most often access the LEX. This was true for only 9% of those with more than a HSD.

Figure 11: Most Common Device Used for LEX



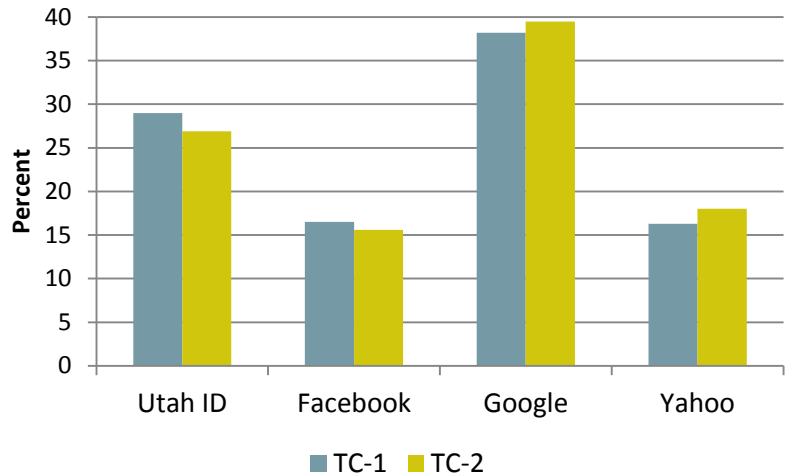
The advent of mobile technology suggests that the device used to access the site is as important as the location. It should also be noted that improving the functionality of the website on a variety of devices is part of the third set of test components (TC-3).

While desktop and laptop computers are still the most commonly used devices for accessing the LEX (Figure 11),

smartphones, iPads and other tablet type devices are increasing over time. 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.

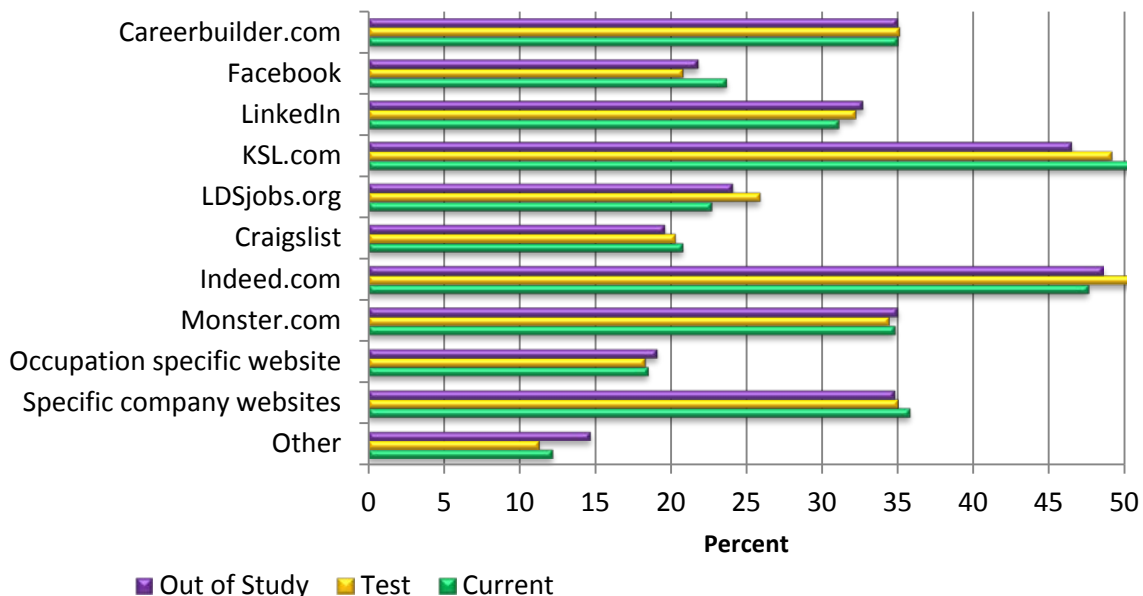
At baseline, “signing in” was listed as one of the greatest challenges. Job seekers were asked to indicate what method of sign-on was used for the current session and whether or not the person experienced problems signing in. As shown in Figure 12, job seekers most frequently accessed the site through Google. When asked about problems signing in for this particular session, only 6.4% reported a problem. This is down over 30% from the TC-1 period.

Figure 12: Use of Various Sign-In Methods



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 the websites which 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 and less likely to use LinkedIn, LDSjobs.org, Indeed, CareerBuilder, Monster, and occupation specific, or specific company websites. Overall, KSL.com and Indeed.com are clearly the most frequently used job search websites beyond jobs.utah.gov.

Figure 13: Additional Job Search Websites Used



Adding New Features: Texting A question was added in July 2014 regarding the addition of optional “text notices” that would alert job seekers to information available on the LEX. Only 24% of respondents indicated an interest in receiving text messages, this was down 5% from the TC-1 period. Another 21% said they were unsure, again down 2% from the previous period. Of those who were open to receiving text messages, most (86%) were interested in receiving job matches by text. This was the most popular type of text message to receive. In addition, 44% were interesting in receiving notices regarding job fairs, 31% were interested in workshops, and 47% wanted to receive DWS notices and alerts. When asked about the appropriate frequency of the text messages, similar to last year, 45% indicated they would like to receive the text “whenever the information is available.” Another quarter (29%) would like to receive them once a day and 19% indicated weekly was the best frequency.

Montana Job Seeker Satisfaction Results

Figure 14 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:

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

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 year one for job seekers (decrease of .13, $p < .001$) and also from baseline to year 2 (decreased by .27, $p < .001$). The decrease from year one to year two was significant as well (.14 points, $p < .001$). After controlling for person level variation, the average satisfaction score at baseline was .93, .79 in TC-1 and .65 in TC-2.

Figure 14: Montana Job Seeker Satisfaction 7-2013 to 10-2015

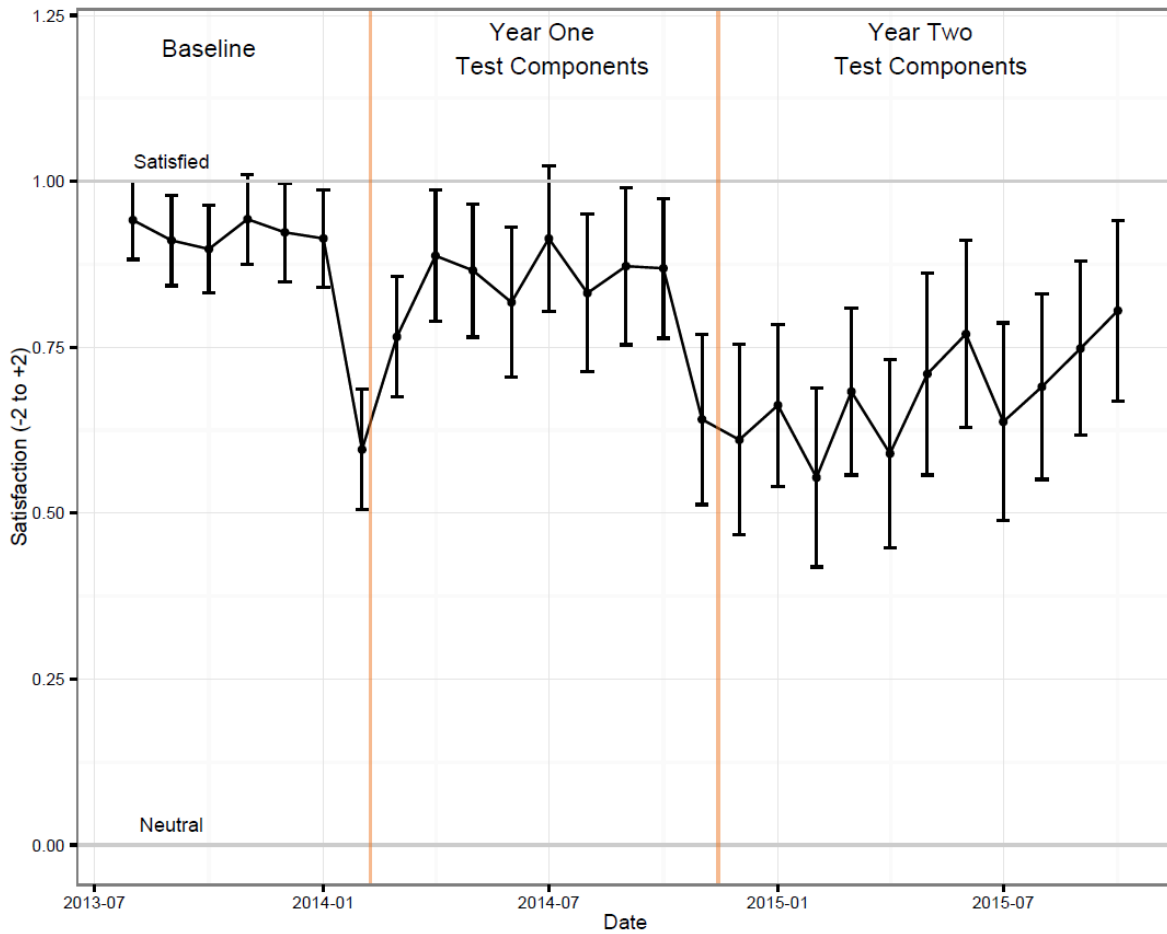
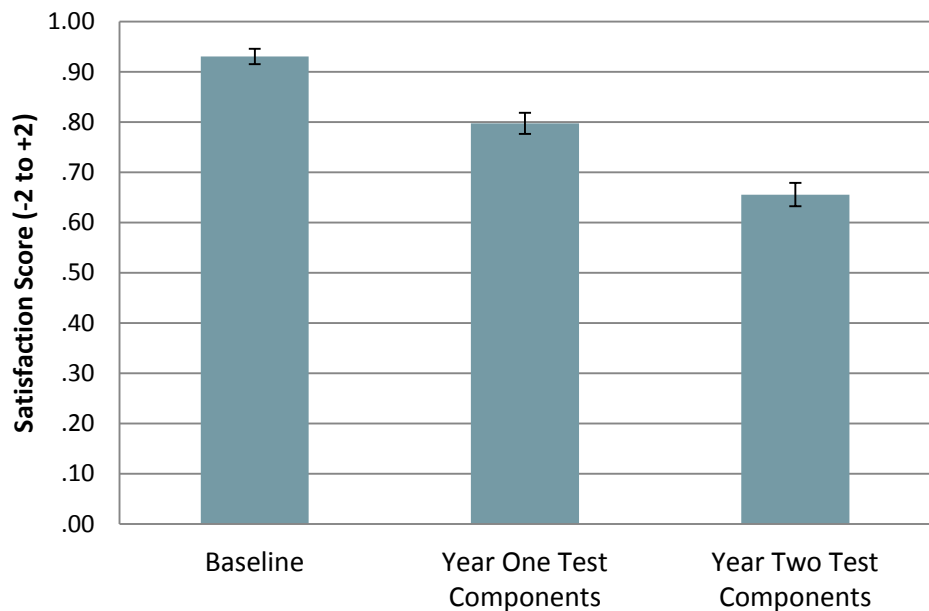


Figure 15 shows the Montana job seeker satisfaction from baseline through the TC-2 period. For this analysis there were 1961 valid baseline scores, 1460 valid scores for year 2 and 1222 valid scores for year three. (Note: these are survey counts and not person counts. Individuals may have taken more than one survey in each time period.)

Figure 15: Montana Job Seeker Satisfaction



*Error Bars represent 1 standard error of the mean

Additional Job Seeker Qualitative Data - Montana: As with the Utah job seekers, additional 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 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 16, 41% of all job seekers were employed at the time they participated in the online survey. This percentage has been consistent since baseline and is still more than double the percent in Utah who are using the LEX and are employed.

Data regarding education levels (see Figure 17) show that a majority of job seekers have at least some college education and one-third have a Bachelor’s degree or higher. Only 1.5% 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.

Figure 16: Employment Status - Montana

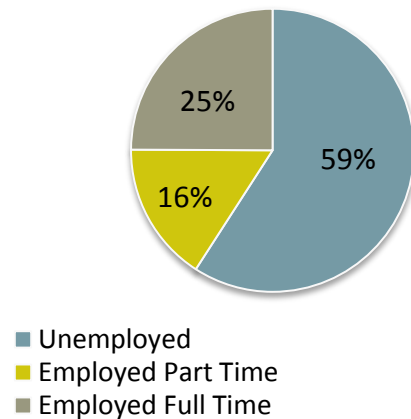
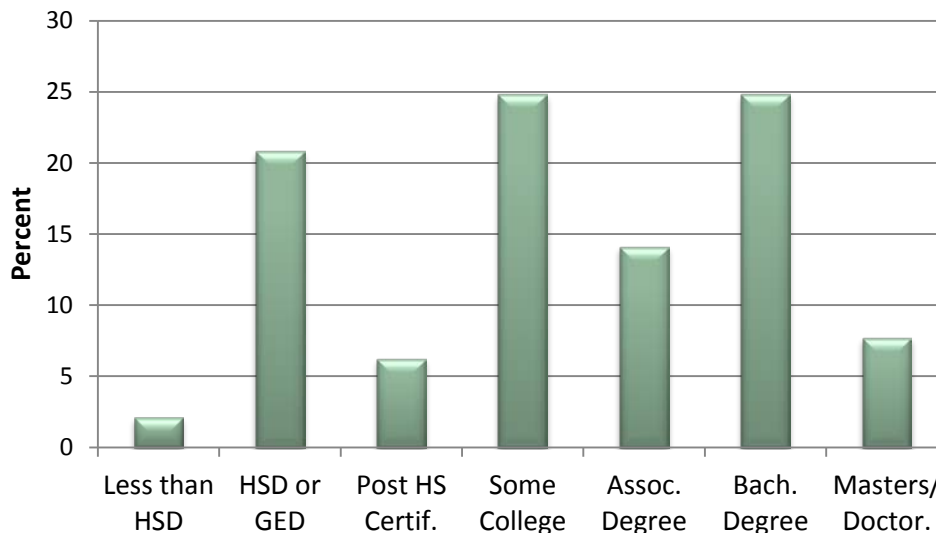


Figure 17: Job Seeker Education Levels - Montana

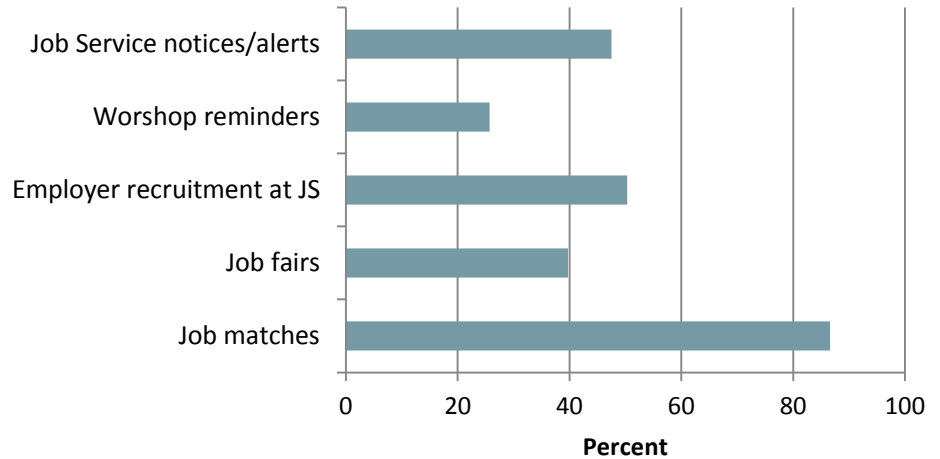


Adding New Features: Texting: As in Utah, a new set of questions was added in July 2014 regarding the addition of optional “text notices” that would alert job seekers to information available on the LEX. Only 23.7% of respondents indicated an interest in receiving text messages, although another 22% said they were unsure.

Figure 18 shows that most are open to receiving job matches with interest in some of the other areas as well.

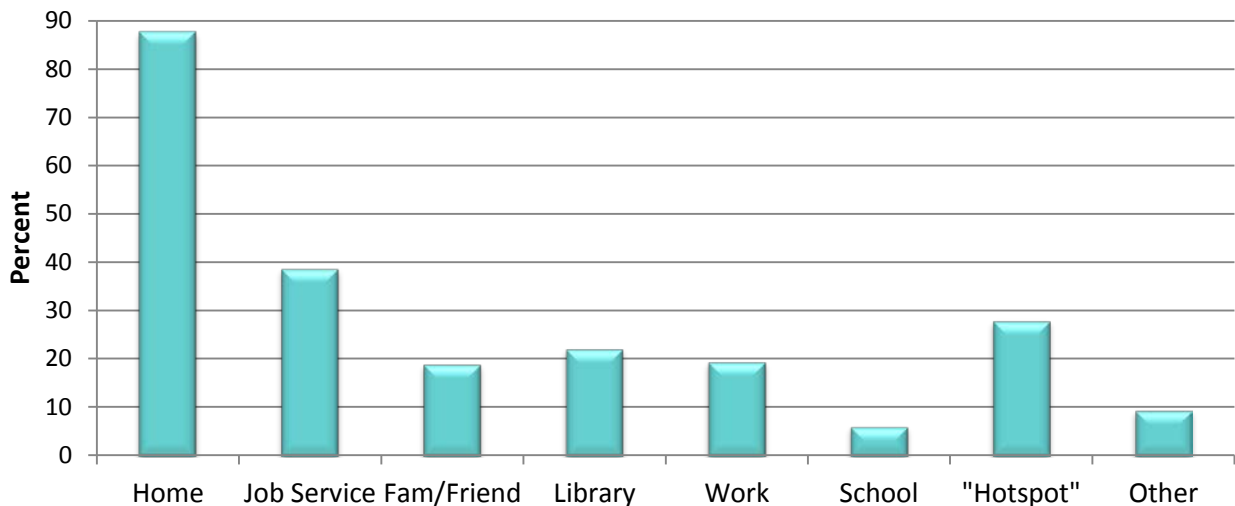
When asked about the appropriate frequency of the texts, 59% want to receive the information “as soon as it is available.” A much smaller group (20%) would like to receive texts daily, and 19% felt weekly was the best.

Figure 18: Content of texts



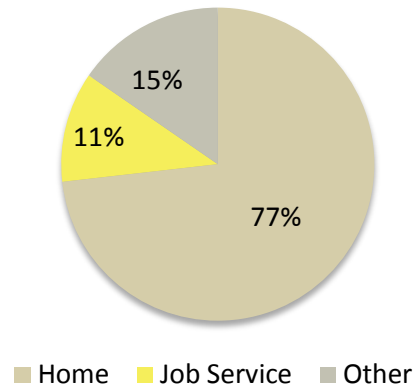
Accessing the LEX: Respondents report accessing jobs.mt.gov from a wide variety of locations and with a variety of devices. Most people using the LEX in Montana access it from home at least some of the time (Figure 19). It is important to note that overall, 64% of respondents reported they NEVER access the LEX from Job Services. This reinforces the notion that most LEX users are not being served inside a Job Services office, but exclusively online.

Figure 19: Web Site Access Point - Montana



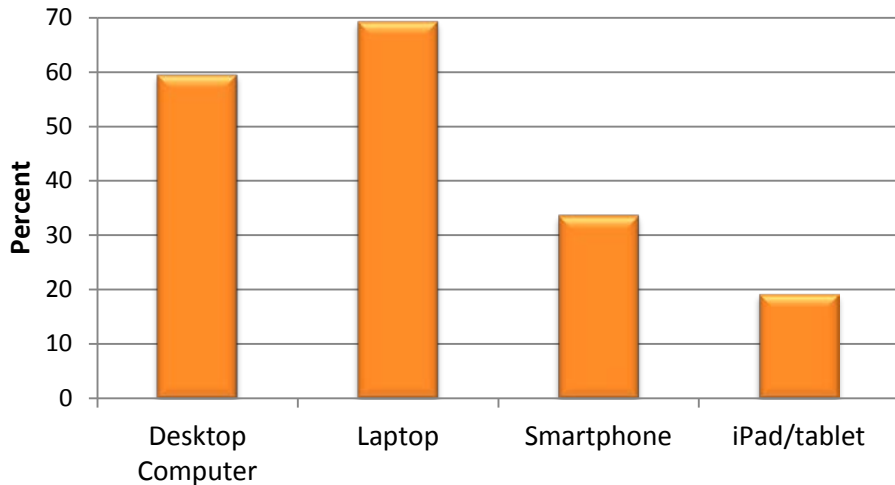
Montana respondents were asked where they *most frequently* access the website. Figure 20 shows that, as in Utah, most Montana job seekers primarily access the website from their home. Again, those with lower education levels were more likely to report their primary point of computer access to be Job Services. However, there were no differences in satisfaction scale scores relative to primary point of computer access.

Figure 20: Primary Access Point jobs.mt.gov



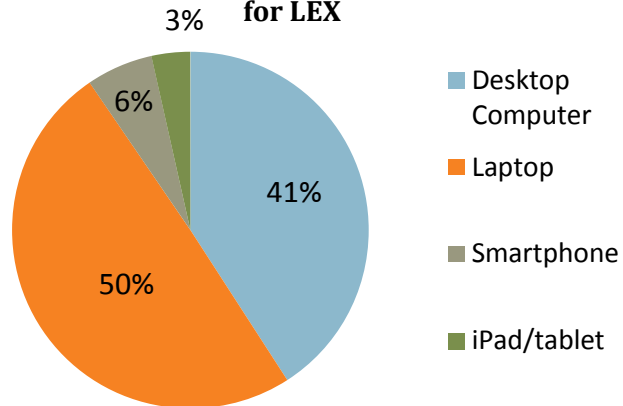
In addition to location, the type of device used to access jobs.mt.gov impacted the users' experiences (Figure 21). Those accessing job.mt.gov reported using a wide variety of tools to access the site.

Figure 21: All Devices Used for LEX



However, when reviewing the **MOST** often used device (Figure 22), desktop computers and laptops are clearly the primary methods for gaining access to the LEX, although Smartphone use was significantly higher in Montana than Utah.

Figure 22: Most Common Device Used for LEX

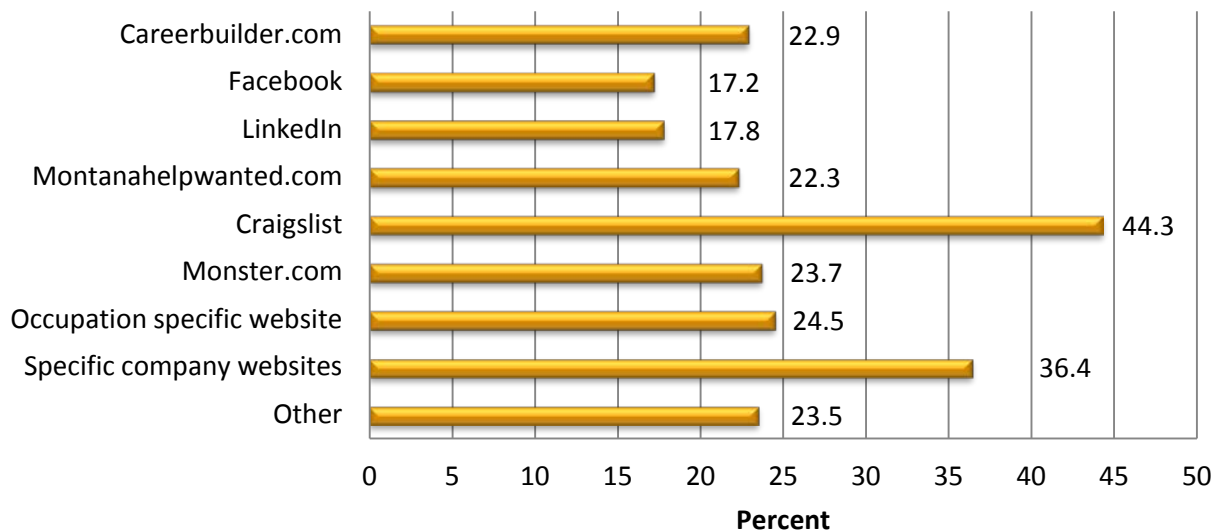


To support job seekers in getting the most from the system, respondents were asked if they felt a need for additional user training for jobs.mt.gov. Only 7% indicated a definite desire for more training while another 23.6% said they *may be* interested in such information. For those who did indicate some interest, in-person training at the Job Service office

was the most preferred option (51.4%), followed by online tutorials (43.8%), and YouTube videos (30.1%).

In addition to accessing jobs.mt.gov to find jobs, job seekers were asked to indicate other sites they used for this purpose. Craigslist was by far the most common site used, followed by Facebook. When viewing outcomes by education level, those with only a HSD or less were significantly more likely to use Facebook and less likely to use LinkedIn, CareerBuilder, and other websites specific to certain occupations or companies.

Figure 23: Additional Job Search Websites Used



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. Again, Research Question 4 relates to user satisfaction, specifically, the satisfaction level of employers in both Utah and Montana. The TC-2 period for Utah employers went from October 1, 2014 through September 30, 2015.

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 (see the baseline and year one reports for a full description of the procedures used to model the baseline time series). All of the hypothesis tests in this section ask whether or not each

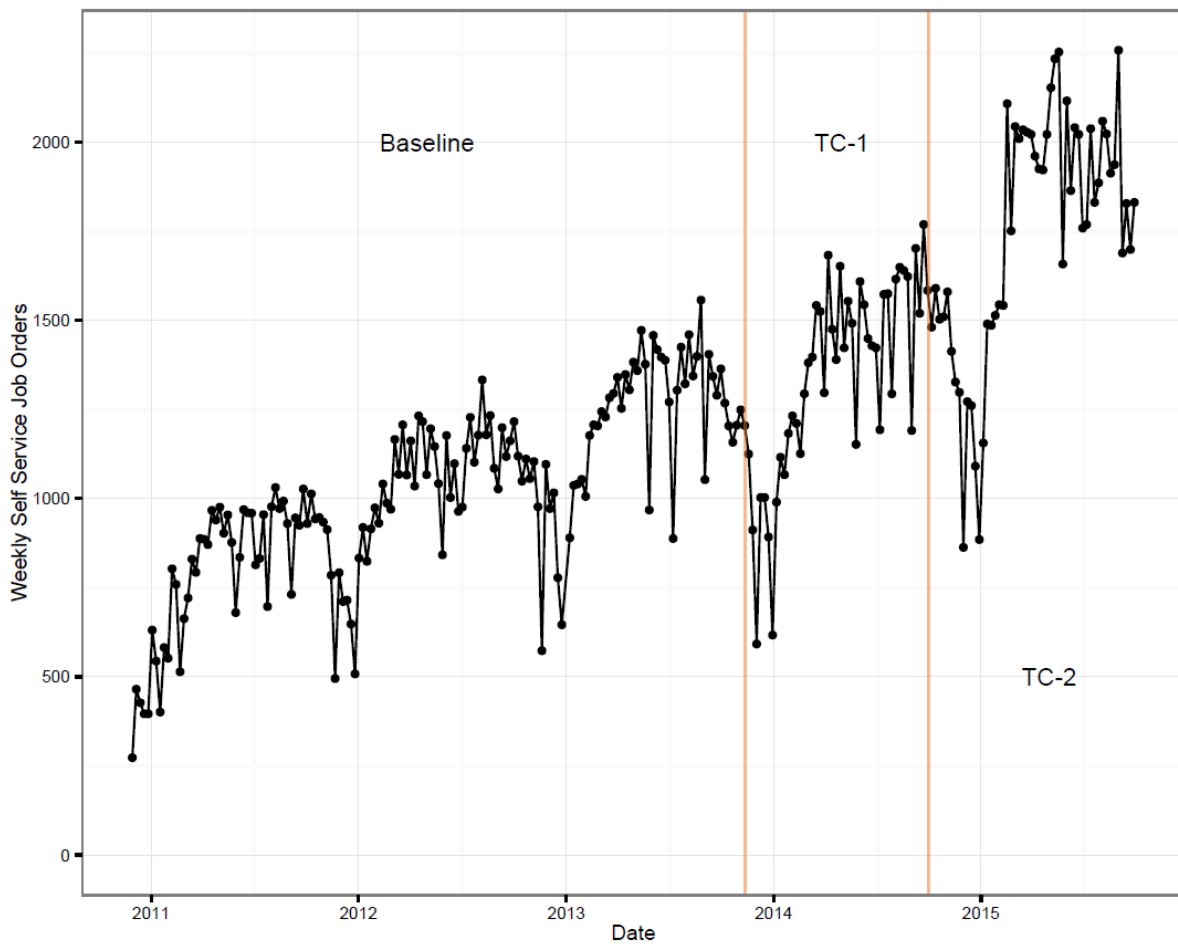
year deviates from the predicted trend of the data. This is very different from asking whether or not there was a nominal change (i.e. whether the rates just increased from the previous year).

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 and TC-2 periods (Figure 24), 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. TC-2, in contrast, showed a significant increase from the baseline trend. The increase was 210 orders per week after controlling for the historical trend ($p < .001$). 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.

Figure 24: Utah Employer Weekly Self-Service Job Orders 2010-2015

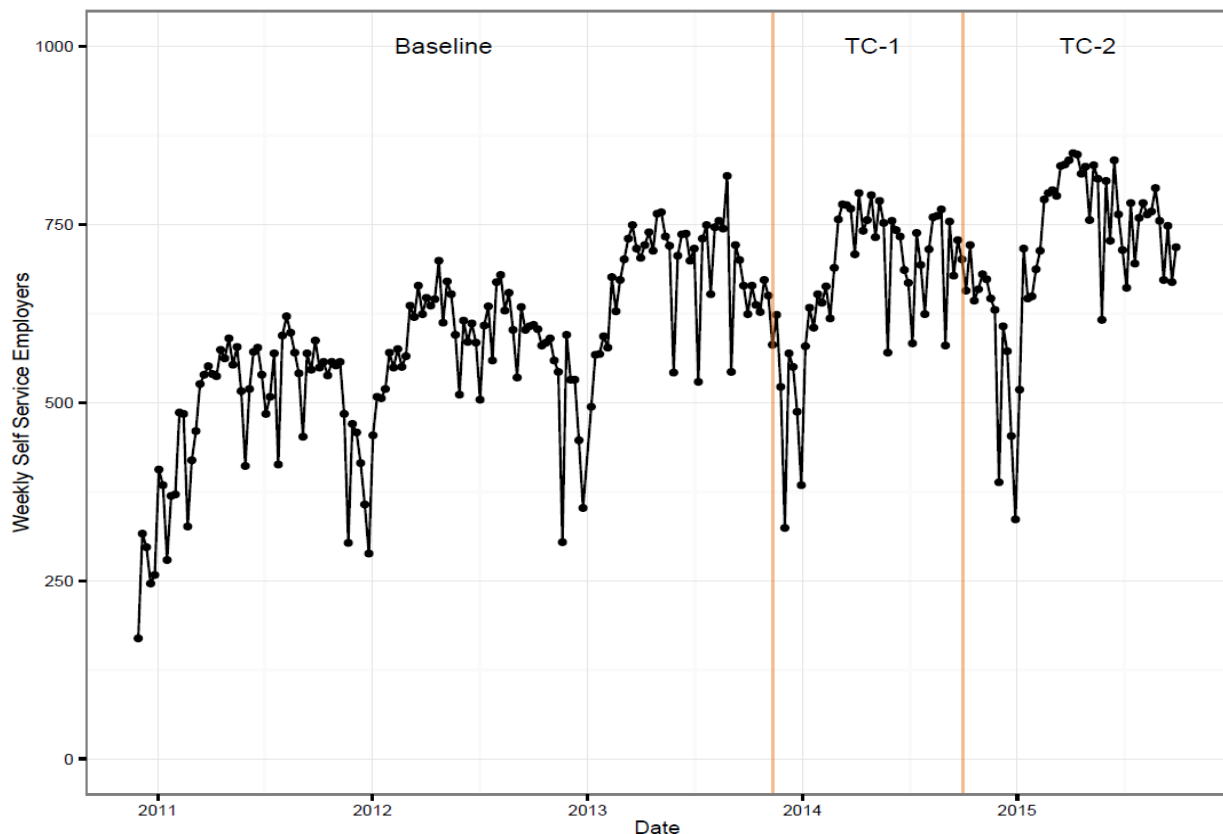


Weekly Count of Non-Mediated Employer System Usage

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 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 and TC-2, 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 still a decrease but it was less than TC-1. After controlling for the historical trend, the decrease was 37 users per week ($p < .001$). Though, for both TC-1 and TC-2, 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. 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 25: Utah Employer Weekly Self-Service Employer Usage 2010-2015



Employer Satisfaction Measures

Two methods of data collection were used to provide baseline data responding to final employer outcome (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. These 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 (set at 0.10) of employers were invited to participate in the online satisfaction survey for the baseline comparison.² Similar to the job seekers, employers were asked to participate at a random time during their session. The invitation to participate was followed by an IRB approved informed consent (See Attachment 5) document. Data collection proceeded in the same manner it did with 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.

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.

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.

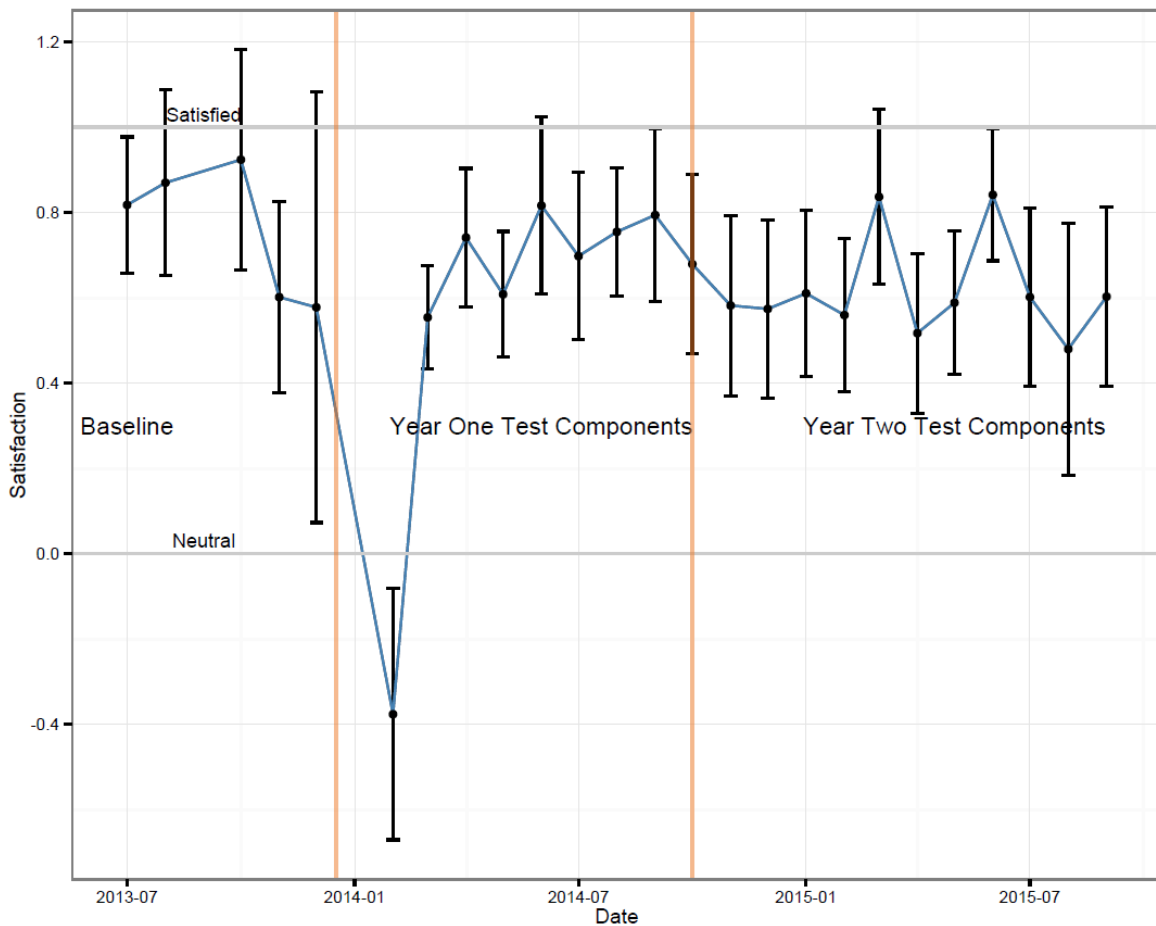
Employer Satisfaction Results – Utah

As with job seekers, the TC-2 evaluation period for Utah employers ran October 1, 2014 through September 30, 2015. Valid scale scores were reported for 69 surveys at baseline, 406 for TC-1, and 475 for TC-2.³

Satisfaction Response Rates: There were 6,581 Utah employers asked to take a satisfaction survey during the TC-2 period and 1065 said yes, at least once. The overall response rate for Utah employers was 16%. Again, these rates represent users who at least said that they would take a survey, but not all users started or completed the survey after agreeing to take it.

Figure 26 shows Utah Employer satisfaction over the course 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, so the estimates are not as precise as they were in the Job Seekers case.

Figure 26: Utah Employer Satisfaction (Unweighted 7-2013 to 9-2015)



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

The following chart (Figure 27) 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 intercept β_{0i} for employer i .

Level 2:

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

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, and from baseline to TC-2, but was not statistically different from TC-1 to TC-2.

Figure 27: Utah Employer Satisfaction: Baseline through TC2 with Standard Error

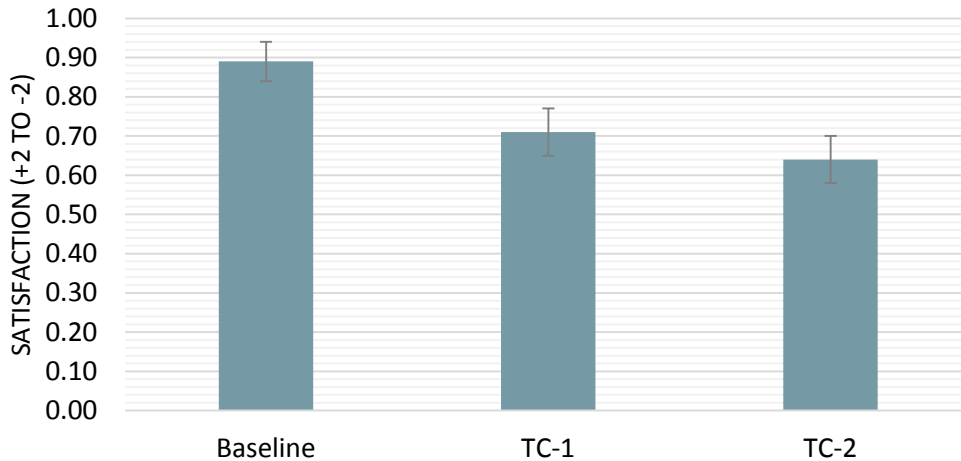


Table 11: Estimated Employer Mean Satisfaction: Components 1 and 2*

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

* After controlling for employer level variation

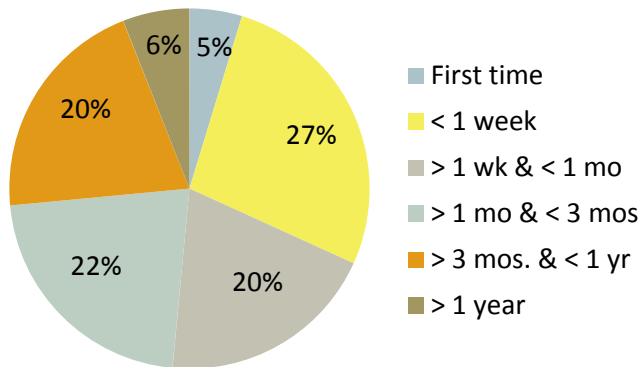
Survey Weighting: As with Utah job seekers, to adjust for missing data in employer satisfaction surveys, a population weighting adjustment was used, as described in Brick and Kalton (1996). The purpose of this adjustment was to compensate for total non-response, or the disproportionate response of different 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 the same conclusion as the previous analysis; TC-1 and TC-2 both had lower satisfaction from the baseline time period, but TC-1 and TC-2 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.

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

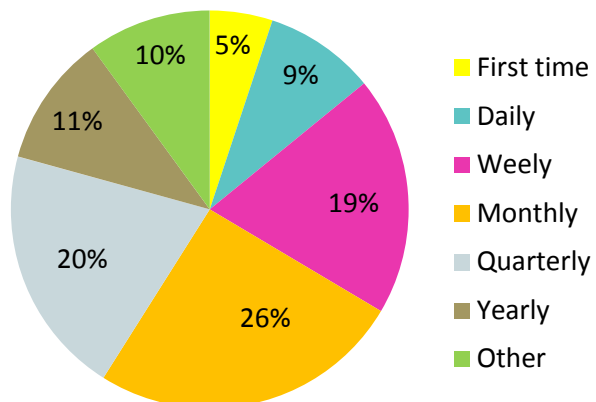
determined that the additional questions should remain limited to issues particularly relevant to those using the online system.

Figure 28: 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 28 shows, nearly half the respondents last accessed the system less than one month ago.

Figure 29: Frequency of Accessing Site

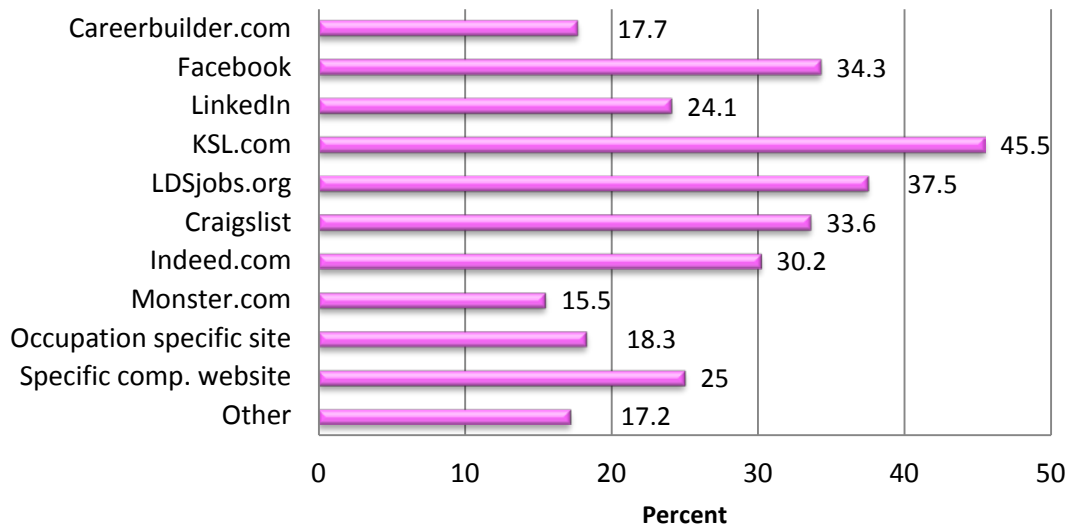


Employers were also asked how frequently they generally access jobs.utah.gov. Figure 29 shows that nearly half access the system either monthly or quarterly. Most of those who marked “other” indicated they simply use the system “as needed” when positions are open.

Social Media: The role of social media continues to grow throughout society. Employers were asked if their business/organization currently uses social media to recruit potential employees or to advertise job postings. Answers to these two questions were similar, in that 47.7% of employers report using social media to recruit and 47.1% use social media to advertise open positions. These figures were nearly identical to those reported in TC-1. Again, similar to the TC-1 period, open ended responses indicated most employers do not make a significant distinction between recruiting, advertising and posting jobs. They will do whatever they are able to on each website.

Jobs.utah.gov is typically not the only site employers use to post jobs. In fact, only 14% of employers indicated using only the state site to post jobs. Figure 30 shows the frequency with which other sites are used by the study respondents. KSL.com is the most commonly used 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 30: Additional Posting Sites



Utah employers were also asked about their level of interest in receiving information from DWS by text. Possible interest in this option increased slightly this year, going from 16% in TC-1 to 23% in TC-2. The type of information of interest focused on alerts to qualified applicants who had registered in the system and a reminder that a job was closing. Those interested in receiving texts were generally agreeable to receiving this information, not on a regular time schedule. but as the information became available.

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 shown in Table 12, nearly all employers are comfortable using the website to complete tasks on jobs.utah.gov; however, one third still find it difficult to navigate the website.

Table 12: Overall Employer Experiences with jobs.utah.gov

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

Employers were asked several questions about the ease of using the online job posting system and their perceptions of results (applicants) they receive from the system. Data presented in Table 13 shows that overall, perceptions have changed very little in most areas between TC-1 and TC-2.

Table 13: Employer Experience Posting Jobs – Utah

General AGREEMENT with following statements	Baseline	TC-1	TC-2
5. I often have trouble “signing-in” to post a job	10 (13.7%)	89 (23.8%)	125 (24.5%)
6. Posting a job is easy on jobs.utah.gov	63 (86.3%)	313 (85.1%)	415 (83.0%)
7. Jobs.utah.gov provides us with <i>enough</i> job applicants from our job postings	51 (71.8%)	205 (56.5%)	237 (50.9%)
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%)
9. Jobs.utah.gov provides us with <i>qualified</i> applicants who have the skills we are seeking	54 (77.1%)	222 (61.7%)	250 (54.6%)
10. I would recommend jobs.utah.gov to other employers for posting jobs	65 (92.9%)	327 (88.9%)	396 (84.6%)
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%)
12. Finding help is easy on jobs.utah.gov	36 (67.9%)	152 (59.1%)	197 (55.6%)
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%)

Employers continue to find the site accessible, but less so than at baseline. There continue to be fewer employers who believe jobs.utah.gov has both enough applicants overall and applicants with the skills they are seeking. Finding “help” on the site is not as easy as in the past. While employers are less satisfied in several areas, it is interesting to note that their perception of the site relative to other job search websites has not changed.

Overall, the majority of survey respondents state that the quality, appearance, and site organization were good to excellent. Perceptions in these areas have remained consistent over the past year. While user satisfaction has declined in some areas over the past two years, most employers (84%) would still recommend jobs.utah.gov to other employers.

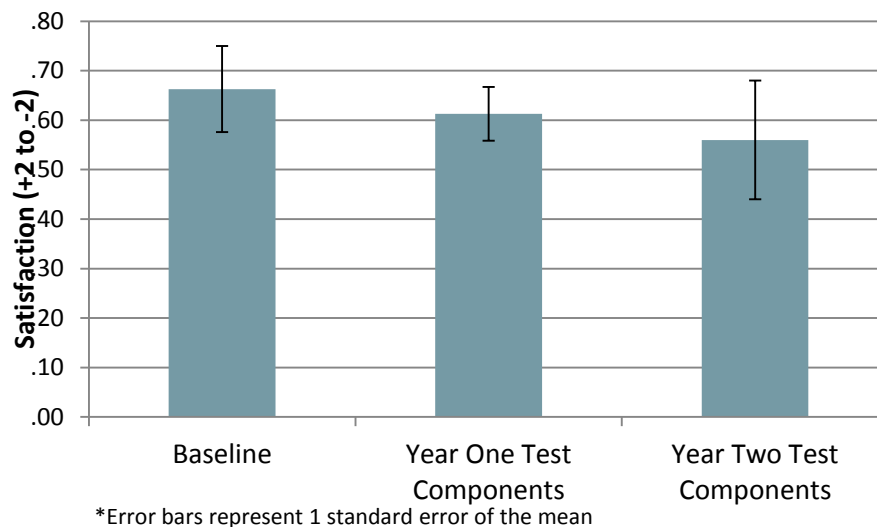
Table 14: Overall View of Jobs.utah.gov

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

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, and 184 surveys for the TC-2 period.⁴ As a result, low statistical power should be considered when evaluating all of the Montana results.

Figure 31: Montana Employer Satisfaction



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.

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.

The following chart (Figure 32) shows satisfaction of Montana employers after controlling for person level variation. 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 intercept β_{0i} for employer i .

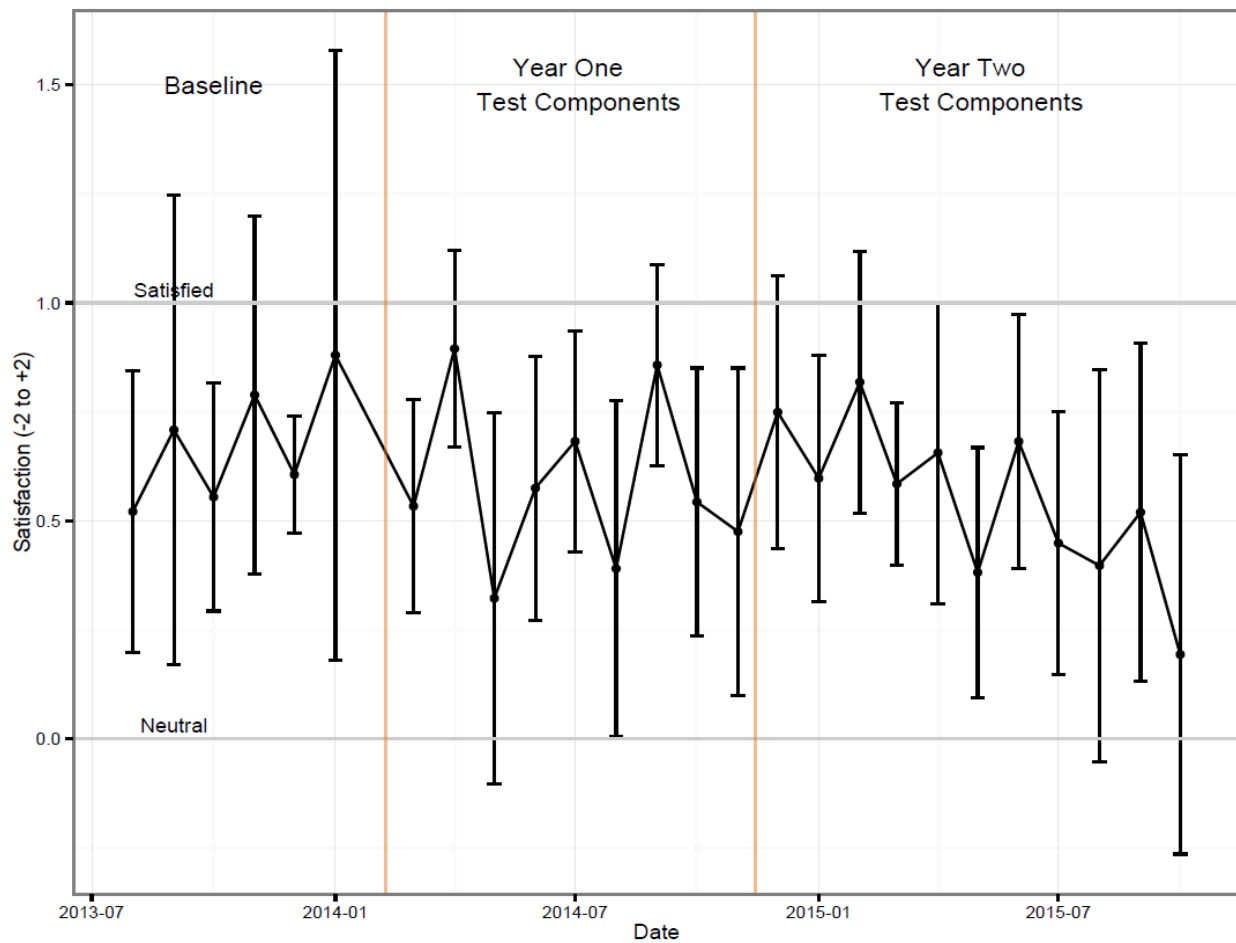
Level 2:

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

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.

This analysis found no significant changes from baseline to TC-1, baseline to TC-2 and TC-1 to TC-2. Notably, the sample size is drastically smaller for this analysis compared to others in this study. Statistical power of the analysis is rather low and results should be interpreted with that in mind.

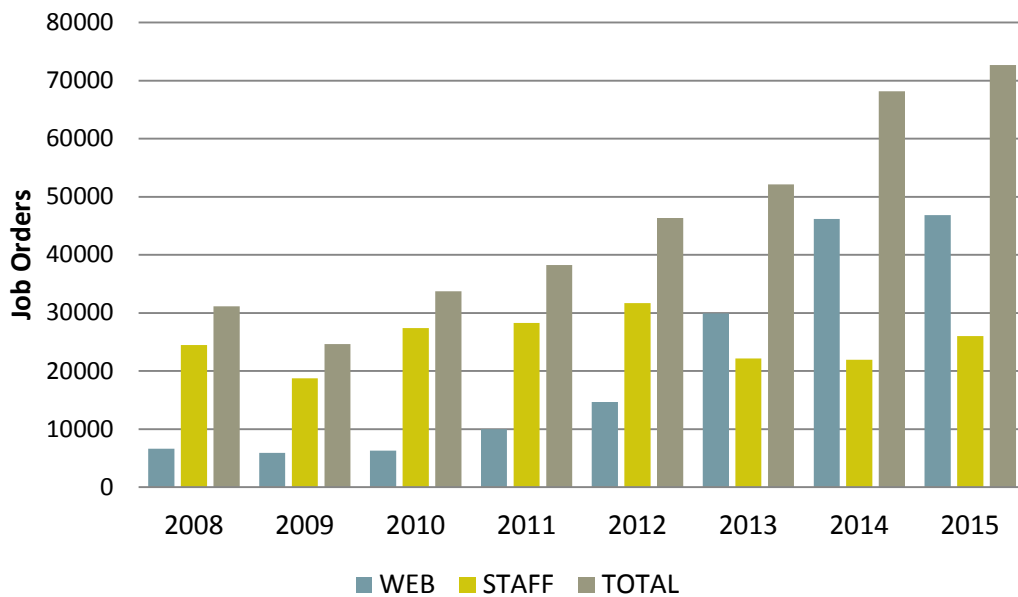
Figure 32: Montana Employer Satisfaction 7-2013 to 10-2015



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 independently. 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 verses leaving that task to a Job Service worker. While Job Service personnel are still available to post job orders, Figure 33 shows that nearly three times as many job orders are being placed by employers as compared to when the GenLEX project was initiated.

Figure 33: 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. Nearly half of the respondents had last accessed the system within the past month (see Figure 34).

Respondents were also asked how frequently they access jobs.mt.gov in general. Interestingly, Figure 35 shows that nearly a quarter access the system weekly, monthly and quarterly.

Figure 34: Time Since Most Recent Login - Montana Employers

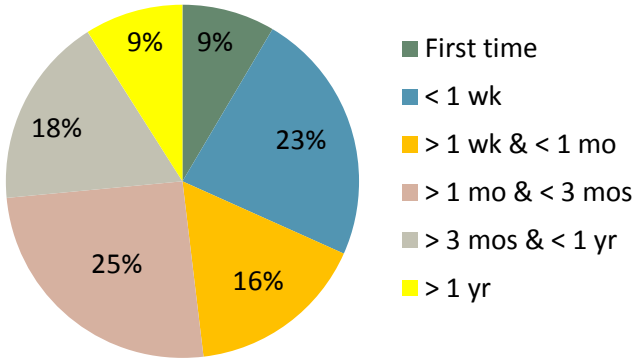
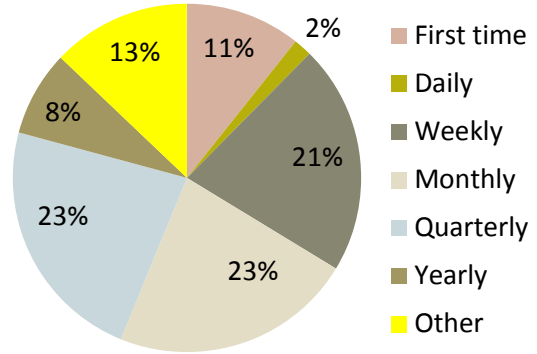


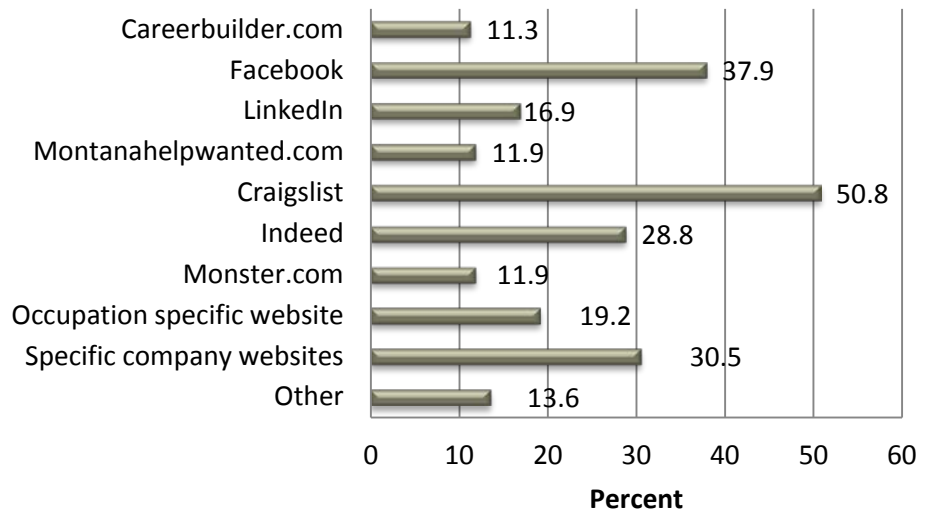
Figure 35: Frequency of Accessing Site



Social Media: The internet and the use of social media have even greater roles in areas of sparse populations and great distances between cities. Montana employers were asked if their business/organization currently uses social media to recruit potential employees or to advertise job postings. There was an increase in employers reporting using social media to recruit employees from 38.5% at TC-1 to 48% at TC-2. Interestingly, there was a decrease in the portion of employers who reported using social media to advertise open positions; during TC-1, 40.7% of employers stated that they used social media for this purpose, while 30% did at TC-2.

In Montana, employers again reported using a variety of other websites to post jobs. Figure 36 shows the frequency with which other sites are used by the study respondents. Interestingly, Craigslist was used more often in Montana than Facebook. The local site (Montanahelpwanted.com) is used much less often than the local sites in Utah. At TC-2, nearly 20% of respondents reported using no other site than jobs.mt.gov for posting jobs.

Figure 36: Additional Posting Websites



Employers were asked about their level of interest in receiving information from Job Services by text. Just under one quarter (22.3%) indicated possible interest in this method of information delivery. The type of information of interest was limited to an alert when a new applicant applied for an open job or when a new applicant matching an open job registered. Of those who were open to receiving texts, the preferred frequency was split between “daily” and “whenever they are available.”

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 and TC-2 become more significant. Employers continue to report ease with using the internet to post jobs; however, more than a third (37.2%) find it difficult to navigate the state site. The portion of those who report being able to do everything they wanted to on the site has decreased since TC-1, while the portion of employers who would recommend this site to other employers seeking to post a job in Montana has remained the same.

Table 15: Overall Employer Experiences with Jobs.mt.gov

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

Again, the satisfaction scale questions ask about various components of using the online system and perceptions of results (applicants) they received from the system. Data presented in Table 16 shows that overall, employers are having more difficulty signing in.

Table 16: Employer Experiences Posting Jobs – Montana

General AGREEMENT with following statements	Baseline N = 32	TC-1 N = 155	TC-2 N = 220
5. I often have trouble “signing-in” to post a job	3 (10.3%)	26 (17.0%)	53 (26.1%)
6. Posting a job is easy on jobs.mt.gov	21 (67.7%)	119 (77.3%)	145 (71.4%)
7. Jobs.mt.gov provides us with <i>enough</i> job applicants from our job postings	18 (62.1%)	86 (56.2%)	99 (52.9%)
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%)
9. Jobs.mt.gov provides us with <i>qualified</i> applicants who have the skills we are seeking	18 (62.1%)	99 (64.7%)	110 (62.1%)
10. I would recommend jobs.mt.gov to other employers for posting jobs	27 (93.1%)	128(84.2%)	155 (84.7%)
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%)
12. Finding help is easy on jobs.mt.gov	7 (35.0%)	53 (53.0%)	76 (42.9%)
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%)

However, once they are signed in, most find it easy to post a job. In addition, employers are still struggling to find enough qualified candidates for their jobs. While most employers (84.7%) would still recommend jobs.mt.gov to other employers, one-third of respondents do not believe the website is as good as others for posting jobs.

As Table 17 shows, the majority of survey respondents state that the quality, appearance, and site organization were good to excellent over the years. Employers were significantly more favorable toward the overall appearance at TC-1 and that has, for the most part, continued. Perceptions of the organization of the site have decreased slightly over the years.

Table 17: Overall View of Jobs.mt.gov

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

To support the experiences of users around changes being made to the system, respondents were asked if they were interested in receiving additional training in order to better understand and use the website. Only 3% indicated they were interested in training; however, another 29% said they may be interested. For those who were potentially open to training, online tutorials garnered the most support (64%), followed by online tutorials (38%), and in person trainings at Job Services (22%).

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-2 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 TC-2 period. These additional feedback sources (see Table 18) provide opportunities to better understand the broad scope of questions and concerns of users 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.

Table 18: Additional Data Sources

Data Source	Sample	Collection Period	Collection Method
Utah			
Employers	48	April 2015	Focus groups (11)
Job Seekers	68	April 2015	Focus groups (9)
Connection Team	98 ⁵	June 2015	Online survey
Workforce Development Specialists	16	June 2015	Online survey
Set Team	4	June 2015	Online survey
Montana			
Employers	29	May 2015	Focus groups (5)
Job Seekers	35	May 2015	Focus groups (4)
Job Service Workers	126	June 2015	Online Survey

Focus Group Structure and Process

In continuation of Baseline and TC-1, four different populations were engaged in focus group sessions during the TC-2 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-2 implementation period and future changes, and overall perceptions and practices.

Participants (both job seekers and employers) were recruited two ways; first, by way of randomly distributed online satisfaction surveys. Satisfaction survey respondents were invited to indicate interest in participating in a future focus group, and voluntarily include 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, where all Montana locations required recruiting support from the Job Service.

Participants were representative of a wide user base. Expanding recruitment methods by inviting users who took the randomized online satisfaction survey supported diversifying 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

⁵ Responded to 4 or more questions in the survey, 15 additional surveys answered 3 questions or less and were excluded from analysis for accuracy.

with agency workers than might be the case with 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 8). Job seekers received monetary compensation (\$20) for participation in the focus groups. Employers were not compensated monetarily.

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. Targeted, system-specific questions were asked of both user types. The entire group joined together in the second segments of the focus groups 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 9) were developed through collaborative efforts between the SRI and each of the state partners (DWS and Montana Job Services). 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. Data were 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 15 focus groups, 9 in Utah and 4 in Montana, were held in April and May, 2015 (see Table 19). 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 due to the large population of the city in relation to other parts of the state. There were a total of 68 Utah job seekers (Male = 42, Female = 26) and 35 Montana job seekers (Male = 20 Female = 16) who participated in the focus groups.

Table 19: Distribution of Job Seeker Focus Group Participants

Utah - Service Area/City		Montana - City	
Bear River	8 (11.8%)	Kalispell	8 (22.9%)
Logan			
Wasatch Front South	15 (22.1%)	Missoula	7 (20%)
Salt Lake City (2)			
Wasatch Front North	13 (19.1%)	Billings	16 (45.7%)
Clearfield			
Eastern Utah	4 (5.9%)	Miles City	4 (11.4%)
Price			
Vernal	9 (13.2%)		
Mountainland	7 (10.3%)		
Provo			
South West	6 (8.8%)		
Cedar City			
St. George	6 (8.6%)		
Total	68	Total	35

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. As found at TC-1, Utah focus group participants were more likely to access jobs.utah.gov from a DWS office and therefore, use a desk-top computer. They were also more likely to have completed a degree beyond high school and be employed at least part time. Utah job seekers participating in the focus groups reported a lower level of satisfaction with the LEX (.61) than either the current (.90) or test (.70) group participants in the online survey.

In Montana, job seekers participating in the focus groups reported a somewhat lower level of satisfaction (.53) than those completing online surveys (.65). Montana focus group participants were also less likely to be employed, but more likely to have completed a degree beyond high school. Like Utah, Montana job seeker focus group participants were more than twice as likely to use the Job Service office as their primary site for accessing the LEX.

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, help features, and future features such as a “to-do” list, calendar of events, and mobile applications.

Job seekers in both Utah and Montana provided extensive feedback on the strengths and challenges of using the LEX. Montana job seekers were all users of the test system (N= 35), while job seekers in Utah were randomized to one of two systems: current or test. Of the job seekers in Utah (N=68), 43

(63.2%) were users of the test system, and the remaining 25 (36.8%) were users of the current system. Because we were able to identify the study condition (current or test) for each job seeker, part of the focus group was held in two groups to allow for discussion of 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 or Montana or the current or test system will be noted. In addition, online satisfaction surveys included comments from both test and current system users.

The current group provided feedback consistent with that gathered last year, thus, will not be covered extensively in this report. For more in depth information on current system experiences, refer to the TC-1 report from last year. A few highlights of their experience are:

- Interest in expanded resume options
- Desired removal of selected “Skills” limit
- Suggestions to bring the look and feel of the site up to date
- General satisfaction with current options to sort, filter and search, but also suggestions for additional options to further their endeavors
- Varied experience with navigation and whether or not the site met their needs overall

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) job seekers’ opinions of LEX users; 2) signing-in; 3) registration and user profile; 4) job searching and matching; 5) TC-2 features; 6) help options; and 7) future changes.

Job Seekers’ Views of LEX Job Seekers

When job seekers were asked what they believed a typical job seeker using the LEX would look like, a range of perceptions were reported. Though some reported the average user is likely a motivated worker, most responses suggest seekers are likely unemployed (and claiming UI benefits) and seeking lower skill, entry level, blue collar, or short-term jobs. The vast majority drastically over-estimated the percentage of system users who are claiming UI benefits and/or solely using the system to meet UI requirements. This suggests an especially strong perception regarding UI involvement among peers. Not only are they common, but they also carry negative connotations about the job seekers’ work ethic, skill level, desperation, and overall desire to work. Interestingly, these were the common perception even among job seekers that did self-identify this way. In Montana, job seekers suggested more often a diverse group of users rather than a “typical” user.

- *“Well, if you look by the degrading language, [the perception is that people registered on jobs.utah.gov are people] who can’t ever show up to work on-time, people who never have full-time jobs... and so you have to come in and always prove stuff to people at DWS.”*
- *“Not so much the professional as much as the person with [unemployment] benefits and maybe more blue collar.”*
- *“I don’t find a lot of finance jobs and mid-career or high-career. They’re entry level, like bookkeeper jobs. Like \$12/hr.”*

- *“It is going to be a vast variety of people. If you are on state assistance, you are required to be registered. So you have that level of individual or you have the unemployed. The people who have been working 20+ years and happened to move or get laid off and need a job. A vast array.”*
- *“Any kind of job seeker. Or someone who is on unemployment looking for jobs. That is a requirement for unemployment, having to go through the job service website or not going through the website, but finding jobs and applying.”*

Signing In

Online satisfaction survey users in Utah were asked if they experienced any issues signing on during their current session. As discussed previously in the report (see Accessing the LEX section, page xx), most job seekers reported sign-in issues much less frequently than at Baseline and TC-1. Those that did have an issue most commonly reported password and username problems including forgotten passwords and trouble with a specific sign-in pathways (Facebook, Yahoo, Utah ID). Across groups, job seekers also reported they had to click “sign-in” multiple times before the site registered their request, or that the site was slow to load pages in general.

For Utah test system users, there were frustrations with losing desired job orders upon logging in, or losing information entered after being timed out of their session that prompted a re-login. Lost job orders generally occurred between job searching without logging in and seeking additional information about a specific job order that required a log in. Respondents reported they were redirected to their homepage as opposed to the page they were on before signing in. A few also reported when they clicked on an email link sent from DWS, they were taken to the main job search page rather than the specified job posting after they were prompted to sign in.

Uniquely in Montana, troubles also stemmed from the various access points depending on if the user accessed jobs.mt.gov or their local site (e.g. milescityjobs.mt.gov). It is unclear if inaccurate embedded links or external issues led to many facing error messages and being redirected to multiple login pages. A few concluded that once the statewide jobs.mt.gov log in page was found, the process was fairly easy.

A small portion of respondents from both the test and control groups reported issues with computer, Internet, or browser dysfunction unrelated to jobs.utah.gov, as well as getting blank screens or error messages during the log in process. A few 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, going into their local DWS office, or calling the 1-800 number.

- *“It depends on the time of day. I have found that if you log in later in the evening hours, it doesn’t always let you through the first time. You have got to try once, twice, sometimes it takes three times to get in... I don’t know if it is just high volume thing. I use the Yahoo login, I don’t do the Utah ID, I do the Yahoo one.”*
- *“That’s what I’ve found – most libraries, their systems are still using XP or Windows 2000 and it won’t comply with the new Windows Live or the new Windows 8. Even with my home*

computer - I have Windows Live and Windows 8. We have problems... It gets there and then it will freeze - right in the middle of it while you're operating it, it will freeze."

Registration and User Profile

Customers in both states and across data sources requested auto-fill capabilities on the site, so they did not have to re-enter basic information repetitively. Job seekers also suggested a "quick-apply" or "one-click apply" feature to make the application process easier, where 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. One job seeker asked, *"What happened to my resume? It is just gone, my whole profile. And it gives me the option now to redo a whole new resume. And I am like, where is my old one at? I can't find it anywhere. It has changed and I don't even know where to start to do my resume now."* Job seekers would also like to have some kind of confirmation that their application was received and not lost in the "Internet void."

Resumes: There were varying interpretations of what was considered a resume and how they "work" on the site. This made the topic of resumes difficult to analyze because respondents referred to entirely different components of the site when talking about their experience of resumes. Some referenced their profile information, often used interchangeably to talk about system generated resumes (used previous to GenLEX); others discussed limited capacity of Resume Builder (Utah) or WinWay resumes (Montana), personal information entered on individual job applications, and uploaded resumes. When introduced to the resume section, some hadn't accessed the information for a long time. For example, one job seeker casually relayed their experience, *"It was kind of an easy process, in my opinion... at least the resume part, because I did that about a year ago."* Across the board, there was no clear understanding about how to best utilize a resume on the site or the nuances between the various resume-like functions.

Some feel the system already easily manages their resumes. Of those desiring something different, most discussed difficulties with editing resumes, either due to required processes or struggles with site navigation. One prevalent issue is the required PDF format that assumes job seekers have access to a PDF converter and the knowledge about how to do it. One job seeker explains, *"Importing a PDF is basically carved in stone"* making it hard to keep an updated resume on file.

Concerns were also raised about employers preferring text files over PDFs in some cases. *"When I was talking to (the Job Service worker) he said if you send it off with your resume, some don't even take pdf. It needs to be a text file. You have to take what you have done and create it as a text file without the little bullet points and send it off to them."* Usability and navigation barriers prevented access to what is currently available, and often led to job seekers creating new versions of their resumes from scratch. This was the case for one individual when asked about how they would troubleshoot resume issues. They stated, *"I would probably close, try to upload it one more time, say an explicit word and then just make a new one. That is just me, I am being honest."* This is especially problematic for those that reported limited computer skills.

- *“My problem is trying to figure out how to get it from the word program I wrote it in, and it is sitting there, it looks fine, but how do I get it into this?”*
- *“I feel like I ought to be able to go back and adjust it and change it. I have to enter every single one to get them in order. That to me is a problem. You should be able to go in there and make a minor adjustment.”*
- *“When I uploaded my resume it went all kooky, it was like I had to manually put it all in.”*

Many would like to see a better, more comprehensive and flexible resume builder directly on the site. They would also like to have the option of uploading their resumes in Word format. Other suggestions included being able to upload and use multiple resumes and cover letters at one time to better represent themselves and customize their appeal to employers. Individualized marketing was an important function again this year, whether through an uploaded or system built resume.

- *“I like [uploading a resume] better than the resume builder that they make because, again, the resume is what is going to attract a person to hire you, in a sense, because you have to show and display yourself on one piece of paper.”*
- *“I was actually discouraged by a couple of the guys that worked here to keep my own resume and not to use the Workforce Services’ (Resume Builder tool).”*
- *“Trying to edit, and create, and build that resume was a nightmare... you don’t get an actual professional resume. You get a very generic (one)—it looks like a third grader put it together—just a list.”*
- *“I built one on there and it was difficult so I ended up uploading my own...The builder itself was difficult; it is just not user friendly,”*

In Montana, most that discussed troubleshooting reported that they seek help from a staff member at their local Job Service office when faced with a problem. Despite the added capacity to upload a personalized resume to the site, many still prefer the simple and convenient option of a system-generated resume and would like to see this function return to jobs.mt.gov.

- *“Uploading resumes isn’t hard. The thing I am not a fan of is the old site you used to go in and create your profile and tell them skills what jobs you have done and they would generate a resume for you. Just a basic one. I wish they would get back to that.”*

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. Another experience may be covering different information in their resume as they do in their profile.

- *“To me that [work experience tab] is a waste of time. If you already have your resume and you still have to fill out all of that... you already got a resume.”*
- *“I don’t really use this and the reason why—not trying to toot my own horn-- I have a lot of experience in a lot of things. If I was to put everything in there, I think it would freak out anyone who is looking at it.”*

Similar to the resume feedback, 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.

- *“Put underneath an example so people knew what they were trying to get. Okay. It would help because even my kid who’s 18 and has graduated told me ‘Dad, I can’t even get around there because I open things, but it doesn’t give me examples of what they’re looking for.’”*
- *“It doesn’t always let you cross back and forth.”*

Social Media: Many were not aware of the option to add social media information to their profiles. They seldom found employers with social media links as many of them also were unaware of the option to add such information. Job seekers were overwhelmingly uninterested in adding personal accounts such as Facebook or Twitter. However, accounts that were deemed “professional” (primarily referring to LinkedIn), were of interest or acceptable to be included. Interestingly, contrary to personal use preferences, many said they would find a link to employers’ social media helpful in learning about employers and “weeding out” ones that don’t appear to be a good fit. Many had not yet used social media features in this capacity.

- *“I don’t want everyone on Facebook and Twitter seeing my stuff.”*
- *“LinkedIn is not quite as bad because it sticks to the business and not as much personal stuff.”*
- *“I might do LinkedIn. I wouldn’t do Facebook.”*
- *“A company is going to put on the website what they want you to see. It is not the boss’s personal – It is a company site. It is a good way to weed out.”*
- *“It’s also a way to see how many people like the company or don’t like the company. Any sort of reviews or things.”*

Activities: These sections were seldom explored by the majority of users. Help text was considered a useful method of finding out more information about various activities. Users suggest the navigation and intuitiveness are lacking an updated look. For Utah participants, only a few were aware of Utah Futures despite the designated Activity.

- *“Just recently, I was in one section and trying to get over to see what jobs were actually listed and I couldn’t find it.”*
- *“Some of the things, like Utah Futures or participation hours, it’s not too clear just from reading those what they are.”*
- *“I don’t use a lot of it. I use the ones that are most effective for me. A lot of is just from the very beginning, just to get set up, like job search tool kit. Set up your toolkit and then you never touch it again or for a while, but it’s pretty straight forward.”*

In Montana, the Workshops tab had not ever been clicked on by most respondents in the focus groups. When exploring the tab within the group, many struggled to navigate the page to find the actual information, because the page populates blank until a section from the drop down list is made. For some, exploring the drop down list made sense, but for others the blank page communicated there were no workshops available. Respondents suggested categorizing workshops by region and also including community workshop information in addition to agency sponsored workshops.

- *“I have no idea [what it means]. I could guess, but you clicked on the link and you got nothing.”*
- *“Why not have a list of what is available? If there is not a list telling me what my options are, how am I going to know?”*
- *“With all due respect, why would I care what is going on 400 miles away when I am searching within 50 miles? That local workshop thing should be correlated to where your job search is.”*

The added “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. One respondent explained, *“It is frustrating because we look at employer views vs. mine I get a lot of people who look at it, but it doesn’t get me anywhere. I see a lot of views, but I don’t see response from that. It is like, ok, they looked at it.”* 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.

- *“I would like to know who is looking (at my profile). That way, if I really want it, if they were on my list of places that I wanted to work, I would pursue that a little bit harder ... My dad always told me a long time ago, you have to look hard. You have to go right to them because the job won’t jump in your lap.”*
- *“It would be nice if there was some sort of notification if they were looking at it to say hey this company was looking at your resume. It would be nice. That way you can actually follow up with them with what they liked and what they didn’t like about it.”*

Searching and Matching

Many were dissatisfied with the jobs they were served up as a match, or those returned when manually searching on the site. This was emphasized by those using a test system and in Montana. Job seekers spend a lot of time combing through job orders that may or may not be applicable, up to date, or already filled. Some wish jobs were posted by date (and in Montana, by county) so they do not have to sift through job posts they have already read to find new ones.

Customers also requested additional searching and sorting functions; for example, the ability to search using Boolean or phrase search, or specifically by wage, posting date range, skills, education, certifications, etc. Additionally, the capability to view all open jobs regardless of whether or not they were a “match” for the job seeker was requested in Utah and Montana.

- *“Mine have been totally off. I am searching for pharmacy and they send me jobs for retail. Pharmacy can be a retail job, but it is totally different.”*
- *“I usually get ones I am not qualified for and they are way too far away – I would never apply for it. I have yet to get things that are pertinent to what I am looking for to pop up.”*
- *“I know this is terrible, but I am not going to take a pay cut and I can’t search by salary anymore. You used to be able to and that was my biggest frustration. They were bringing up jobs that paid minimum wage and I don’t want that.”*
- *“I am specifically looking for part time work. Before they changed the website, I could put part time in the keyword search and it would still bring up full time work.”*

- *“I am a college student. A lot of my experience is in fast food and library. That is not what I want to do, but that is where my experience is... it is almost like I don’t want to put in my work experience because that isn’t what I want to do now.”*

When job seekers try to work around matching and searching frustrations, they are often met with others. Multiple test system users in Utah and Montana users reported the following experience: searching for jobs before logging in (because they feel results yield a more complete list of all available jobs than when signed in), finding a job of interest, but having to log in to gain access to application information, the system “losing” the job, and having to re-search for the same job inside the test system. When job seekers experienced this, they had mixed results in finding the job again.

- *“I will see jobs I am interested in and it says ‘show me how to apply for this job.’ I have to log in to apply and... it doesn’t take you back.”*
- *“I will write down the company, the job title, and the number and then I go to that company’s website because if you try to click in here, it doesn’t take you back to it.”*

Job seekers also suggest making sure job postings are up to date, removed from the database when filled, and containing accurate information. These suggestions were often made in response to a negative experience of unknowingly applying to outdated jobs.

- *“I find a lot of those jobs that they send me saying, ‘here is something you may be interested in’ are not even jobs that are available. You go into the site and you fill it out... you get an email back saying ‘thank you for your interest, but we are not hiring right now.’ Why am I getting the link if you aren’t providing a job?”*
- *“I go through the entire process and it is fairly lengthy... I get all the way to the end and it tells me this job closed a year ago or two years ago, but it is still on the site.”*
- *“What I have noticed for this site is that the jobs I see are 3-4 months old. They are still on there and they have already filled the position, but they are still on here. They should have that closed out.”*

Additional information that job seekers would like to see is specific skill requirements, job requirements, compensation information and information about the employer/company. Job seekers have learned upon applying that they don’t have required qualifications that were never stated in the job order. Some job postings never identify the company by name, leaving job seekers unable to prepare for interviews or determine if they should apply. Job seekers desire the ability to make informed decisions about where they seek employment. Several suggestions were made to improve the information available on the LEX, including a feature that shows ratings of employers based on previous and current employee feedback and comments, as well as the ability to contact the employer directly before applying.

- *“I would rather have that information so I can see the experience it requires is 7 years... and then I have to decide whether or not I have any experience... and I can click out.”*

TC-2 System Features

Responses suggest TC-2 changes were seldom noticed on the website, not enough changes were made, or that more education needed to take place regarding test components. Job seekers were often seeing TC-2 changes for the first time in the focus group. Respondents talked about difficulty finding what they needed on the site, and would sometimes suggest improvements that are already

available. This was especially true of those in the test group in Utah. A few stated their preference for the previous website before GenLEX changes, which was a common desire among Montana users.

Job seekers were also frustrated with messages they receive through the site, which created confusion without resolution; specifically, respondents experienced frustrations regarding messages about registering to work. Those who receive these messages report they thought they were already registered to work and have not found ways to resolve this consistent message, even when they call DWS.

Job Tracker: Job seekers were generally unaware of the job tracker tool in Montana. After reviewing the feature and how to use it, many reported they would be interested in using the Job Tracker. When viewing the screen for the first time, respondents still had questions about how the job tracker works, and how to enter information, suggesting a need for more direction to support those teaching themselves how to use the site.

- *“I would have checked into that job tracking if I saw it was new.”*
- *“A lot of the time I have to go back through all of my notes and if I could just click on it and see what I applied for it would be a lot easier.”*
- *“I think it would be helpful for me because I need reminders. Specifically, who I spoke with.”*

Utah users were generally aware of the job tracker and appreciated the availability of the feature once it was located, but reported it was difficult to find on the site. Some users requested compatibility with the Unemployment Insurance (UI) system to streamline the process of tracking jobs on their job search page, and submitting their weekly application update with UI.

Help Options

Help features were included in this wave of components to support independent problem solving on the LEX. Users reported varying interest in seeking help on the website. While some are proactive to seek solutions, other weigh the effort required to solve an issue with the benefit of resolving the problem before putting in the leg work. In general, respondents liked to have options available where they can make a personal choice of whether or not to pursue them. One user explained, *“It seems pretty straightforward. Sometimes I am just going to work through it and figure it out before I look at the help button. But to be honest, the next time I am here and the one person keeps asking me for help, at least I can say, ‘have you clicked on this button?’”*

In Montana, many report their first line of problem solving is asking for support from a worker at their local office, though it is notable that this is generally less common among workers. This was also the case for some Utah respondents (typically in rural areas). Notably, most groups in both states requested some form of training or support to improve their current understanding of how to use the GenLEX system, but reported disinterest at another point of the survey when asked if they would like to receive additional trainings.

Live Chat: The live chat was included in Utah’s TC-2 changes, but will not roll out until TC-3 in Montana. Thus, user experiences from Utah were gathered as well as gauged interest and

suggestions for the future tool in Montana. Overall, few had used the live chat feature in Utah. There were preconceived expectations of a live chat based on prior experiences on other sites, where some expressed it has not been a helpful method of problem solving in the past. Those that had used the feature expressed satisfaction with live chat emphasizing it saved them time because they did not have to call in with their question.

- *“I have used it. It is good. Faster than a telephone. Faster response.”*
- *“I don’t want to talk to someone in Salt Lake. I want to talk to someone down here who knows what the situation is down here.”*
- *“I don’t like [typing back and forth]. I like talking with somebody.”*

Montana had mixed interest in the implementation of a live chat; they were curious about what background the Job Service worker would have that would be answering their questions as well as whether or not it would be helpful. Users suggested their use would depend on the timeliness and relevance of the help they received. Suggestions for the live chat include access before logging in to support those with login issues and after-hour support.

- *“It would be helpful if you could actually talk to somebody instead of call job service. Sitting on hold for a while... ‘Ok, I have a question about this...’ That could be 15-20 minutes, and you are just sitting there not doing anything.”*
- *“Was the chat going to be with someone here and actually knows, or am I going to be redirected to India or someplace where it is going to be someone who is just reading stuff like I can read off the website?”*

FAQ: Respondents experienced a mixed level of helpfulness based on FAQ responses. Some report the answers were too vague, or didn’t really answer the question at hand, or provided different information than they would expect to find within an FAQ. Notably, a sizable group found the text reviewed to be generally helpful (though they may not have known to look there to find that information). Additionally, some communicated even when their profile information was in line with what the FAQ recommended, they still faced the same issues they sought to address (e.g. poor matches). User suggested more specific recommendations and addressing underlying system issues that impact all aspects of the user experience.

- *“I don’t know that I would think that “help” would tell me that.”*
- *“I am still an EMT, but they still give me jobs as nurses so I don’t know how to change that.”*

Help Videos: Whether or not the videos met the needs of the customer depended on many factors such as comfort level using computers and the internet, learning styles, and personal preferences. Many found the videos to be too fast, especially when viewing a video on a new topic. Respondents suggested the videos have a step by step format (with written direction) to go along with video content. Despite criticisms of the videos, overall users felt they did an okay job conveying information.

- *“I didn’t get much out of that. I would have to watch it two or three times before it would click for me.”*
- *“To me it seems very generic and kind of like a waste of my time. They didn’t give you information, just how to upload a resume, which we knew from the page before.”*

- *“It was probably fine, but if I had never uploaded a resume, it would probably still be confusing to me. But since I know how to do it, it was just a review. But if someone was brand new to the site, I think they would be uncertain.”*

Future Changes

Mobile Application (App): Respondents have an array of perspectives about what functionality should be included, what method they expect to learn about, the availability of an app, and whether or not they would use it. In Montana specifically, multiple participants were aware of what mobile apps are, or stated their phone did not have the capacity for apps. In both states, most expressed they do not currently use any other apps for job searching, but the small group that did have experience with other apps mentioned LinkedIn, Craigslist, Indeed and KSL (Utah only) where they especially appreciated easy-apply options when available on apps. One job seeker explained, *“My favorite part of LinkedIn is when you can just click a button and then apply to position, but probably 10-20% of the jobs listed there work that way. I mean, I would apply for more stuff because I look at it and I’m like “oh yeah I can fit that”. But then when I see “Okay, I’m going to have to go to their site and enter all of my resume stuff, (I don’t).”* This job seeker went on to acknowledge there are many factors beyond the app itself that may limit capacity to provide this service.

The majority of participants were interested in a mobile app and like the idea of one because it would give them access to the labor exchange on-the-go. This was slightly different in Montana where the response about use was more evenly split. Some would like the app platform to be able to do all of the things the standard website offers, whereas others would like to use it as a reference point where they could tag jobs of interest and return to them on a desktop or laptop computer. The majority requested a simplified version of the site with basic functions of job searching and applying for jobs with the tap of a button. Participants emphasized the importance of simplicity and ease of use when designing a mobile application.

- *“I like it because I have three kids so if I am stranded at my kid’s whatever, I can get things done. So even if I am not applying, I can say, “Oh, there is a job for a public affairs officer for BLM- here is the number, and I can go look at it after the fact, and it just gives me ideas.”*
- *“If you have the ability to search and apply while you are waiting at the doctor’s office. Having an app is a big deal...It makes a huge difference when you have something specifically tailored for your phone.”*

For those that expressed disinterest, or concern about their use of an app, individuals based their response on external factors (e.g. type of phone or data plan being used, comfort level using technology in general, different needs based on geographical area, self-declared generational preference, etc.) and system concerns (text is too small, would prefer to use a computer or full sized keyboard when completing applications, update resumes, etc.). Some said they simply would not use one, where others would base their decision on the factors listed above. Across the board most would expect to learn an application was available via email, but also when accessing the LEX through a pop-up box and marketing on the home page and other areas of the site.

- *“(We are) not the Wasatch front. Our needs may not be as sophisticated or complicated. In the Wasatch front I may pull up a sales job there may be 500 and out here there is 5. I don’t need a*

mobile app to keep me updated on those 5 jobs, but if I was in the Wasatch front that would probably be a critical thing. I guess my comment is: It probably varies by area.”

- *“Right now, even if I had a smartphone I probably wouldn’t use it. I like a big screen.”*

Additional suggestions for the mobile app included:

- Autofill text
- Access to profile notifications
- Ability to view information about hiring events
- App notifications (independent of texts or emails) about new jobs or changes to the status of jobs they have expressed interest (closed, filled, updated, etc.)
- Job tracking capacities (Montana only)
- Easy view of business addresses to refer to on the go (Montana only)
- Link to desktop version of the site when full capacity is desired

Calendar of Events (Utah Only): Overall, respondents like the idea of having a personalized calendar of events available to them. Job seekers report the feature is appealing because it would provide up-to-date information about upcoming opportunities, where they sometimes hear about events after they have already passed. This also was considered a helpful tool in planning ahead and organizing time around events. Suggestions were also provided regarding how to maximize the feature, including capacity to sync the calendar with other digital calendars (iCal, Google Calendar, Outlook, etc.), capacity to dismiss and accept events to make it more personalized and relevant, the opportunity to add their own events, and including of a variety of events (job fairs, educational/job skill opportunities, networking opportunities, trainings/workshops, etc.).

- *“I think it would keep people up to date. You can see what is coming up.”*
- *“So if we had a calendar that was easy to access, and I could see what job fairs and if they were the right fit for what I’m looking for, then you can kind of schedule out your job search anyways.”*
- *“If they roll out the calendar, have the option to sync it with your own calendar on your phone. That would be awesome.”*
- *“Maybe you could choose what types of things you want to be notified of.”*
- *“Yeah, because a lot of times with job fairs...we read about it the day after it happened.”*

To-Do List (Utah Only): Most were interested in having an added to-do list on the LEX. For those uninterested, users either have their own methods of organizing necessary activities, or viewed it as adding “more clutter” to the site. Reasons why job seekers were interested in this feature include attention to what needs to be accomplished or completed, peace of mind that things won’t be forgotten and slip through the cracks, and helping to streamline their own processes. There was a request for UI to-do items to be synced with this list so all items are in one place. Additional suggestions were to provide notification to complete or update profile information (including which areas of missing information), visually show completeness of profiles (i.e. a “percentage complete” thermometer), and capacity to add own to-do items and edit their customized list.

- *“I love lists. Especially for people who are working part time, it is easy to let little steps slip so if it pops up right there you can’t miss it. So it is easy to streamline and get accomplished what you need to get accomplished.”*

- *“I think that is good. Someone reminding me to check out my profile because it has been a minute.”*
- *“Or if you did your profile and you didn’t fill out a certain area, maybe it could come up on your to-do list.”*
- *“In my personal case, I wouldn’t use any of this because I’m already too busy trying to keep track of everything and have a spreadsheet of my own.”*
- *“I don’t like the idea of a to-do list. Because I may not want to upload a resume. Or do what is on there. It is just more clutter.”*

Comparing LEX to Other Online Job Boards

When compared to other online job boards, the LEX in Montana was praised for its local postings and lack of spam. This was reiterated in Utah where seekers expressed they knew that jobs posted on the LEX were legitimate, free of telemarketing efforts and scams. Sometimes this was a double-edged sword when seekers preferred an aspect of another site (e.g. better matches), but did not want to deal with getting inundated with emails by using the site.

- *“I feel safer with this one because it seems more contrite. More, when I go on Monster or Careerbuilder or something like that I ended up in places I never even imagined existed on the Internet, because so many things pop up and it takes you here and here or here and you don’t even click and you end up over here.”*
- *“I have been using Monster and KSL and Indeed. They are full of scams. USAjobs, they have awesome jobs, but it is difficult to get a response. If you feel like staying local, a couple years ago I was unemployed and I got a really good job from here.”*
- *“I think it’s a lot better than like Careerbuilder or Monster or all of those. I hate those websites. I get annoying emails from them for months after I’ve already found a job. I just – I hate those websites just the fact that there’s advertising and crap on there. It’s just annoying.”*
- *“More directed too. I know if I want to find a job in Price, if I come here and put in the Price zip code, it is either going to give me something or it is not. It is not going to take me places I don’t want to go.”*
- *“There are tons and tons of jobs on here. There is not a lack of jobs on here.”*
- *“I definitely think (the LEX site) is a functional layout. It is easy to read and easy to update and find information you are looking for. So I would say ease of use is probably one of its best qualities.”*

Some job seekers discussed aspects of other sites that were preferable to GenLEX including better matches, being more user-friendly, have more professional-type jobs and niche specific openings, and specific searching and filtering options that users prefer to use. Craigslist, Indeed and LDSjobs.com were reported to have effective job search features with various categories to choose from and jobs sorted by date posted that met the job seekers needs.

- *“I find that other ones seem to be a little bit more user-friendly [searching and filtering].”*
- *“I think my favorite is Indeed... It is all-inclusive. It includes state jobs, federal jobs... if you just want to do Billings it has all the jobs in Billings and then start narrowing it from there. It is just more inclusive.”*
- *“I use Craigslist a lot, and it says exactly what day and time it was posted. You are not filling out an application for a job that has been posted for months.”*

- *“For me (the GenLEX) lacks. There are a lot more options under Indeed.com or those other sites...I am looking for jobs in sales or management. I find a lot under other sites. Which is a curse, because once you use them, you get bombarded with emails and school offers.”*

Desired features include filtering by wage, expectations of only housing up-to-date postings, including removing old and filled positions, and more information about the job and the posting itself. Examples of the types of information job seekers would like to see are clear date information (e.g. date of posting, job tracking, viewed, etc.), and consistently posted wage information. Broken links, “downed” websites, and other technical issues were experienced by GenLEX users.

Job seekers who responded about the website in general and are receiving unemployment benefits had additional questions about the site and how the Unemployment Insurance (UI) system and the job search system interface. These individuals report being frustrated with having to sign in separately for job searching and UI, tedious and confusing job tracking, and not knowing who to contact about not receiving payments. Customers requested the ability for system to communicate with one another to reduce the need to duplicate information for both systems independently. A few are still not satisfied with the help they receive when they try to contact a live person.

Employer Focus Group Findings

Employers in both Utah and Montana provided extensive feedback on the strengths and challenges of using the LEX. Recall, data from 475 Utah employers and 184 Montana employers was gathered through the online survey. In addition, 57 Utah employers and 29 Montana employers participated in focus groups. The distribution by local is reported in Table 20.

Employer focus groups represented a wide range of industries. Among the 28 Montana employers, the most frequently represented industries included healthcare and social assistance (n=9), staffing/temp agencies (n=8), manufacturing (n = 3), and food distribution (3). In Utah, among the 48 participating employers, the most represented industries included manufacturing (n = 7), customer service (n = 6), staffing/temp agencies (n=6), government (n=5), healthcare and social assistance (n=5), and construction (n=4). The employers represented companies with varying number of employees. Nearly half in each state had between 1 and 10 employees, nearly half had between 11 and 1000 employees, and just a small number had 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 (0.71) 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 and Monster, but less likely to post on KSL.com. These focus group participants also were more likely to find the site easy to navigate, but they were not as pleased with their ability to screen candidates.

Table 20: Distribution of Employer Focus Group Participants

Utah - Service Area/City		Montana - City	
Bear River Logan	4 (7.0%)	Kalispell	8 (27.6%)
Wasatch Front South Salt Lake City (2)	15 (26.3%)	Missoula	7 (24.1%)
Wasatch Front North Clearfield	9 (15.8%)	Billings	12 (41.4%)
Eastern Utah Price Moab Vernal	3 (5.3%) 5 (8.8%) 4 (7.0%)	Miles City	2 (6.9%)
Mountainland Provo	6 (10.5%)		
South West St. George Cedar City	6 (10.5%) 5 (8.8%)		
Total	57	Total	29

Montana employer focus group participants reported a significantly higher overall satisfaction score (0.89) than reported in the online employer surveys (0.56). While many individual questions had similar results, the difference in the satisfaction score was due to high satisfaction for focus group members in the area of ease of posting jobs and navigation, as well as access to adequate applicants. Focus group participants accessed other websites in general more frequently and were more likely to recommend jobs.mt.gov to others. As with Utah employers, those participating in the Montana employer focus groups use the LEX more frequently.

This year's focus group questions focused specifically on the TC-2 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-2 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) employers' views of LEX job seekers; 2) signing in; 3) posting jobs; 4) matching candidates; 5) searching features; 6) company profile and company statistics; 7) help features; 8) future changes; and 9) site navigation.

Employers' View of the LEX Job Seeker

Employer perceptions of the pool of candidates available on the state LEX, impact decisions related to utilizing the websites. Consistent with baseline and TC-2 data, themes emerged regarding commonly held perceptions and stereotypes of job seekers using jobs.utah.gov and jobs.mt.gov: themes that were often tied to Unemployment Insurance (UI) use. Last year employers shared the belief that many, if not most, of the state's database of job seekers were receiving UI. This year, focus group participants believed between 10-98% of job seekers using the LEX are receiving UI benefits, where responses clustered around 50-70%. Actual rates for 2015 were 28% in Utah. This figure is unknown in Montana as the systems are not integrated. Though these themes were slightly less prevalent than in previous years, they still prevailed. Focus group themes were reflective of both Montana and Utah online satisfaction survey comments as well. Many feel workers are unmotivated to work or prefer to receive UI benefits over working. Employers expressed views regarding job seeker characteristics and the information they view to evaluate job candidates.

Job Seeker Characteristics: Employers were asked to describe characteristics of the "typical" job seeker registered on the state's LEX, as well as how they determine a referral source. Many ask about the referral source directly on the job application, though most expressed this was not a factor in their decision. The individuals' qualifications were what made the difference. Interestingly, regardless of how biases impact hiring practices, stigma about job seekers using the system remains. Employers had a variety of experiences finding qualified applicants. Again this year, the majority felt that the LEX attracts more entry level job seekers that are lower-skilled, less prepared, and have poorer job search skills than other referral sources. The majority anticipate filling entry level, and hourly pay positions using jobs.utah.gov or jobs.mt.gov.

Sometimes perceptions are created from memorable single experiences that are projected on to all job seekers. These were more often negative memories such as being stood up, told by a seeker they were not really interested in the job but rather just fulfilling UI requirements, or attending an interview dressed unprofessionally. A few employers like hearing of referrals from the LEX because it is an indicator their job orders are being considered by candidates- a worthwhile posting effort.

Job Seeker Information: The quality of job seeker information (e.g. resumes and presentation of skills) is described as poor. This, along with the unappealing presentation of information has added to employer reluctances to proactively search for job seekers at all professional levels on the LEX and may also contribute to their negative perceptions. One of the main components identified as poor last year was the site generated resume. TC-2 aimed to address this issue by adding resume functionality requested by users last year. The resume builder tool (Utah only), and the option to upload resumes were implemented. For all current system users and some test system users in Utah and all Montana users, their system generated resume still represents them on the site.

Interestingly, employers report little change in the resumes they view on the site. This may be due to resume barriers on the job seeker side (e.g. inflexibility, hard to update, only able to upload resumes in PDF, etc.). Again, this year, there is an assumption that all resumes are created by the job seeker. Employers perceive blank resumes, outdated timestamps on resumes, and those that

lack professional formatting are due to job seeker disinterest in presenting themselves professionally.

The resume is often used as a screening tool to assess a job seeker's soft skills such as their ability to communicate effectively, pay attention to detail, and be professional. Perceptions being formed about job seekers because of their LEX resume damages their image and potential for finding work. In turn, the pattern bleeds over into perceptions in the community about the workforce quality available through the LEX.

Employers were asked what makes one resume stand out over another to consider for a position. The majority primarily looks at longevity at previous jobs, applicable experience, and relevant education and requirements. On the contrary, gaps in work history and short stints of employment reflected poorly on a job seeker. In addition to the individual's qualities, the way their resume looks and feels is just as important to many employers. Resumes that are professional, concise, organized, complete, and up to date are the ones that stand out to employers. Spelling and grammatical errors, and those with minimal to no formatting are red flags on the job seekers' inherent characteristics. Given the feedback above, it is unsurprising employers gravitate to resumes that are tailor-made for the position they are looking to fill. Respondents express position-specific resumes save them time and give them the best idea of how they match up within job specific requirements.

Soft skills employers find most often lacking in today's job applicant pool are:

- Communication skills (e.g. phone and email etiquette, asking questions, following directions)
- Interpersonal/"people" skills (e.g. professionalism, customer service, conflict management)
- Intangible qualities (e.g. work ethic, honesty, dependability)
- Resume writing, proper completion of applications and interviewing skills

Signing In

Signing in was said to be a generally simple process. Issues that prevented log in were often due to forgotten passwords and were resolved through resetting their password. Another struggle was differentiating which information was the appropriate login information for posting and maintaining job orders- as opposed to accessing the UI system, etc.

- *"If I am signing on to do a job post, I sign in here, and if I want to sign in and file like unemployment stuff, like form 606 from DWS, I have to sign in somewhere else. Not that it is difficult, but that would be the only thing I would say is that there are multiple sign-ins which can be kind of confusing, especially at first."*

Across focus groups, participants described scenarios where the use of a passphrase would be appropriate, but not utilized. Often these employers spoke matter-of-factly about workarounds they use to accommodate multiple users, implying there were no other options. For example, some employers simply use one common username and password and distribute that username and password to anyone accessing the account. Others "pass on" an existing account by logging in as a registered user, and then changing the user profile and contact information internally.

When introduced to the idea of the passphrase, many did not know that such a feature was available. The term passphrase itself elicited a variety of logical, but inaccurate expectations (e.g. phrase to help remember a password, a password, etc.). Others were aware they existed, but were confused about how to set one up and use it. It was not intuitive for employers to find this option in the “Manage User Access” portion of the site.

- *“They keep telling me, ‘Did you generate a new passphrase?’ and I’m like, I don’t even know what a passphrase is. I had no idea where it was at.”*
- *“I took over for a guy that used the website as well, so I had to change everything over to my name, so there was a process where I had to put in his email address to reset the password and to start using my email address. It went pretty smoothly.”*
- *“I tried to create a new account but (an) Eastern Utah (branch) already existed and it wouldn’t allow me to do it on my own.”*

In Montana, another consideration is that employers are signing in from different access points on the web, either through a local website (e.g. missoulajobs.mt.gov) or the statewide jobs.mt.gov site. Employers in Montana report that sometimes they are taken to two different log-in screens and essentially have to log in twice. In some cases, this caused confusion, but for most it was just thought to be part of the process of logging in to the system.

Posting Jobs

Similar to TC-1, posting jobs is one of the primary functions utilized on the LEX. Employers emphasized the fact that it is free to use is a huge positive. Posting functions and features that cut down on time and effort required were appreciated.

- *“Posting is quite easy and compared to other sites, I actually prefer DWS- compared to Indeed or some of these other ones that take you through four steps of posting a job.”*
- *“It’s super easy. I posted one this morning in two minutes.”*

For those who desire improvements, common issues include: not having formatting carry over when copying and pasting from another source (such as Microsoft Word), not enough space due to character limits, and not having the appropriate posting options to represent their industry accurately (i.e. trades specific requirements, licenses and certificates, and pay options such as per piece, room, mile, week, etc.).

- *“I pay by the mile and there is not that option. In there, if there are parts you don’t fill out, it won’t let you go any further and that kind of makes it really hard. If it doesn’t pertain to me, I am not going to put anything in it. But I have to put something there... is that going to screw things up?”*

Formatting options on the posting page were included in the TC-2 changes as requested in TC-1. However, many still desire the ability to copy and paste content from other applications without losing formatting to save time. A small number reported that the functionality of copying and pastings has gotten better this year and recommended continuing improvements to mirror the copy/paste capacities that other sites offer.

- *“If you copy and paste in, it totally changes the formatting. Who has time to type it in?”*

- *“In my case I am posting jobs at least weekly. I have my own format that I am basically obligated in that way because we are unique how we post and all and they are used to that way. I am not going to change the way I am posting to match the way (Job Service has) it.”*
- *“Is there any way where we can just upload an already created file? I hate copying and pasting. I made the document and now I am copying and pasting into different sections of this.”*

One posting function that is popular among employers is the option to copy a job that was previously posted. Again, employers expressed the function saved them time and was praised for its simplicity. Those that knew about the function used it often and those who were learning about it for the first time expressed a clear interest in using it going forward.

- *“For me (posting) is easy. I really like it. The thing I like is that I can go to a job I posted previously and I can open it up (and) copy it... because all the information is the same.”*
- *“The strengths to me are you can open a closed one and copy it. And not re-type or re-copy and paste everything. Just update benefits, hourly, and you are done. I use that a lot.”*

Participants were asked about their use and experience with the Additional Information section of the job posting page, which includes fields for: internal job number, wage information, job’s URL, months of experience required, duration of the job, work schedule, driver’s license endorsements required, licenses and certificates required, and benefit information. A few employers expressed that they knew about the “Additional Information” section and didn’t use it, but most found the fields to be valuable to their posts. Some expressed it was not intuitive to find highly important information at the bottom of the page in a separate section titled, “Additional Information.” Employers expressed that the important fields might get overlooked due to poor visibility. The general consensus was that the fields in the “Additional Information” section should be included in the standard posting form and not hidden beneath an additional “click.”

- *“Instead of having to click on additional details, I liked everything the way it was when you just had to scroll down and everything was there.”*
- *“(Certificates) wouldn’t be additional information. It should be with the regular posting.”*
- *“If I have a newer recruiter in my office and they don’t see (the Additional Details expansion) then they are not going to put in the wage and they are not going to put in the benefits and if I was a job seeker, benefits and wage matter to me. So I would just like to be able to keep scrolling down and see that and not having it hidden.”*

As mentioned above, wage information is currently included in the “Additional Information” section and was reported last year to be an important factor for job seekers when deciding whether or not to apply for a job. Further exploration of employers’ wage posting practices was requested by the state departments.

Preference of posting wage information varied between employers based on many factors. A common determinant was hourly versus salary pay. Those posting jobs with set hourly wages were more often open to including compensation information in their posts. For some, transparency saved themselves and job seekers time; for others, it was a way to attract applicants for the position.

- *“We post all of our hourly wages because they are all the same for employees. When they start they have all the same wage. But (we don’t) when we have salary or non-exempt positions.”*
- *“I like being able to put the benefits in, because we have a really good benefits package, and I think it attracts people.”*

A different theme emerged for those posting salaried positions where compensation was often determined by multiple job seeker characteristics (work experience, education, skills, background, benefits desired, etc.). In these instances, employers prefer to leave out compensation information entirely from their post so they can evaluate the customer’s unique fit and negotiate compensation on a case by case basis.

Providing a wage range is also viewed as disadvantageous to employers because it can scare away potential candidates before they apply, or job seekers will expect compensation at the high end of the spectrum and are left unsatisfied with offers below top dollar. One employer summed up the typical employer response:

“There are certain positions where the salary range is not too wide and those ones are not an issue. But there are other positions where your range is pretty wide, and experience and all kinds of things influence how much you are going to pay somebody, and when you include the range in your ad, it causes issues with some candidates that you would really like to lure in. But because they saw the range they want the top, and we are not going to give it to them if they are not meeting criteria for the top, and we end up losing a good candidate because there was an expectation generated with the salary being included. So sometimes you put it there but sometimes you intentionally don’t want it there.”

There were a number of employers that suggested they would be more likely to utilize a “Depends on Experience” option, or customizable ranges (e.g. pay range for different levels of education) on the site as an alternative to including nothing. Another idea was to have the option for employers to post a wage range on the back end of the system that would not be viewable to customers, but could be used in job seeker search criteria, for example narrowing down jobs that fell within a certain pay range.

Once a job order has been filled out, a pop-up screen with a preview of the job order appears for the employer’s review. The preview is intended to show an employer what their job order will look like to a job seeker, and also to give employers one last opportunity to look over their job order for any necessary edits before editing is limited after it is posted. It was not clear to employers that what they saw on the screen was exactly what a job seeker would view. There were suggestions to call the preview “Job Seeker View” and to add a disclaimer about what could not be changed after submission to make the preview page more intuitive.

Additional enhancements suggested for posting included the ability to edit job orders after they are posted, job closing date flexibility (beyond three months), the ability to post in categories (sometimes specifically requesting the use of O*NET codes), and the ability to ask pre-screening questions that would help eliminate job seekers that do not meet non-negotiable job requirements.

Searching and Matching Candidates

Job seeker matches continue to be problematic for employers this year. Similar to TC-1, dissatisfaction with the results of both system generated and manual search matches was discussed throughout the focus groups and in the online satisfaction survey comments. Employers continue to find the automated matching feature ineffective in connecting them to relevant applicants on the exchange. Generally, they cannot pinpoint the specific source of information, or reasons why their posting was matched to a given job seeker (e.g. “I had a truck driver position and I had someone who had culinary chef in their objectives”).

Poor matches included those that were under or over qualified, worked in an irrelevant industry, did not meet qualification requirements, were located too far away, were inactive users or were simply not a good fit based on the job seeker’s viewable information.

- *“I will send out those emails and they are like ‘Where are you located?’ ‘Why are you calling me? No, I don’t want to relocate,’ so if there is anyone that does catch my interest, they are not even close to here.”*
- *“The matches are all over the place and very seldom have the exact qualifications we are looking for.”*
- *“There is usually a lot of candidates, but one thing that I have found is that when we reach out to them, some of the people don’t even realized that their resume is there . . . it is kind of frustrating.”*

As a result of reviewing candidates with outdated resumes and pursuing job seeker who are off the job market, employers conclude the system houses inactive users. In both states, many do not believe that the 90-day account deactivation is implemented as intended due to their experiences of inactive job seekers matches. In Utah, because the website houses multiple services, some employers were unclear about what type of engagement with the site counted as “active job searching,” including:

- Unemployment Insurance activity;
- MyCase activity;
- Signing on to jobs.utah.gov regardless of their activity once they are in.

Overall, most reported a high volume of matches resulting in employers needing to sift through many matches one by one to identify any quality candidates, a time consuming endeavor. *“If it has pulled up 200 people, you aren’t even going to make it a quarter of the way through that. A person that is highly qualified can be clear down at 150.”* Faced with this dilemma, respondents tend to either decrease their use on the site (sometimes using the site as a marketing platform), continue to use it despite dissatisfaction, or modify the information they enter into the system in an attempt to manipulate their potential results. In Montana, inaccurate matches sometimes result in preference that Job Service workers post and manage job orders for them.

- *“I use DWS to advertise openings and on it says if you meet these qualifications go to (our) company website.”*

The site includes little to no instruction beyond information found in the Help section to address this. Suggestions provided in the “Help” section are vague (i.e. “...Make sure the information in your

job posting is accurate and thorough”), leaving employers to make their best guess when making changes. Similar to job seekers, employers requested expanded sorting, filtering, and searching options to help them narrow down their results to more realistic candidates. Employers also appreciate the opportunity to easily find and identify veterans when searching for candidates and would like to see this feature remain.

For many, it is still unclear what information is used on the job seeker side of the system as matching criteria, or there is a false perception that matches are based on resume information (or lack thereof) that represents a customer on the exchange. For example, statements such as, *“They need to be required to have a resume to have information in order for it to properly match,”* illustrates misunderstanding of the role of the resume in matching. When viewing resumes that target a different industry or that show up blank, employers are confused about why they are matched to the candidate.

- *“People don’t have the minimum qualifications that we are asking for and every once in a while, I will just get a match that just has the person’s contact information, and actually there is nothing else on the resume, which is frustrating.”*
- *“They just seem to be random resumes.”*

Without understanding how the system matches, users having few opportunities to improve their results by modifying their posts or search methods, an opportunity desired by employers. One participant stated, *“If you understand, you can refine your technique so that you don’t get 15,000 or 20,000 results every time you check.”*

The focus groups setting allowed participants to expand their own understanding of the labor exchange system. Often, the group facilitated clarification on both users’ ends (employer and job seeker) and why they meet in the middle as a “match.” Importantly, even with an ideal posting, and ideal job seeker information, poor matches may still be returned due to the nature of the matching algorithm and process. Employers often displace the fault of poor matches on the job seeker, where in reality the system itself is a factor as well.

- *“It is not us who needs to fix what was in ours, but it is what they put on their resumes and their documents as to what they can really do, the job seeker.”*

Company Profile and Company Statistics

Options within the company profile were expanded this year. TC-2 changes included functionality to increase exposure and customization of employer’s profiles by linking social media pages, the opportunity to upload a company logo, and a dashboard of company statistics. Feedback about these changes is almost exclusively from the focus groups.

Within the system, there are two separate profile sections: the personal profile and the company profile. The personal profile houses user specific information such as contact information. The company profile is where company logos, social media links, background information, and other company-wide information is found. Employers were often confused about what and where to find information between the two profiles. For example, many believed they would find features to personalize their company information within the personal profile.

Additionally, many had never edited their company profile either because they did not know it existed, or they were unable to find the access point. Participants desire one access point for both sections to address the issue.

- *“This is the employer’s site. So why would it say first name/ last name? Does that mean who to contact?”*
- *“Why is the company profile in an abstract location where nothing else is at and not under actions where it is supposed to be?”*

Linking social media and uploading company logos were both added to the LEX in response to employer requests for more options to customize the way their company was represented on the site. While interest in these capabilities remained high, knowledge of their existence was consistently low. Employers sometimes suggested them as future changes without knowing they were currently available.

- *“I didn’t know about it, but I will use it now that I know.”*
- *“You can really put a lot of information in there to introduce your company. I wasn’t aware of that.”*
- *“It is really nice, but it is really sad that we are not made aware of it.”*

Employers had a mixed response on the helpfulness of the dashboard of company statistics. A small portion used the information to inform their processes, but others found the numbers to be arbitrary or not specific enough. Sometimes, this was based on awareness of workarounds they use on the site that would skew results, such as closing and reopening a job in order to make an edit to a post. Employers suggested making the stats into live links to increase opportunity for more interaction and exploration.

- *“I find they’re not accurate because if I have to go in and change something in the body, I have to close it and open it, and so now it adds another job that I supposedly closed and reopened.”*
- *“I know which jobs are closed and which ones are open, so it is really not helpful to me. I already know if they are opened or closed.”*
- *“I knew that I got (a job post) loaded. That is how I used that.”*
- *“We always have an opening for some companies so we always want to have a posting put here for that company. So, if I see two closed jobs I want to go in and see what has closed. Did we mean for that to close or do we need to reopen it?”*

Help Features

The three TC-2 help features (FAQs, Live Chat, and Help Videos) were discussed in the focus groups. Overall, many are not using the help features. Some were unaware they are available where others do not have time to explore help features to learn about basic site functioning and would prefer to call someone at DWS or Job Service. Employers would prefer having an intuitive, explanatory site as they go rather than having to look for support via help feature.

- *“The truth is with me it is about time. If I have a question, I don’t want to search through other people’s questions. I want an answer to my specific question.”*

FAQs: Employers report FAQ responses are vague, generic, and hard to read, with minimal formatting. Many feel they do not provide enough guidance to where they feel like they gained something by taking the time to read the response. In fact, some had more questions after reading than they started out with. Suggestions to improve the helpfulness of the feature are to add examples that accompany FAQ responses (*“For example, if you are looking for mechanical engineer, maybe an example of what you mean by ‘how to filter’”*), categorize and format FAQs, and add headers to the list to make it easier to find what one is looking for.

- *“It is really not helpful. It just says, ‘Make sure your information is accurate and thorough.’ What is that supposed to mean? It is very generalized; it is not helpful at all.”*
- *“I could have very accurate and very thorough job description, and I’m still gonna get 190 hits. And I could say, ‘Okay that didn’t work,’ and narrow it down to just some key components and then as have zero matches. So where’s the in between?”*
- *“That FAQ section is a little busy for my liking. There are a lot of words there. You have to read in to every single thing. It would be a little bit more categorized somehow.”*

Help Videos: There was mixed response about this feature based on employer characteristics and what they need out of a video. For example, seasoned users versus first time users need different content, video speed, and depth of information. This is also true with comfort level using a computer, preferences of learning via video vs. text, and the employers’ purpose for using the GenLEX. Employers suggest tailoring the videos to a target population (e.g. first time users) rather than a one-size-fits-all approach.

- *“Maybe have steps too, so it is easier to refer to it if you ever need to. It is one of those things, once you start using it you will never use the video again or the instructions because I know how to do it, but for a first time or second time user the video is cute and short and to the point but you will need step one and step two.”*
- *“It is like realistically, am I going to spend my time watching a video on how to find this help? My days are too full for that.”*
- *“I like that it is short and to the point.”*

Additionally, in Montana, the video viewed by employers in the focus groups stays on one page for the duration of the video explaining a process that takes a user across multiple screens. Employers do not like this and requested videos more similar to Utah’s versions that show what the user would actually see as it is explains.

- *“It tells you what is supposed to happen, but it makes you skeptical when they can’t get it to happen on the video. How are we supposed to get it to happen?”*
- *“Like when he says ‘click on the green line and do this, and select this and add this to your favorites,’ I would like to be able to see him moving it and adding it to the favorites. That is something I can mimic. If you could see what you had to do too, instead of just trying to figure out how to do it from a really fast read off it would appeal to learners who are more visual. Not everybody learns the same way.”*

Live Chat: The live chat feature was only included in Utah for TC-2, where Montana has chosen to include it with next year’s test components (TC-3). Most Utah employers were not aware of the feature, or had not ever used it. For those that had used it, there were mixed experiences with the timeliness and helpfulness of their contact. Some expressed live chats in general have not been a

helpful method of problem solving on other websites, so they did not believe the feature on jobs.utah.gov would be any different. Enhancements include expanding hours of operation beyond standard business hours and decreasing wait time.

- *“It was good when they are open, but a lot of times when I am doing this stuff it is after hours, so they need longer hours and availability.”*
- *“They answer. They are very nice. They tell you how sorry they are if they can’t help you, and they don’t know what they are doing, and they don’t know who to refer you to.”*
- *“I needed to log in. It was fast - somebody got back to me right away.”*

Montana employers were asked about this feature as a future change, since it has not been implemented. Most expressed interested in a live chat feature and had many questions about how exactly the feature would work, what its capacities and limitations would be, and what to expect in general. There was a suggestion to allow the Job Service representative on the other end remote access to users’ computers to facilitate in more effective and timely live chat troubleshooting.

Future Changes

Overall, the response about desirability and functionality of future changes was mixed. Most were either interested or indifferent about GenLEX additions even if they would not personally use them, they were not opposed to them either. Lack of communication about TC-2 changes led to many discovering new components by stumbling on to them, rather than seeking them out. One employer explained, *“When all of those changes went into effect, there was nothing. It is basically... you have to go in and see what the website can do.”* To prevent a similar trend for future changes, most would like to be notified via pop-up directly on the site or through email.

The pop up option appeals to many because it is relevant information in the moment. It is also a standard method of communication other websites use when undergoing changes, so it is familiar. The use of email had a mixed response of what would lead an employer to open and read the information, suggesting a need for multiple methods and opportunities for communication to bridge gaps in user specific communication preferences.

Apprenticeships, Internships, and On the Job Training (OJT): Employers were split in interest in the ability to recruit job seekers on the website for apprenticeship, internship and OJT opportunities. Employers had many questions that would potentially impact their use including: how these positions would be categorized and marketed to job seekers, if matching would take into account interest and qualification (i.e. OJT eligibility), and whether or not there would be clear expectations for employer and job seekers alike.

Some said this feature was not relevant to them, because they either do not recruit for these types of positions or they already had a satisfactory method of recruiting. For example, some partner with local universities and have had great success in doing so. Because these are niche opportunities, employers suggest having clear, concise categorization and visible distinction from a typical job order.

- *“We do internships through both of the local universities, so I think we are pretty well covered for that. Because we can’t get qualified applicants for jobs through DWS, I doubt that we would be interested in seeking interns.”*
- *“I can tell you we have used OJT for the last nine years. We have only had three OJTs who didn’t cut it. Everyone else has stayed with the company and grown within the company, and two of them have progressed outside the company for better jobs. Had they not been a part of OJT in a supportive partnership, who knows where they would be at. So having the possibility to identify those opportunities and make them match with qualified candidates - that would be pretty fantastic.”*

Mobile Application (App): Most employers expressed that they do not use any mobile apps to connect with job seekers, and would not use one created for jobs.utah.gov or jobs.mt.gov. Reasons including that they do not engage with the GenLEX outside of time they are “on the clock,” where they have access to a computer. Some also mentioned that a small phone screen and keyboard are insufficient for what they want to do in the site. Many believe a mobile app for job seekers would be well received and used often. Those that did express interest in an employer mobile application desire capacity ranging from the ability to do everything available on the website; to post, close, categorize (via My Favorites and Not Interested buttons), refresh or reopen jobs, or view resumes.

- *“Not for me as an employer, but I think to reach potential candidates. For job seekers it would be great, especially young people, the only thing they have is their cell phone. They use their smart phone for everything. To me, I sit at my desk with my desktop for work.”*
- *“I think posting jobs would be great. I have sat in many meetings where they want something ASAP and I am in there for another good hour or three, and so it would be great to just do it right then and there if I don’t have my laptop.”*
- *“I actually would. I travel a lot. About 40% of my job is done on my phone or the tablet, so it would make a difference for me. I wouldn’t use that to post a job. I would still use the desktop on that kind of stuff, but when I am in an airport waiting for my next flight it would be nice to see.”*

Site Navigation

The site’s navigation was an underlying factor in the usability and user-friendliness of all aspects of the LEX in this year’s feedback. A great deal of personal exploration or informal training was reported and often needed to take place as a precursor to finding and understanding how to use various features and functions. Overall, users would like the guessing taken out of the process by being given concrete, direct instructions or explanations of limitations. Also, they want it in the moment (rather than having to seek out answers in the “help” section or via trial and error).

Suggestions to improve the navigation of the site include:

- Grouping features and functions by similarity or category (e.g. put company and personal profile sections in a single location, or at least as the same type of “action” item)
- Increase consistency (e.g. tiered help pathways such as all header of the same importance having comparable hover text)
- Placing similar “types” of items on the site together visually, in a single location.
- Placing edit buttons closer to the title of what will be edited

- Reducing the amount of clicks required to access high traffic areas of the site (including additional details section of job posts)
- Creating a more visible access point to the Company Profile
- Improving clarity of “Action” options in the right hand column
 - *“I didn’t know the difference between ‘upload job’ and ‘post a job’. Maybe just because I am new.”*
 - *“The wording is not consistent.”*
- “Upload Jobs” action is complicated with employer ramifications on existing job orders need more support surrounding this feature and when it may or may not be appropriate for use
 - *“We would need some training on that. Besides the one-minute video.”*

Many participants requested additional training in various formats to learn how to navigate and use the site. Providing in-person workshops, screenshots, online classes, or one-on-one outreach could increase visibility and skill in using features and functions on the site, but may or may not improve overall system matches and connection to relevant job seekers, as matching issues may have a different cause than user error.

MONTANA JOB SERVICE WORKERS SURVEY

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 2015 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 LEX. Of the 180 workers 126 responded - a response rate of 70.0%.

Participants self-identified their office size, representing small (39.7%), medium (17.5%) and large (35.5%) offices. Worker respondents have been employed at Job Service an average of 7.6 years and in their current position between “less than one week” and 30 years, with a median of 6 years. The group’s responses reflect a range of experiences and views of jobs.mt.gov and the features and functions the site offers.

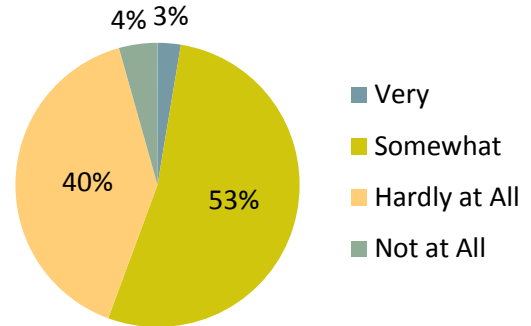
As reported at TC-1, “don’t know” responses often represented a high percentage or even the majority of the responses. When comparing differences in user experiences between TC-1 and TC-2, many misunderstandings surfaced about the GenLEX system and TC-2 changes. Some responses were based on inaccuracies or referenced the system previous to the GenLEX with no mention of last year’s changes. This is consistent with many reporting they do not know about features, functions and user experiences.

Some respondents demonstrated familiarity with the site and an understanding of previous test components, providing insightful feedback that was analyzed for themes. Given the high rate of “don’t know” responses, the commonalities may only represent a portion of the overall sample.

Employer Experience

Respondents were divided in opinions about how informed employers are about the October 2014 changes. As seen in Figure 37, most believe employers are between somewhat (53.4%) and hardly at all (39.5%) informed. Consistent with last year, methods of disseminating TC-2 information to employers were often through personal interactions via calls or walk-ins (59.5%), attending community business events such as chamber meetings, etc. (19.8%), through community events like job fairs (16.7%), or a few utilized email blasts to get the word out (9.5%). Just under one-quarter (21.4%) responded that they did not use any of the listed methods because informing employers about changes to jobs.mt.gov is not a part of their job.

Figure 37: How Informed are Employers about the TC-2 Changes?



Workers were asked to describe issues they encounter when attempting to educate an employer on how to use jobs.mt.gov. Over a third (36.1%) responded “don’t know” or “not applicable.” When issues were described, a common frustration involved trying to assist employers while not being able to see what the employer is seeing. This is compounded by not having much exposure to the employer’s system. Interestingly, 87.3% reported they were completely or somewhat comfortable with their knowledge level, but still requested access to a “dummy” site, screenshots, or further training to address the inability to see the employer’s screen.

- *“We don’t have training on teaching employers how to use Jobs.mt.gov. It is so different from MWorks. We don’t have access to see the screens they are looking at.”*
- *“Questions are generally by phone and without being able to see exactly what they’re seeing (and not being very familiar with the employer side). It’s difficult to troubleshoot or be of much assistance.”*
- *“I like to be able to see what they see so I can better understand their questions. My biggest limitation is not knowing that side of the system well enough to guide them.”*

To enhance efforts to educate employers about using jobs.mt.gov, workers suggested two main areas where Job Service could provide support. The first involves the creation of better instructions and help directly for employers on the site. This includes step-by-step instructions throughout the process and more in-depth help features (videos, live chat, and hover text).

- *“Produce a PRINTED (lots of our smaller employers do not want to hassle with an online/video presentation) step-by-step guide for how to post jobs through it and what the benefits are compared to having us do it for them.”*
- *“Give prompts to complete all the sections that need to be done and give examples of what to put in those field, i.e. the wage field is often just left blank when a better option is to either put a wage or put neg.”*

Second is bolstering job service staff training and resources relevant to the LEX. Ideas around this include access to tools such as printed screen shots or guiding materials, and a more relevant test system so workers can give concise suggestions to employers.

- *“I would really like to have a hard copy or manual that I could page through easily and be able to answer the employers' questions.”*
- *“Give us training - or maybe a step-by-step manual to follow along so we have an idea of what the employer is being asked. We cannot EDUCATE the employers if we don't even know what we are talking about.”*

The final (and largest) group of responses was “don't know” or “not applicable” and made up over a third of responses (35.7%).

Importantly, in an effort to salvage established rapport threatened by poor experiences using the LEX, some workers said they would want the kinks and technical errors on jobs.mt.gov to be resolved before they would feel comfortable educating employers on how to use the system.

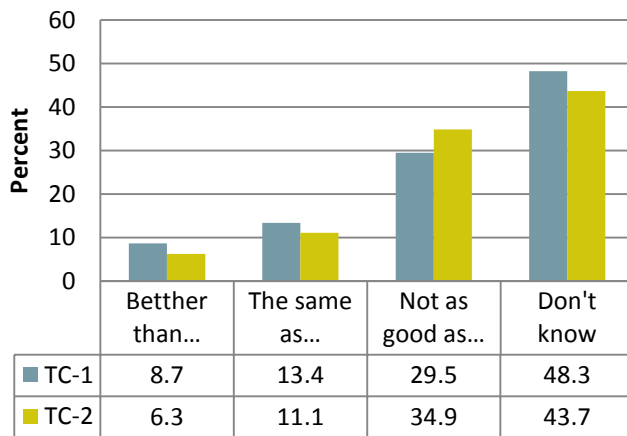
- *“If the system doesn't work properly, I prefer not to educate since it destroys the credibility that we have worked so hard to earn.”*

Posting Jobs and Finding Candidates: Consistent with the TC-1 period, more than half the respondents (51.6%) 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 (25.4%) believed it is not easy for employers to post jobs on jobs.mt.gov than those that do (19.8%) - a slight decrease from last year. Most feedback about posting was related to the usability of the site including inability to find things, losing work as a result of being timed out, and encountering error messages that prevented posting altogether.

- *“Employers not realizing they are going to be timed out of the system and then losing all of their work and getting frustrated.”*
- *“I have fielded questions pertaining to not being able to complete the job order input process. This has occurred during multiple stages of input.”*
- *“They say that when they try to get in they forget passwords, forget where to click, forget what the terms mean.”*

Over one-third of respondents (34.9%) reported employers find jobs.mt.gov *not* as good as other online websites for finding potential employees. On the other end of the spectrum, 6.3% believed employers experience the site as better than other online websites. Again, findings represent slightly less favorable views of jobs.mt.gov in comparison to other sites between TC-1 and TC-2 as seen in Figure 38. Also, the high rate of “don't know” responses is significant.

Figure 38: Jobs.mt.gov vs. Other Websites - TC-1 and TC-2



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. About one-third of respondents provided insight on whether or not employers use the matching feature to find qualified job seekers (the remaining 69.0% responded “don’t know”). Perceptions about the use of this feature were divided, as 13.5% believe employers do use it, and 15.1% believed they do not. Most based their response on direct experiences or feedback provided by employers. Others commented that Job Service managed job postings for employers; thus, the specific employers were not personally on the site.

Workers were again divided in their opinions about whether employers can find job seekers with a wide range of skills and abilities on the site. The majority (57.9%) “didn’t know,” followed by disagreeing (26.2%) and agreeing this is true for most employers (10.3%).

Respondents reported that employers desire expanded customizable searching on the site (e.g. specific license, education level, and job seeker availability), as well as overall improvement on the user-friendliness of the site (removing the automatic time out, making experience easier or faster, etc.), better matching, and ability to search all registered job seekers (regardless of whether or not they have an active job post open).

- *“I think what I hear the most is that they want it to be more user-friendly like it used to be.”*

Job Seeker Experience

Respondents discussed the resume portion of the LEX as an area of concern on the job seeker side of the site. Workers reported some job seekers want access renewed to a system generated resume and are upset to have lost their system generated resume with TC-2 implementation. This was an especially popular and greatly missed option among job seekers who struggle with using computers and technology and are confused about where their system generated resume went. It seems to have “disappeared.” Others discussed the inconvenience of uploading a resume in PDF format.

- *“They don't want to have to upload a new resume. They want the system to produce a good resume for them. They want to be able to make easy changes in the system that will automatically transfer to their system-generated resume, rather than having to upload another resume.”*
- *“From job seekers who were registered previously, the fact that their work history is gone is very upsetting to them. Some of them have invested time over many years ensuring that information was up to date and relied on our database to track their work history and generate a basic resume for them.”*

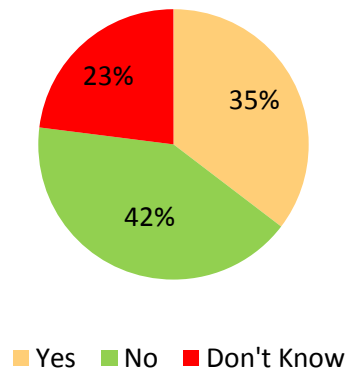
Whether using a system generated resume or an uploaded resume there is an overarching dislike of the inability to edit resumes within the system. It is frustrating and tedious for job seekers to have to re-type all the information or make changes to a resume in another application and convert it to PDF to be able to upload it again. It comes across as a lose-lose situation to job seekers because both options are time consuming, but necessary to keep resumes up-to-date as recommended by the Job Service.

- *“PDF format for resume is frustrating. Most want the ability to make changes without recreating and uploading each time. Some changes are minor like email, etc.”*

- *“I also hear a lot of complaints that they can't easily update a resume like they used to be able to do with the template that we used to have in the system.”*

Multiple workers requested added compatibility with Microsoft Word for convenience and congruence with the Job Services' suggested resume format. One employer explained, *“We are trained that the best format to send a resume to employers is Microsoft Word, but then we don't allow seekers the ability to do that when using our website. For seekers who struggle with computer skills, changing a resume in a Microsoft Word format and then having to save it as a PDF format to upload it in our system is cumbersome and frustrating.”* Another suggestion is to add a resume builder tool to the site (specifically a different tool than WinWay).

Figure 39: Do Job Seekers Have Difficulty Finding What They Need on jobs.mt.gov?



Another large area of concern is the user friendliness of jobs.mt.gov, with navigation being a key issue. Workers suggested job seekers sometimes warm up to the system if they have been trained on how to use jobs.mt.gov. However, they feel a large portion of job seekers still prefer the system prior to any test components, expressing that the LEX has gotten worse, or has still yet to resolve problems raised from before TC-1. Specific examples of where the system falls short include losing information entered due to being timed out, not being able to figure out acceptable password formatting or registration process, requiring too much information before being allowed to job search, and being cumbersome and time-consuming. Job seekers report there is not enough information on the site to answer their questions and teach them how to use the system.

- *“...That there isn't enough instruction as to what we want, i.e. key words, what does work experience really mean, etc. A majority of the job seekers are confused by what the key word boxes mean and what they are expected to put in them. Again, better prompts would alleviate the issue...”*
- *“Does not seem to be self-explanatory to them. When I work with them one-on-one, they get it right away.”*
- *“I have had three complaints in the last three months that once they finish entering information into the experience, interest, and work history portions they click continue and lose everything they just entered in.”*

The profile text fields, “Jobs I’m Interested in,” “Work Experience,” and “Education” are commonly misunderstood. Job seekers are unsure what to include in these text boxes, or why it’s even necessary with an uploaded resume. It is not intuitive that this information is used in the matching process and many seekers believe their resume is used for matching. This is important because poor matches are another common complaint about the LEX. There was a small portion that reported job seeker feedback about the site has been positive or neutral.

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 Service worker to support use of the LEX.

Comments vary depending on the level of computer experience and the generation to which they belong. Individuals with a strong base of computer skills appreciate the versatility of the new system - being able to (eventually) upload a resume to their Job Service file, and being able to track employer contacts on jobs for which they have applied. The lack of a link to a resume writer and/or a basic computer skills tutorial is discouraging to those who have not had an opportunity to develop computer skills. I estimate that about 15 - 20% of our customers have negative or intimidating experiences.

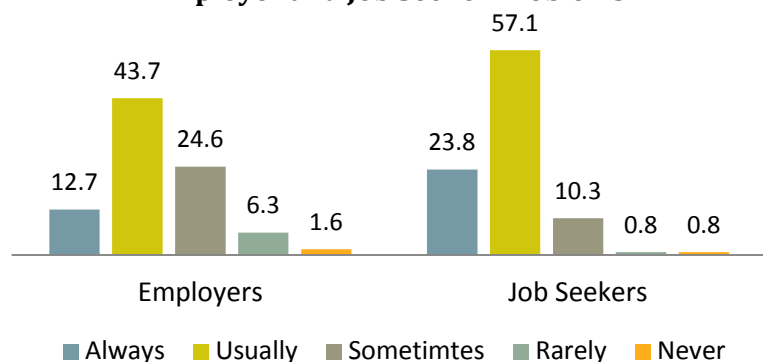
Job Service workers suggested including prompts, help text, and clear instructions of what and how information should be entered into each of these boxes, and the benefit of including this information in their profile to assist users.

Troubleshooting with Employers and Job Seekers

Job Service workers expressed a range of abilities in resolving employer and job seeker issues. Interestingly, workers reported they are completely or somewhat confident they are able to answer customer’s questions 84.1% of the time. However, when working with employers, nearly one-third (32.5%) were only able to resolve problems sometimes or less often.

The most difficult employer and job seeker issues to resolve in a timely manner were login issues where specifics varied depending on the user type. For employers, this included locating and clarifying FEIN or other identification numbers, and supporting employers that had been locked out of the system. On the job seeker side, issues included dealing with accounts associated with a wrong Social Security number, legal name changes, and resetting passwords. To prevent incorrect social security number association, one worker suggested adjusting the fields so information was automatically entered in the desired format ([xxx]-[xx]-[xxxx]), or at a minimum illustrating exactly how the information should be entered into the system.

Figure 40: Frequency of Being Able to Solve Employer and Job Seeker Problems



In addition to getting job seekers logged on, workers also spend a lot of time providing support with uploading and editing resumes, filling in registration fields multiple times due to being timed out, and helping users with lower computer skills to use the system.

There is some feeling that the struggle in finding candidates has led some employers to seek out Job Service Workers to post their jobs for them. This opinion has persisted through Baseline and TC-1. Job Service versus self-service posts boiled down to several key reasons: ease and convenience, frequent system changes that are hard to adapt to, declining self-service system satisfaction, and overall better results when the Job Service posts the job order.

- *“A few have voiced that they have had enough change! They want to be independent but just call us and have us list it now.”*
- *“Posting jobs, there are some employers who have stopped posting jobs themselves because of continual error messages when trying to submit. Other employers have just stopped using the system in general because of the changes and they don't have the ‘time’ to deal with these changes.”*
- *“The majority of our employers do not post their own jobs to jobs.mt.gov. In fact, currently over 80% of our current open jobs were posted by local office staff.”*

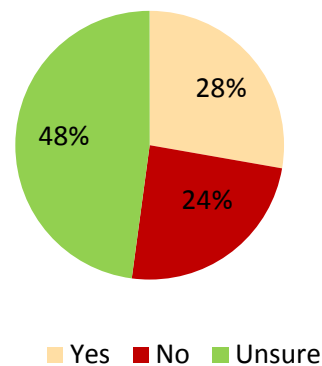
Suggestions and Requests

In addition to the suggestions above, several other recommendations and requests were made including:

- Instructions and additional hover text for each user field that details what and how (i.e. formatting, separate text box per entry vs. running list in one text box, etc.) information should be included to receive optimal results
- Improve visibility of buttons, tabs, and options through color, increased text and button size, less scrolling and strategic placement
- Create a “strength-meter” to inform users about job descriptions and profile information
- Bring back job seeker search filters: wage, county, shift, part-time/full-time and duration
- Support postings for industries like construction by adding a check box that indicates availability and willingness to travel to multiple worksites
- Notify job seekers before their account becomes inactive
- Add codes (such as ONET) back into the system to create more accurate LMI information
- Offer a channel for workers to receive professional development and answers to questions about the GenLEX system
- Quicker return time when errors or bugs are identified

In closing, Job Service workers had mixed opinions about whether or not the GenLEX was moving in the right direction (Figure 41). Consistent with the rest of the survey, almost half of respondents were unsure about this question, and the remainder of responses slightly favored a positive outlook on GenLEX changes. Those that feel the LEX is moving in the right direction expressed that the test components are incrementally improving the site overall and bringing its functionality look,

Figure 41: Is the GenLEX Moving in the Right Direction?



and feel up to par with other job searching sites. *"I think it is putting us more in line with other sites customers are using. I also think it is easier to navigate."*

The voice of those who feel the LEX is not moving in the right direction emphasized the system is now less effective in matching/searching and harder to use, a blow that hits the hard-to-employ the most.

- *"It is great for the computer-comfortable and English composition expert job seeker, but we're leaving the rest of our "Universal Customers' in the dust. They do not like it, and neither do I."*
- *"It's very tiresome having to be the frontline staff always trying to explain, troubleshoot and try to fix issues employers are having. This new system has ruined a lot of credibility that we've worked hard to establish and maintain. It feels as though employers are losing their trust in us and our ability to provide quality service."*

For those unsure, many presented pros and cons which they felt cancelled each other out and leaving them uncertain.

UTAH'S DWS WORKER SURVEYS

Workforce Development Specialist and SET (Employer) Input

All DWS Workforce Development Specialists (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 survey was administered June, 2015. Of the 19 invited to participate, 16 individuals responded resulting in a response rate of 84.2%. With the exception of Southeast, all service areas were represented. Respondents have been employed by DWS for between 4 and 23 years (median 17 years). They have been in their current positions between 2 and 15 years (median 3.5 years).

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. Of the 7 SET members, 4 participated; a 57.1% 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: Most workers (62.5%-WDS, 100%-SET) thought that employers are somewhat informed about TC-2 changes. However, over one third (37.5%) believe employers are "hardly at all" informed. Common methods used among WDS to inform employers about changes are to attend community and community business events, and to inform employers about them when they call or walk in.

The SET believes the number of employers using the site to post their own jobs has slightly increased or stayed about the same since TC-2 changes were introduced. The WDS and SET groups had opposing viewpoints about posting jobs. Similar to TC-1 findings, most of the WDS (81.3%) believed employers find it easy to post jobs on jobs.utah.gov, yet conversely, 3 of the 4 SET respondents believed employers do not find it easy to post jobs. 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.

Workers were asked to report the greatest issues they encounter when teaching employers to use jobs.utah.gov independently. In continuation of the baseline and TC-1 results, the most common issues 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 ID's are, how to access them, or how to input them into the system correctly. One WDS respondent described the problem: *"Logging in---the employer being able to locate and input their FEIN & UI ID in the correct formats."* Problems with logins are also reported to be the most difficult problems to solve in a timely manner. One respondent's suggestion to help employers with this process is to provide visual pop-up examples of documents with FEIN & UI ID numbers on the website.

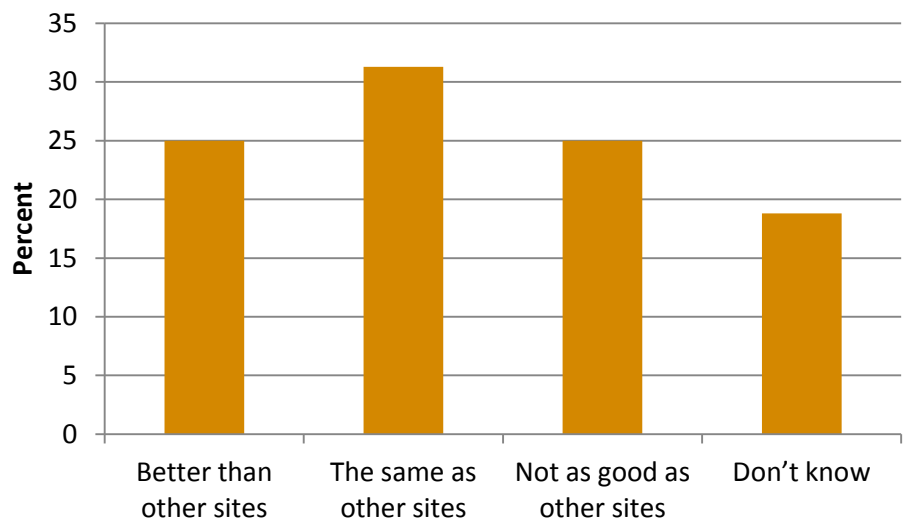
Beyond registration and log-in issues, other employer education barriers reported included navigation, the inability to see the employer's screen while assisting them, and matching. These issues reflect the broader themes of the WDS and SET groups throughout the survey and are reported below.

WDS workers explained that employers find navigation within the website challenging. Some don't know what to look for or where to find what they are looking for on the site. *"Due to the large amounts of information and tools on our website, employers seem to have a hard time remembering where to find different information and features."* Pathways are not always simple or intuitive, requiring multiple clicks

to get where one wants to go on the site. Poor navigation is just one example of why the inability to see the screen the employer is seeing (and not understanding the user side of the system in general) hinders the helping process.

A one worker said, *"If I am on the phone with an employer, unless I am in the training data base, I usually can't remember all*

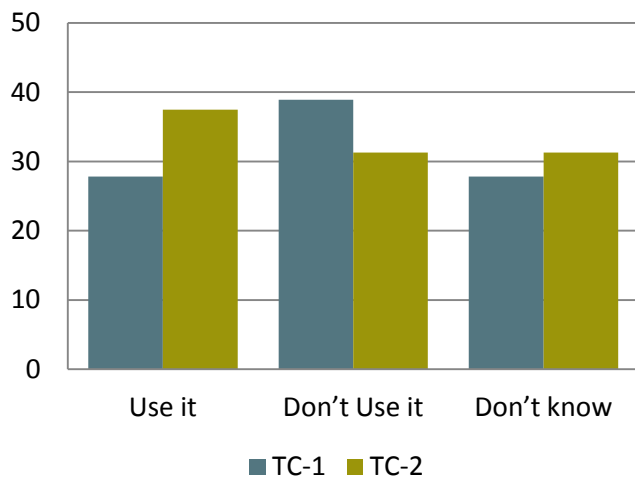
Figure 42: Jobs.utah.gov vs. Other Sites



the information and tabs and where the employer needs to click.” Compounded by the reality that the training system is not being utilized (i.e. time intensive to create an account and log in on the spot, or unhelpful in addressing real time scenarios), workers have limited support in their endeavor of supporting employers as they use jobs.utah.gov.

Discussed again this year, 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. These issues create a dynamic where employers feel it is laborious and time consuming to use jobs.utah.gov to search for candidates. One stated, “It’s cumbersome and time consuming to manually read through page after page of un-qualified resumes.” WDS respondents provided a mixed response about how employers feel jobs.utah.gov compares to other job posting sites in finding potential candidates in general. Such responses continue to vary with workers.

Figure 43: Employer Use of Matching Feature Compared at TC-1 and TC-2



WDS opinions about whether or not employers utilize the matching feature on jobs.utah.gov continued to be split, slightly favoring the use of the matching feature. Last year results slightly disfavored the use of matching. Over a third (37.5%) of the WDS group believe employers use the matching feature, 31.3% feel employers do not use it, and 31.3% were unsure. 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.

Respondents are also divided about whether or not employers believe they can find a wide range of skills and abilities on jobs.utah.gov. Nearly half (43.8%) of the WDS group and one member from the SET group (25%) believe they *can* find a range, up from last year’s 11.1% and 0% respectively. Viewable job seeker information on the site is thought to be an influential factor on how employers feel about job seekers. The majority (85.7%-WDS; 75%- SET) feel employers experience a mix of positive and negative perceptions and a small group (14.3%-WDS; 25%-SET) believe only negative perceptions of job seekers arise as a result of uploaded resumes and available profile information.

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, and improve interactions between employers and DWS. Suggestions fell under three main areas:

- 1) Directly provide employers with important user information and changes:
 - Educate employers on current features (i.e. linking social media, adding company logo, etc.);
 - Create quicker, more user-friendly pathways to help features;
 - Create login supports (e.g. explain which documents they can find their FEIN/UI ID information);

- Provide information to the user that would be helpful in their understanding of the GenLEX system (e.g. debunking myths about the job seekers available on jobs.utah.gov);
- Change their image so DWS is seen by employers as a helpful partner in their employment related endeavors, as opposed to just a place for people to collect some form of assistance;
- Enhance overall DWS marketing strategy to increase awareness about recruiting and business assistance services available to employers and utilize outreach.

2) Provide better tools to staff to help them understand the employer experience and address the issue of not being able to see exact screens an employer is seeing:

- Create screen shots of the employer system, or a “dummy” employer record;
- Provide simple, quick access to resources that do not require a login. Having to log in to the training site was reported to slow down and hinder the helping process;
- Improve the existing training database;
- Provide training with UWORKS personnel about building job orders and searching for job seekers.

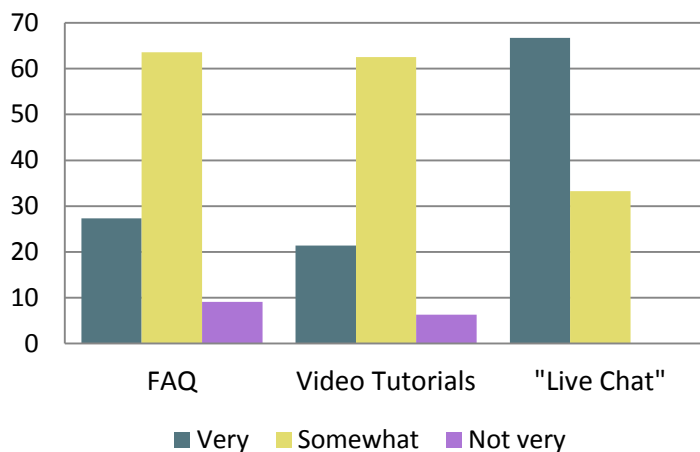
3) Improve communication between WDS, SET, and UWORKS to address workers not feeling heard when they provide feedback (this was also discussed in the TC-1 report):

- Communicate changes made to systems that affect employers, customers, and DWS staff;
- Give timely notice to allow for preparation before changes are implemented. One response states, *“When any changes are made . . . please inform us so we can be prepared when calls start coming in about the change and issues with I;.”*
- Generate more opportunities to connect with the frontline, for example through site visits and trainings;
- Incorporate and value worker feedback in the change process.

Other suggestions for to the jobs.utah.gov site that did not fall under the aforementioned areas included: add features to increase compatibility between jobs.ut.gov and other job posting websites

(sharing the post from jobs.utah.gov to other sites, such as KSL, Indeed, Monster, etc., or to be able to copy jobs from other places and paste them into jobs.utah.gov), expand search options (search by zip code, key words, current resumes, etc.), separate the “assistance” part of the website from the labor exchange, and actively recruit job seekers in new, innovative ways (e.g. working with college career centers to register students on the site).

Figure 44: Helpfulness of TC-2 Help Features



Overall, there was a positive response to the addition of help features

introduced with the TC-2 changes. All of the SET and a majority of WDS workers were aware of new

help features (FAQ-62.5%, video tutorials-62.5%, and “live chat”-93.8%). However, there is still an opportunity to increase resource awareness, especially around the FAQ and video tutorial features, for the remaining one third who were not aware these existed. Workers generally believe employers find the added help features to be somewhat to very helpful.

Importantly, when workers were faced with issues, most WDS (87.6%) and SET respondents (100%) feel they are usually to always able to help employers solve their problem, a similar finding reported last year.

DWS Connection Team and SET Survey (Job Seeker Portion)

The Connection Team works primarily with job seekers 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 of the report reflect these realities.

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. Likewise, the Statewide Employment Team (SET) responded to questions regarding their experiences with job seekers. The SET workers (N=4) troubleshoot user issues via phone, so by nature come into contact with those having problems with the site. As one SET member noted:

“I understand that we spend 80% of our time on the 20% of customers who have troubles, so I am aware that many customers are able to use the system effectively and they pass through our system with a minimum of help. So I mostly outlined problems I see with the people who have difficulties.”

SET feedback was similar to that of the Connection Team and can be assumed so unless otherwise specified.

Findings

The Connection Team survey was administered in June 2015. Of the 117 workers invited to participate, 98 responded, a response rate of 83.8%. All service areas were represented by two or more respondents. The median length of time Connection Team members were employed by DWS was 8 years, while the median length of time in their current position was 3 years, mirroring last year’s survey population.

The Connection Team and SET were asked for their perspectives on different aspects of both DWS and jobs.ut.gov. They responded to questions regarding new features, the test system and the current system, struggles 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 stage specific feedback (signing in, registration, and beyond registration), worker specific experiences and worker specific suggestions.

Big Picture Themes

Similar to 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, resume management, and transitions from the current to the test system or from TC-1 to TC-2 systems.

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 customer's struggle to find information and functions on the website. In addition, they reported that the site is not intuitive, specifically knowing what exactly to include in open text boxes throughout registration, building resumes, and searching.

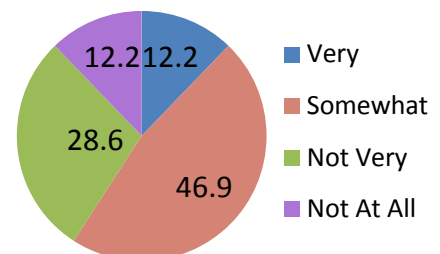
- *"Not understanding the terminology of what is being asked for, 'What do I put in this box?'"*
- *"User interface is not intuitive or adaptive. Everything feels hidden or inappropriately located. Does not work the way (job seekers) do. Resume does not store in more formats and should be more prominent on their homepage."*
- *"Still hard to navigate, unclear what to click on to go where they need to go. You have to know the system to know where the links are."*

Resume Management: Complexities arise in discussing the resume portion of the LEX because the two systems have different processes, and feedback does not always specify which system is being referred to. In the current system, job seekers like being able to create a system generated resume after making changes; however, they are dissatisfied with the lack of formatting and customizability. They have access to the resume builder when using a computer at a JRC, but it is not compatible with the site. 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 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 from within the site (accessible anywhere, not just in a JCR) and uploading (multiple) resumes, however, there are significant limitations with the TC-2 resume options. The biggest limitation is the limited capacity to upload resumes in PDF format and not being able to edit an uploaded resume on the site. Connection team workers 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 dividing the Connection Team in their confidence that the resume builder is a good tool for most customers (Figure 45). Over half of the Connection Team reported being asked about the resume builder tool at least once a day (58.2%). Most of the Connection Team reported feeling somewhat (37.8%) or very comfortable (46.9%) with helping customers use the resume builder. When asked for experiences that influenced these answers, the majority discussed inflexibility and that it is not intuitive making it especially

Figure 45: Confidence in Resume Builder Tool



difficult for those with limited computer skills. Multiple workers suggest there are not enough sample resumes on the resume builder and would like additional examples added.

- *“Having access to both resume builder and the old format would help those who struggle building a resume.”*
- *“The resume builder is extremely confusing for customers who are not computer proficient, which is the majority of customers we get in the ECs. There are not many choices of format and the sample resumes do not reflect the actual types of jobs that are prevalent in the area. More variety of examples would help tremendously.”*
- *“It’s a great starting point, but the layout for printing is awkward. It does not match what we encourage them to do on their resume. For example, skills may be listed last, formatting is askew, etc.”*
- *“Most JCR customers don’t know how to rearrange the sections on RESUME BUILDER, how to use the sample resumes to copy, paste and edit, how to use the icons at the end to save a copy of their resume to jobs.utah.gov, or how to save a ‘clean’ copy within getting all the printing garbage at the top and bottom of the pages they print.”*

Positive views of the Resume Builder are also present. These workers suggest the Resume Builder is helpful in creating a starting point, or in helping those creating a resume for the first time.

- *“We’ve been able to start with someone who has no resume and come up with something quite nice looking and helpful in representing themselves to employers.”*
- *“Our customers are usually very pleased with the lay out that the resume builder creates for them, they like that it saves it for them and they can come back and edit whenever they want.”*
- *“It’s a great tool especially for those who do not have any experience with formatting or creating a resume.”*

In contrast with the Connection Team, SET members were less familiar with the resume builder where they are asked for assistance with it a few times a month (50%) or less than monthly (50%). Half reported feeling somewhat comfortable helping, while the other half reported feeling not very comfortable helping customers 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 was their information lost, but also the time and effort that was invested. Users did not like that it was necessary to recreate what was once already there. Frustration about duplicating their efforts often overshadowed the users’ experience of test components. Comparing difference between the systems was also common.

- *“The test system is pretty easy to use for customers who have not used the current system. There are fewer steps which should create a more streamlined and less facilitated process. Customers that have used the current system and then transition to the test system are often frustrated with having to essentially re- register, but are usually pleased with the search enhancements.”*
- *“For those customers who have been moved to test system, their information or resume is removed, which means they have to create a new one. Which is difficult for them if they only had our system to rely on for their resume.”*

- *“Once customers get used to the test system they find there are more services available to them.”*
- *“Most like the new features of the new system, but hate change.”*
- *“A customer has already registered in the current system and they think they still have their resume on our site. They opt into the test system and then get frustrated that they need to create another resume to upload to the site.”*

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.

- *“When customers have to reset their password through Gmail or Yahoo when using single sign on and they no longer have the phone or phone number they used the first time they reset their account. This can be frustrating to the customer, as the email provider cannot send a reset password code and the customer has to create a new account to log into their jobs.utah.gov account.”*
- *“Usually the problems they're having with the website are fairly easy to resolve and they can do so by navigating the site and becoming familiar with it. The biggest problem our customers have is simply remembering their passwords.”*

Similar to Connection staff, SET reported the process of disassociating a user from their email. One worker summarized the problem: *“When customer[s] are unable to log in with Utah ID, but cannot change their password for various reasons and we need to disassociate their email so they can use it again to create a new login.”* SET members unanimously named disassociation of accounts as the most time consuming problem to solve.

Registration

Teams were asked for specific comments surrounding the registration process that they frequently hear. Customers express the process has too many steps, the steps take too long, and that they just want to see job listings. They want the freedom to cut down the time required to register by having the option of skipping steps such as building a resume. Some reported that having to enter profile information in conjunction with including a resume is redundant as discussed above.

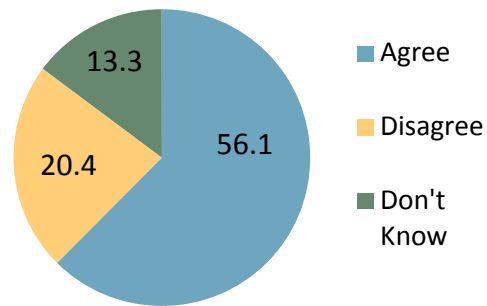
- *“Cumbersome and annoying- The customer wants a faster more direct registration without all the required field areas.”*
- *“It is too long. Most people don't want to take the time to fill out all of their history there- on each application and create a resume... they would like the system to be simpler. Most feel that the resume alone is adequate.”*

Beyond Registration

The issues beyond registration are primarily overarching struggles with navigation and usability, as opposed to specific components or features. Again, searching and matching features were mentioned as problems beyond registration. When using these features, customers often find results to be irrelevant and unpredictable. SET also encounters users who would like help figuring out how to stop receiving notifications from DWS.

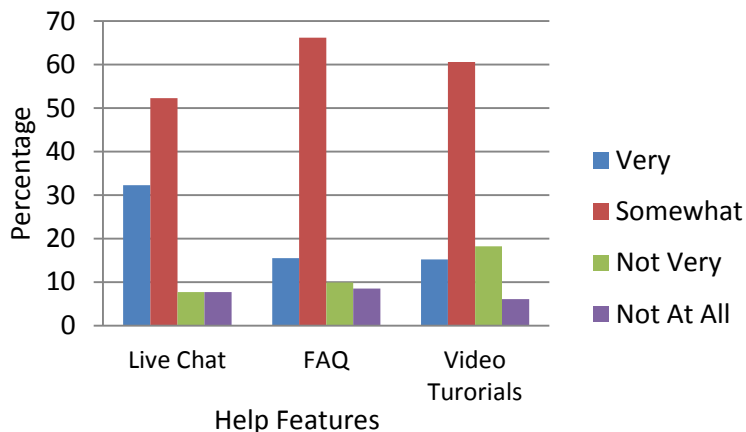
Teams were asked if they found that most job seekers who are registered on jobs.utah.gov are able to find jobs posted there that meet their skills and abilities (Figure 46). Some reported professional jobs are missing from the website (e.g. higher paying, requiring a bachelor degree or higher, requiring a technical certification or license, etc.). Others commented that the jobs are there, but the process is faulty. As one Connection Team staff described, *“We have a good array of jobs, seekers just have a hard time identifying what jobs are related to them... the customer must spend a lot of time to read through many job orders to figure out which job really relates to them and their skills or expertise.”*

Figure 46: Jobs on Website Meeting Needs of Customer?



Help features introduced with TC-2 are intended to support independent troubleshooting. Feedback about the helpfulness of each TC-2 help features is illustrated in Figure 47.

Figure 47: Helpfulness of TC-2 Help Features



Users also seek help from staff on site to address problems. The Connection Team reported when presented with an issue, they are usually (73.5%) or always (16.3%) able to solve the problem. Notably, 10.2% of workers are only sometimes able to solve job seeker issues. SET members reported they are always (25%) or usually (75%) able to help users resolve problems.

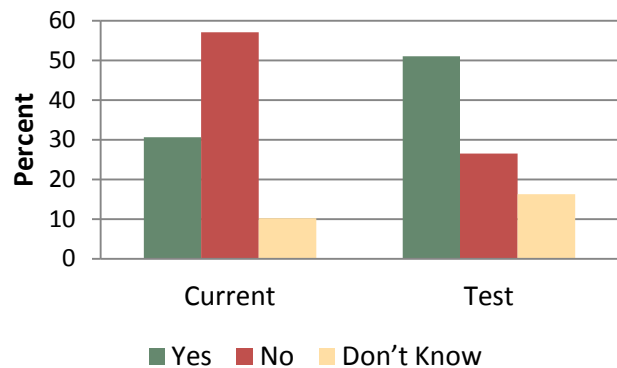
Comparison of Current and Test Systems

Because of differences between the two systems, the Connection Team and SET determine how to help by identifying which system a customer is using. Most Connection Team members (75.5%) can immediately recognize if a job seeker is using the current or the test system and 16.3% could tell

after helping for a while. All SET members could tell immediately (25%) or after helping a customer for a while (75%), which system is being used. This is not surprising as SET must identify user systems via phone.

Workers report job seekers can find what they are looking for more easily on the current system than on the test system (Figure 48); however, it also shows a significant divide in experience for both current and test system users. This theme continues from last year.

Figure 48: Do Job Seekers Have Difficulty Finding What They Need on jobs.utah.gov?



Current System: For some, the current system is considered simple and user friendly. It is also familiar to operate and does not require any new learning before use. Job Seekers like to have the ability to create a system generated resume and only enter their information into the system once, which saves them time and effort.

In contrast, the most common “current system” struggles were related to usability difficulties such as making changes on their profile or resume, navigating from page to page, and finding specific information. The current system also falls short with resumes. While the generated resume is nice, it is inflexible and produced in PDF format. Some workers feel that job seekers experience inadequate searches and poor matches on the current system. Additionally, reports of requested features included on the test system (e.g. the ability to upload a resume) were also reported.

- *“It is not at all obvious where the needed links are or the order in which they need to enter them.”*
- *“(In terms of requested features) Finding jobs that fit what they are looking for quickly.”*

Test System: Test system users are pleased with registration features that make it quick and require less facilitation. Job Seekers appreciate the ability to upload a resume or craft one on the site using the resume builder tool. Other features mentioned were the enhancements made to searching and automated matching. Some team members feel navigation has improved. This was in direct opposition with those who reported the navigation is much more difficult and the site’s usability has declined.

Workers report that job seekers also express frustration in using the test system. Some workers, especially those in the SET, reflected on a high volume of questions from test system users related to basic usability. An example is a lack of knowledge that profile information is used for matching and furthermore, not having clear instructions about how to enter that information in the open text fields. The lack of intuitiveness and support makes for a slow process, incomplete profiles, and poor matches.

- *“It’s not that the jobs can’t be found at all, it is that the process is not intuitive. It takes too many attempts to find the various jobs that customers are interested in.”*
- *“The jobs that show as the recommended jobs are confusing as to how they relate to the seeker, and often this is because of their weak profile that they have entered into the system.”*

- *“Completing a thorough and detailed section of their work experience... Too much space and customers not sure what they need to put. Some customers are not putting in their employers’ name, years of experience, etc. They just are putting in their title. Also, the way it is currently formatted can be a bit confusing.”*

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

Most Connection Team members seek help from a supervisor, peer, or team member if they have questions about the self-service system. Team members provided feedback about how they could be aided in helping to answer job seekers questions, areas they would like more training, and how to improve DWS and customer interactions. Suggestions only from SET are signified as (SET). Suggestions given were the following:

1) Improve usability:

- Make the systems easier to use
- Improve the help features (e.g. making FAQ’s more accessible and intuitive, improving the responses from the help desk, etc.)
- Enhance resume management (e.g. resume builder, more uploading options, access to previous resume methods)
- Give more/easier notification management options (SET)
- Require online workshops regarding using the site and registering for work (SET)
- Improve website intuitiveness

2) Provide more insight into the user experience:

- Encourage more in-person support and facilitation between job seekers and the Connection Team
- Allow for more time to use self-service side of the system as proficiency will come with experience
- Give information regarding website requirements for “case-managed” customers

3) Provide more information or training:

- Inform workers of updates
- Provide an overview of the whole website and detail new features
- Provide an overview of Labor Market Information (SET)
- Provide a more usable training data base (for both employers and job seekers)
- Clarify the role of SET members to other teams so SET can help those directed to them (SET)

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 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 10).

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 period. 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 continued to impact implementation of GenLEX during the TC-2 period.

Montana and Utah are able to work as partners on this innovation grant because they use similar data-bases to manage the LEX system; thus, the technical nature of the GenLEX initiative is supported by this connection. While similar in their use of 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. At DWS, workers must sort through a variety of options to determine 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 primarily programmed 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 focus 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. The largest city in Montana, Billings, has 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 the GenLEX vision, changes in technology, and staff training and support.

Valuing and Implementing 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. 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 three and 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 who are always thinking about the initiative and other realities within the agency, such as stretched resources that might impact outcome measures.

In the beginning, there were two staff members from Montana included on the grant. In the fall of 2013, changes involving consolidation of the IT department shifted the work load of the Montana GenLEX project manager (a systems analyst) who is still working on the grant, but has taken on additional duties. The other part time staff person in Montana also had new job duties, which impacted their availability for training. Eventually, others needed to be brought in to support the GenLEX initiative and carry out tasks associated with the grant. Transitioning between staff who are familiar with the details of a project to others who are new and learning the system is always a challenge. One component often lost is 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 has been more due to the many projects needing attention verses 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. 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.

Technology

GenLEX was initially built on a working relationship between Utah and Montana that was established prior to GenLEX implementation. Those implementing the LEX in Utah and Montana were philosophically similar, with both seeking research driven decision-making. Therefore, there was a level of trust that all parties are working toward a similar goal. 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 code 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 have made it more difficult to address needed changes in both states.

In both states the development of mobile applications for job seekers and employers, which were to be rolled out at TC-3, was an area of significant challenge during the TC-2 year. There were a total of 8 mobile apps that needed to be created including both Android and IOS versions for both job seekers and employers in each state. Montana was charged with, and received training for, creating the IOS version of the app to meet minimal grant requirements. 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 oversight committees to make changes without full awareness of the impact on the project partners or timeline.

In creating apps, Apple is also another partner who must be considered. Montana submitted the apps to Apple four times prior to release. The third time, elements which had been accepted in the first two submissions were rejected. This became a source of frustration between the state teams, as there were differing views about what Apple would or would not accept. While the apps were all eventually launched, 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. The Montana team is sending someone to Android training so they can do the work themselves in the future.

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. By getting involved in the design process now, this is a realistic goal for the Montana staff for the TC-3 rollout.

Frontline Staff Training and Support

In 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. Initially, growth processes and change can be hard. 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.

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 really 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 engage 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. Now, as various issues arise and are addressed, information is passed on to others in an organized way. These “change leaders” will be increasingly useful in enhancing communication with the frontline. As with last year’s rollout, “super-users” had, and continue to have, access to some things others do not. These “super users” weigh in on functionality and report how changes are affecting business services. Not all “super users” are engaged in every project, but they participate in projects as available.

GenLEX in Utah

DWS is a complex state agency, encompassing several entities (job service, public benefits, Unemployment Insurance) in one department. This 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 which occur at critical junctures of program development and implementation can have a significant effect on the progress of the overall project. The current period of evaluation (TC-2) was overall more stable in the areas of agency personnel and outside factors than during TC-1.

In general, agency personnel had come to better understand the parameters of the grant and were able to consider the boundaries of the grant when making decisions which could impact the GenLEX project. The general lack of involvement on the part of agency leadership may be a sign that they believe all is well with the project and have moved on to other issues. The ongoing support from federal partners has been helpful in keeping the initiative a priority. There have still been issues considered a higher priority than the rollout schedule for GenLEX. However, efforts have been made to mitigate the impact on the outcomes being measured through the evaluation process.

Technology

The unique challenges of engaging in a technology initiative continued during the TC-2 period. As with the TC-1 period, as one component of the project is implemented, adjustment must be 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.

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 have continued and perhaps

even become worse, as programmer time needed to design the GenLEX components continues to take away from their ability to maintain and update the main UWORKS system. 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.

Extending the LEX website to be accessible through a mobile app was a main component of the GenLEX initiative. However, when the DWS project manager asked to have a staff member sent to training to gain the skills needed to design the app, this request was never approved by DTS. As noted above, the GenLEX project manager, although she had the money and the means, had no power to use another contractor. As in Montana, there is a sense that when higher level decision makers are not in favor of an idea, it will not happen. Utah programmers were put in a position where they had to learn how to design an app on their own. Amazingly, the Montana staff was able to do this; however, these efforts reduced their time for other projects and certainly impacted Montana's outcomes.

Frustration with the lack of support for the mobile app development and even issues such as not being able to get a programmers computer fixed, created a very difficult working relationship. It also took more than six months to get an estimate of hours for the Utah Futures portion of the contract. Now, instead of being creative with this part of the initiative, the goal is to meet the bare minimums required by the contract.

It is difficult to see how this will improve during the TC-3 period, as DTS continues to maintain its same position in state government. It was hoped that lessons learned during the TC-2 rollout would have lessened the challenges for TC-3. This was not the case. As mentioned, a release schedule was designed to communicate pending changes as early as possible. The business analyst has been tracking all documentation on the project so that clearly outlined technical specifications would be available; therefore, anyone could take over the project at any point and move forward. This documentation would also serve as a reminder of interrelated actions.

Again, it is unclear why the resistance and unnecessary hurdles continue, 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. At this point, the entire system could go down and there is not adequate backup to address the system needs. The GenLEX initiative will continue to struggle as a technology project until these issues are addressed.

Maintaining the Utah GenLEX Initiative

Maintaining an initiative as large as GenLEX requires an enormous amount of effort and commitment by all parties. Several factors 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 more smoothly than in the past. Training was mandatory for all DWS workers who might engage with job seekers or employers. While many of the issues identified in past training evaluations were addressed,

there were still people unhappy with the training; many were asking for exactly what they said they did not want the year before. The GenLEX project manager and team will be going out to the offices soon to determine how well the information and skills trained are being implemented in the field.

Another positive is 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. GenLEX staff members have also started utilizing an employer steering group to gather input from users to assist in making design changes. This input is invaluable in get a better feeling of the users experience with the LEX.

The GenLEX initiative affects many divisions at several levels within DWS. Determining the roles of each partner in the process was, and continues to be, a challenge. Decision-making roles often fall into three areas, including: 1) those consulted on decisions, 2) those who are the ultimate deciders and 3) those who should be informed after the fact. As every decision cannot be made by all parties, these roles may shift depending on whether the decision involves general agency policy or programing details. In the past year, efforts have been made to find the best match between the tasks being completed and those making major decisions.

Fidelity to the Process

Maintaining fidelity to the GenLEX process continues to be quite challenging. 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.

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. One example resulted in TC-3 changes being rolled out several weeks late, due to delays in making changes to the LEX website, which greatly impacts the user experience.

The project oversight group was not able to meet as regularly through the preparation of the training for TC-3. This may have been because more energy was needed to address the mobile app issues in both Utah and Montana. In addition, the personnel from Montana clearly had a different vision of GenLEX and different skills than those of the initial team. Fueled by challenges in their respective areas, the partnership between Utah and Montana itself became a challenge.

GenLEX Partnership

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 have then led to more challenges in working as partners in the initiative.

One effort to improve communication in decision making came through conducting an in-person meeting between the teams in preparation for the TC-3 rollout. Meeting in person, with everyone outside of their own office, created a space where everyone could be fully present to the conversation. This 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. Members of the Montana team were able to go through a list of requests and decisions were made as to what changes would be made going forward. However, when the Utah team returned home, it became clear that they would not be able to move forward with all the changes. Montana staff were frustrated with this development.

It has been suggested that perhaps it would be beneficial to have someone present who is not connected with either party. Someone from the outside might have a broader perspective and could give a more neutral evaluation of the situation, as they would have no vested interests. There have been times when impasses have stymied progress with the project. With no final decision maker, the question becomes “Who wins?” when an impasse is reached. These types of situation are those that might benefit most from an outside perspective.

DISCUSSION

Evaluation of the TC-2 period provides an update on the impact of the GenLEX changes on outcomes for job seekers and employers in Utah and Montana and builds on data collected at baseline and the TC-1 period. As the initiative moves into its final phase, a set of “lessons learned” has started to take shape.

JOB SEEKERS

Job seeker baseline data indicated 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) 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.

Based on this data, and if there were no dramatic changes in the job market, it would be expected 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 will improve at a *higher* rate than those remaining in the current system.

The pattern of outcomes discovered in TC-1 period continued through TC-2. In this second year of outcome evaluation, 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. Again, as in TC-1, Utah and Montana job seekers in the test system had lower satisfaction than in the current system. The baseline measure of satisfaction was quite high 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 remains in the moderately satisfied range.

Improving the LEX for Job Seekers: Data from the TC-2 period suggests that challenges related to matching continue to be the primary area of concern among users. Poor matches were the impetus behind many of the requests for additional features. In addition, expanding searching options, filtering options, sorting options, improving the quality of matches themselves, and educating users on what the system generates matches on (using examples and very descriptive directions) would be another huge success.

While conducting focus groups and reading online comments, it became clear that there are many improvements to the website which 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.

To DWS and Montana Job Services' credit, several concerns expressed by users engaging with the system through the TC-2 period have already been addressed in the TC-3 rollout. Some have

commented that it would have been more desirable to make all the changes to the LEX at the same time; however, a project such as GenLEX is limited by the availability of personnel and other resources to implement such changes. Attempting to implement one large set of changes might have created more problems had the LEX become unavailable to users for an extended period of time. Implementing all changes simultaneously might sound desirable; however, doing too much at once on a technology project can have unintended consequences, which could prove to be a greater problem. 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

Montana employer outcomes were based primarily on the online satisfaction data. In Utah, in addition to the online surveys, employer outcomes were measured 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 will have to increase the rate of users above this baseline rate of improvement.

Employer outcomes from the TC-1 and TC-2 periods should be interpreted with caution, as they are based on comparisons with historical trends and often do not cover entire years or similar time frames. However, the increase in the rate of self-service job orders, even when compared to the strong rate of growth in the historical trend, is exciting! Interestingly, this trend of increase beyond baseline did not extend to the weekly count of non-mediated employer system usage. While employers still had a generally positive view of the system, the marked decrease in employer satisfaction continued into the TC-2 period. Montana employers did not show any statistical difference in satisfaction, which was likely due to a low sample size. Again, it should be acknowledged that many factors outside the LEX could have contributed to this growth, as economic growth within the state was strong during the TC-2 period.

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.

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 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 relevant and professional manner possible. This particular area has been improved in each stage of the process and continues with improvements added at TC-3. 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. Efforts should continue to implement the study as designed, reducing the risk of influences from outside the research design. 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 PROCESS

In addition to the specific outcomes identified for job seekers and employers, 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, significant resources are also being used to run two job seeker LEX systems, which would likely never happen outside of an evaluation.

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. Outside entities such as Apple could now also have an impact, as changes in operating systems may require immediate changes to the mobile apps connected to the LEX. Such realities can frustrate efforts to implement an RCT research design.

The lack of flexibility within the GenLEX initiative is necessary to obtain valid results; however, this is challenging to staff members who care about providing what they view as quality, appropriate services to job seekers and employers. Yet even outside of a research study, the role of staff is

critical in the successful implementation of a project such as GenLEX. LEX user data collected at baseline and TC-1 has remained consistent throughout TC-2. Job seekers and employers are a much more diverse group than is perceived by most agency staff, especially those who engage with job seekers and employers in person.

Understanding the Population Served: The LEX users in both Montana and Utah can be divided into two 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. The general user is more comfortable using 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 recognized the difference between the “average” LEX user and those with whom they engage.

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 TC-1 and TC-2 data collection periods 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. Often, these individuals use 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 frustrations 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 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 part 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 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.

Lessons Learned: With the benefit of nearly three years of experience, it is possible to start identifying lessons learned for future projects. Such lessons include:

- 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 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 last minute. There needs to 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.

GENLEX INITIATIVE TIMELINE

				2014				2015				2016			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	A M J	J A S	O N D	J F M	A M J	J A S	O N D	J F M	A M J	J A S	O N D	J F M	A M J	J A S	O N D
Initiating Baseline															
Process Evaluation															
Baseline period - Utah (July 12, 2013 - November 11, 2013)															
Baseline period - Montana (August 6, 2013 - February 3, 2014)															
TC-1: Job Matching															
Evaluate TC-1 UT Job seekers (Nov. 12, 2013 - Sept. 30, 2014)															
Evaluate TC-1 UT Empoloyers (Dec. 19, 2013 - Sept. 30, 2014)															
Evaluate TC-1 Montana (Feb. 8, 2014 - Nov. 15, 2014)															
TC-2: Interactive User Experience															
Evaluate TC-2 - Utah (Oct. 1, 2014 - Sept. 30, 2015)															
Evaluate TC-2 - Montana (Nov. 15, 2014 - Oct. 24, 2015)															
TC - 3: Advanced Job Search Tools															
Evaluate TC-3 - Utah Oct. 17, 2015 - Aug. 1, 2016?															
Evaluate TC - 3 - Montana Nov. 20, 2015 - Sept. 15, 2016?															

Evaluation - Utah 
 Evaluation - Montana 

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Attachment 1: Job Seeker Comparison Chart: Baseline Through TC-2 System

Current Job Seeker	TC – 1	TC – 2	Reason for Change
Manual search	Auto search is completed	Auto search included location distance.	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	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.	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	
Registration is list of values based	Registration is free format based	No Change	Job seekers felt limited by list of values.
Manually select ONET codes	No ONET selection	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	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 is based on inferred data from employment history, education, and employment objective statements.	No Change	Feedback from employers indicated that they were not getting quality job matches.
One objective statement is allowed	Multiple objective statements are allowed	Changed objective statement to 'Goals'.	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	Perlinski stated the website was old, not user friendly, and needed a new look. YII- Communications request to improve website.

Current Job Seeker	TC - 1	TC - 2	Reason for Change
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	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.	Grant Requirement.
No texting in UWORKS	No Change	Added ability for customer to receive text notification. Added ability for counselor to send text from UWORKS mediated.	Counselor request and workgroup feedback indicated that many customers wanted to text message with counselors.
No links to social media	No Change	Added the ability for a job seeker to link social media accounts to their profile for employers.	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.
No dashboard.	No Change	Added a dashboard for job seekers with statistics about their account activity and employer interaction.	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.	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.	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-2 System

Pre Gen LEX	Year I Job	Year II	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. Also, employers can “copy and paste” information from another document into the job order descriptions, without the formatting changing. Spell check added.	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.	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.	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 as well as job seeker work experience, desire, and education.	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.	Employers stated the results they were getting were not quality and didn’t match the job. Perlinski report indicated we needed a way to rank order job seekers for employers.
Veterans are mixed in with the matching results but always displayed first	Veterans are displayed separately from all other candidates	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.	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.	

Pre Gen LEX	Year I Job	Year II	Reason for 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.	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.	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.	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.
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.	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.	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.	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.	YII- Perlinski report recommended adding this feature.

Attachment 3: 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.

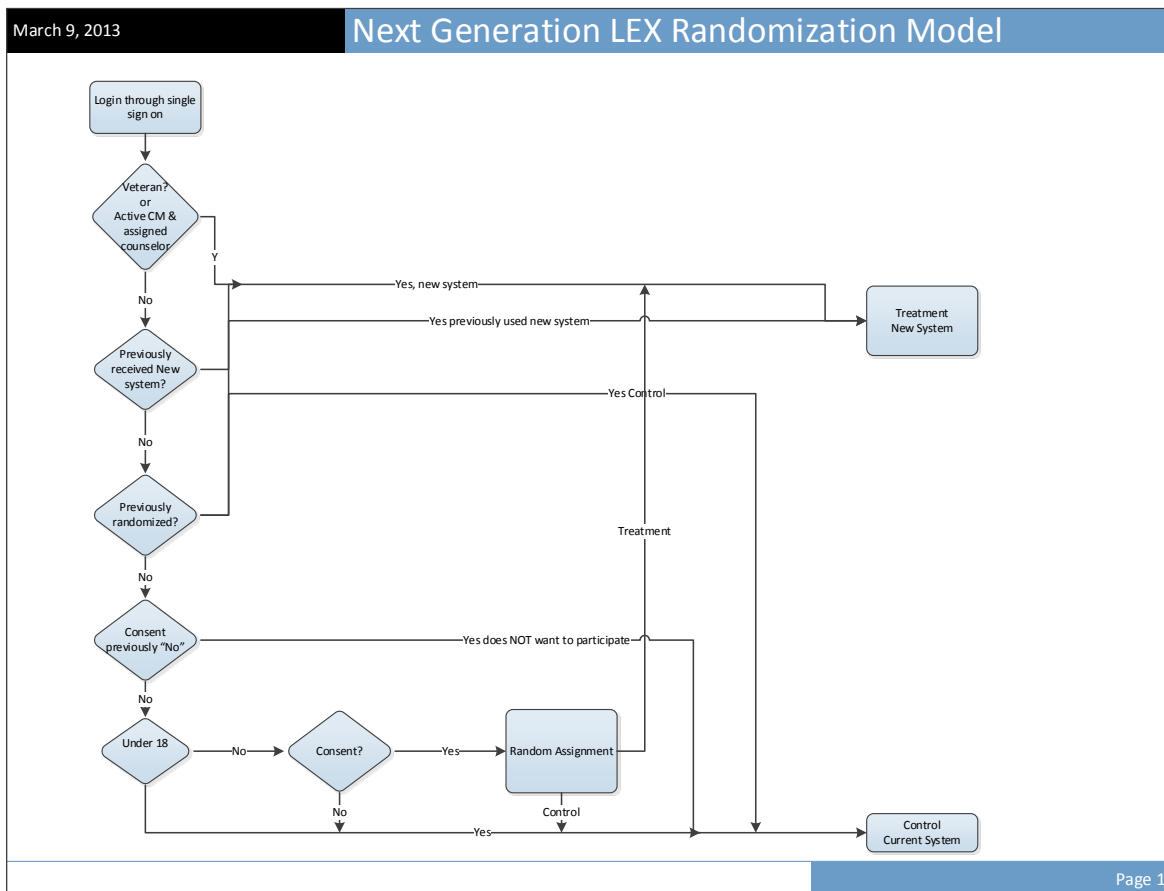
Accept

Decline

Attachment 4: 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.



Attachment 5: 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 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 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.

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' employer website. Your feedback is much appreciated!

Attachment 6: 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
1. I am comfortable using the internet to complete tasks on jobs.utah.gov	3964 (96.2%)	7414 (95.2%)	5618 (94.3%)
2. It is difficult to navigate the jobs.utah.gov website	1061 (26.4%)	2223 (29.3%)	1901 (32.7%)
3. Overall, jobs.utah.gov is easy to use	3567 (89.2%)	6535 (86.7%)	4786 (83.3%)
15. Finding help is easy on jobs.utah.gov	2245 (72.2%)	4201 (58.9%)	2968 (57.6%)
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%)
17. Jobs.utah.gov is NOT as good as other job search websites	808 (25.5%)	1637 (23.1%)	1357 (26.5%)
18. The jobs posted on jobs.utah.gov are NOT up-to-date	681 (22.5%)	1566 (22.2%)	12 11 (23.7%)

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
5. Creating my job search account on jobs.utah.gov was easy	3405 (89.6%)	5812 (88.3%)	4025 (85.9%)
6. Searching for jobs on jobs.utah.gov is hard	540 (14.2%)	1127 (17.2%)	957 (20.4%)
7. I often have trouble “signing-in” to job search	579 (15.4%)	1120 (17.2%)	839 (18.1%)
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%)
9. jobs.utah.gov provides job matches that meet my search criteria	2946 (78.7%)	4881 (75.7%)	3344 (72.7%)
10. Applying for jobs is easy using jobs.utah.gov	3149 (84.5%)	5091 (79.5%)	3550 (77.7%)
11. I would return to jobs.utah.gov in the future to job search	3607 (96.1%)	6173 (96.0%)	4295 (94.3%)
12. I would recommend jobs.utah.gov to other job seekers	3455 (92.9%)	5899 (92.1%)	4068 (89.6%)
13. Overall, I am satisfied with my job search on jobs.utah.gov	3272 (88.1%)	5475 (85.8%)	3740 (83.0%)

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

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

General AGREEMENT with following statements	Baseline	TC-1	TC-2
1. I am comfortable using the internet to job search	1815 (96.3%)	1371 (94.4%)	1266 (92.5%)
2. It is hard to find what I need on jobs.mt.gov	375 (20.3%)	421 (29.1%)	484 (36.2%)
3. Overall, jobs.mt.gov is easy to use	1672 (90.5%)	1209 (83.4%)	1035 (77.8%)
4. Creating my job search account on jobs.mt.gov was easy	1541 (84.8%)	1184 (82.1%)	1005 (77.1%)
5. Searching for jobs on jobs.mt.gov is hard	212 (11.8%)	300 (20.7%)	347 (26.7%)
6. I often have trouble “signing-in” to job search	366 (20.4%)	283 (19.8%)	295 (22.6%)
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%)
8. Jobs.mt.gov provides job matches that meet my search criteria	1308 (74.7%)	977 (68.0%)	801 (64.5%)
9. The jobs posted on jobs.mt.gov are not up-to-date	411 (23.5%)	290 (20.3%)	305 (24.8%)
10. Applying for jobs is easy using jobs.mt.gov	1334 (77.0%)	1056 (74.0%)	873 (71.2%)
11. I would return to jobs.mt.gov in the future to job search	1691 (97.0%)	1366 (95.1%)	1156 (93.5%)
12. I would recommend jobs.mt.gov to other job seekers	1641 (95.1%)	1290 (90.7%)	1080 (88.5%)
13. Overall, I am satisfied with my job search on jobs.mt.gov	1497 (88.1%)	1160 (82.6%)	925 (77.4%)
14. Finding help is easy on jobs.mt.gov	955 (73.1%)	746 (68.3%)	556 (47.2%)
15. Jobs.mt.gov is NOT as good as other job search websites	264 (20.0%)	288 (25.9%)	261 (22.2%)

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

Attachment 8: Focus Group Consent Documents



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. Once the transcription is done the recording will be immediately deleted. The recordings will not ever be used in any public setting. 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.

The purpose of the study is to better understand how you and a few other employers who have accessed the online labor exchange 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 website 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 employer 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. Once the transcription is done the recording will be immediately deleted. The recordings will not ever be used in any public setting. 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 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

Attachment 9: Focus Group Guides: TC-2

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*****

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. 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 handles or 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. What do you think of the format for entering “Work experience” and “Education”?
 - Is the ??? text helpful?

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?
- 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?
- 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)

-Is the ??? text helpful?

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

-How would you use ?

******Prompt Utah Futures if JS did not bring it up******

c. The website has added some help features to assist with frequently asked questions- **For example: Help>FAQ>What is Utah Futures?**

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

-How helpful do you think the help text is?

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. What information is used to create the matches?

b. If you didn'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 #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**.

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) 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?
- 2) What other type of information would you like to have available on jobs.utah.gov?
- 3) What type of things did you *do* on jobs.utah.gov in the past that you wish you could still do?
- 4) What are the strengths or most user friendly aspects of jobs.utah.gov?
- 5) Is there anything that DWS has added to jobs.utah.gov that you hope they *do not remove* from the site?

(SKIP TO WHERE GROUPS JOIN)

*****Control System - Welcome Page*****

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*****

FUTURE CHANGES

- 1) So in each of the groups we talked about how jobs.utah.gov works when you bring up the full site on a smartphone or tablet.....Building on that, with the next rollout of changes, DWS is considering creating a mobile app.
 - a. Would you use a mobile app if one was available?
 - b. What features/functions for would you like to see included in a jobs.utah.gov mobile app that would be helpful to job seekers?
 - What would you hope to do on an app, compared to a full website?*
 - c. Other online job boards typically have mobile apps. What mobile apps for other online job boards do you use now?
 - What do you like / dislike about these apps?
 - d. If DWS created a mobile app, how would you expect to learn about it?
- 2) Calendar of events (*Go to My Job Search: Will be on right side of page by welcome*)
 - DWS is considering matching job seekers with hiring and training events that are happening in their area and uploading that information to a personalized calendar under the right hand side of the My Job Search Main Page. (E.g. A veteran in St. George is matched with hiring events for veterans in St. George and the date/time /location is uploaded to their calendar).
 - a. What do you think of this potential feature?
 - b. What functionality would you want the calendar to have? (i.e. link to outlook, etc.)
- 3) To do list (*Go to My Job Search: Will be on right side of page by welcome*)
 - DWS is considering making a “To-Do” list for job seekers about tasks to complete on the website, related to effective job searching (e.g. if you haven’t completed registration, a to-do item might say “Complete profile registration”)
 - a. What do you think of this potential feature?
 - b. What type of notifications would you like to see added to your automated to-do list?

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?

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?
- 2) If you 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)
 1. **Help>FAQ>"How are Job seekers matched to my jobs"**. What do you think of the FAQ's helpfulness and accessibility? How many have used these before?

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)?**
- 2) As part of job postings, DWS is trying to encourage employers to include the wage or salary range and other information about the jobs posted on the website. **(Open up the bottom of the post a job page.)**
 - a. If you do / do not add wage information to your postings, what determines that decision?
 - b. What could DWS do to encourage employers to include wages on job postings?
 - c. What other thoughts do you have about this "additional information" 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? **(View "Post a job" - Continue to Edit Page)**
- 4) Managing candidates that are matched:
(Open the "Review Potential Candidates in YouTube to:18 seconds in)
-Potentially get feedback on accessibility, helpfulness of YouTube

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?

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. Last October, DWS include the option for employers to include URL addresses to their social media sites on their company profiles. How is it going?
- 3) Action Items (Your Jobs: right hand side)
 - a. What do these labels communicate to you? (e.g. Manage Admin Roles)
 - What do you think of the tips offered by the hover text?
 - b. **Open Manage Admin Roles:** What would you think each of these checkboxes do / what does title of the checkbox communicate to you?
 - c. What are your thoughts on the "Company Stats?"
 - How have they impacted how you interact with the website?

Help Features

1. In addition to what we have discussed, what else do you do to get help when needed?
 - a. What feedback do you have in general on the accessibility, helpfulness, and timeliness of the **live chat feature**?

Future Changes

- 1) With the next rollout of changes, DWS is considering creating an option for employers to recruit job seekers for internships, on-the-job training, or apprenticeships.
 - Would you be interested in recruiting job seekers for these types of activities?
 - How would you like this function to be integrated onto jobs.utah.gov?
 - What type of information would you want from job seekers interested in these types of activities?
- 2) **Mobile Apps:** How would you use a mobile app if one was available?
 - a. What features/functions for employers would you like to see included in a jobs.utah.gov mobile app?
 - What would you hope to do on an app, compared to a full website?
 - b. What mobile apps for other online job boards do you currently utilize?
 - What do you like / dislike about these apps?
 - c. If DWS created a mobile app, how would you expect to learn about 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 positions? 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?

SIGNING IN (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, 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?

(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?

- b. Is there anything you wish would be different about how the site handles or manages resumes?

3) (Point to “Allow employers to view my resume”) – What do you understand happens when you check or uncheck this box?

4) (Point to “Save Resume and text”) – What do you understand happens when you check this box?

5) In regards to the other [profile sections](#)

- a. When you first saw this page, how important did it seem to fill in all the information on this page?
- b. What is the purpose of the information you enter on this page? That is, how will they use this information?
- c. What would you input in the section “[Jobs I’m interested in](#)”?
 - Is the ??? text helpful?
- d. What do you think of the format for entering “[Work experience](#)” and “[Education](#)”?
 - Is the ??? text helpful?

6) 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?

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?

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

a. What is your experience using this feature – the Local workshops activity?

d. 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. What information is used to create the matches?

b. If you didn'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 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 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?

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?

FUTURE CHANGES –

1. In addition to what we have discussed, what else do you do to get help when needed?
2. In the future Job Service is looking to add a LIVE CHAT feature. What are your thoughts about having LIVE CHAT available?
 - a. What features or functions would you want to make sure it has?
3. So in each of the groups we talked about how jobs.mt.gov works when you bring up the full site on a smartphone or tablet.....Building on that, with the next rollout of changes, JOB SERVICE is considering creating a **mobile app**.
 - a. Would you use a mobile app if one was available?
 - b. What features/functions for would you like to see included in a jobs.mt.gov mobile app that would be helpful to job seekers?
 - What would you hope to do on an app, compared to a full website?***
 - c. Other online job boards typically have mobile apps. What mobile apps for other online job boards do you use now?
 - What do you like / dislike about these apps?
 - d. If JOB SERVICE created a mobile app, 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 typical job seeker using jobs.mt.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.mt.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 JOB SERVICE has in the community?
- 4) 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 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.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?
- 2) When looking a job seeker that has been matched to you, what is your process for determining that this is a candidate you want to know more about?
 - a. Resume education, work experience, specific licenses or job requirements
- 3) If you are don't feel you are getting good matches, how would you go about getting better matches?
- 4) If you were looking for **help to** get better matches what would you do? (e.g. FAQ section, videos)
 1. **Help>FAQ>"How are Job seekers matched to my jobs"**. What do you think of the FAQ's helpfulness and accessibility? How many have used these before?
 2. Given this information, what could you do to try and improve your matches?
- 5) After you post the job and get the initial matches – what is your understanding of what you must do to get new/additional matches?

Posting Jobs

- 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?
 - c. What other thoughts do you have about this "additional information" section?
(Open up the bottom of the post a job page.)

4) 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](#))

5) Notice you are not able to edit a job once it is posted; what do you think about this?

6) Managing candidates that are matched:

([Open the “Review Potential Candidates](#))

-Potentially get feedback on accessibility, helpfulness of YouTube

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?

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 Edit Company Profiles](#)

a. What is your opinion of this page?

b. Has anyone uploaded their company logo? How did it go?

c. Last November, JOB SERVICE include the option for employers to include URL addresses to their social media sites on their company profiles. How is it going?

3) Action Items ([Your Jobs: right hand side](#))

a. What do these labels communicate to you? (e.g. Manage User Access)

-What do you think of the tips offered by the hover text?

b. [Open Manage User Access](#): What would you think each of these checkboxes do / what does title of the checkbox communicate to you?

c. What are your thoughts on the “**Company Stats?**”

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

Future Changes –

In addition to what we have discussed, what else do you do to get help when needed?

In the future Job Service is looking to add a LIVE CHAT feature. What are your thoughts about having LIVE CHAT available?

a. What features or functions would you want to make sure it has?

1) With the next rollout of changes, JOB SERVICE is considering creating an option for employers to recruit job seekers for internships, on-the-job training, or apprenticeships.

-Would you be interested in recruiting job seekers for these types of activities?

-How would you like this function to be integrated onto jobs.mt.gov?

-What type of information would you want from job seekers interested in these types of activities?

2) **Mobile Apps**: How would you use a mobile app if one was available?

a. What features/functions for employers would you like to see included in a jobs.mt.gov mobile app?

-What would you hope to do on an app, compared to a full website?

b. What mobile apps for other online job boards do you currently utilize?

-What do you like / dislike about these apps?

c. If JOB SERVICE created a mobile app, how would you want 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 they do not remove* from the site?

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 JOB SERVICE impact your perception of them as a potential employee?
- 3) 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?
- 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, 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?
- 6) How does the quality or type of applicants compare? (e.g. Do you use different sites to recruit for different open positions? How do you decide?)

JOB SERVICE General –

- *1) In general, what is your perception of JOB SERVICE as an agency?
 - a. What do they do?
 - b. What other services do they provide?
 - c. What do you experience as the “mission” of JOB SERVICE?
- 3) In addition to the website, what other connections do you have with JOB SERVICE as an agency?
- *4) How would you describe JOB SERVICE’ image in the broader business community?
- 5) What could JOB SERVICE do to improve its image in the community?

Attachment 10: Timeline of Significant Events

Date	Activities
2012	
October	SRI chosen as 3 rd 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Online surveys were being sent too frequently - fixed 1/3

	- Utah Online Employer Satisfaction Survey link broken - (1/1 – 2/19)
February	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Utah - Statewide training of all appropriate staff on TC-2 rollout - Focus groups with job seekers and employers were held statewide in both 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)
	<ul style="list-style-type: none"> - 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 year 3 data collection (11/20)

Attachment 11: Montana Job Service Workers Online Survey

	N = 126⁶										
Compared to other Job Service offices, my office is:	<table> <tr> <td align="right">Small</td> <td align="right">50 (39.7%)</td> </tr> <tr> <td align="right">Medium</td> <td align="right">22 (17.5%)</td> </tr> <tr> <td align="right">Large</td> <td align="right">45 (35.7%)</td> </tr> </table>	Small	50 (39.7%)	Medium	22 (17.5%)	Large	45 (35.7%)				
Small	50 (39.7%)										
Medium	22 (17.5%)										
Large	45 (35.7%)										
Number of years employed by Job Service (median)	7.6 years										
Number of years in current position (median)	6 years										
In general how well informed are employers about the changes introduced to jobs.mt.gov last fall?	<table> <tr> <td align="right">Very</td> <td align="right">3 (2.4%)</td> </tr> <tr> <td align="right">Somewhat</td> <td align="right">62 (48.4%)</td> </tr> <tr> <td align="right">Hardly at all</td> <td align="right">46 (36.5%)</td> </tr> <tr> <td align="right">Not at all</td> <td align="right">5 (4.0%)</td> </tr> </table>	Very	3 (2.4%)	Somewhat	62 (48.4%)	Hardly at all	46 (36.5%)	Not at all	5 (4.0%)		
Very	3 (2.4%)										
Somewhat	62 (48.4%)										
Hardly at all	46 (36.5%)										
Not at all	5 (4.0%)										
What methods do you use to inform employers about changes made to jobs.mt.gov?	<table> <tr> <td align="right">Email blasts</td> <td align="right">12 (9.5%)</td> </tr> <tr> <td align="right">Community events (job fairs, etc.)</td> <td align="right">21 (16.7%)</td> </tr> <tr> <td align="right">Attend community business events (Chamber meetings, etc.)</td> <td align="right">25 (19.8%)</td> </tr> <tr> <td align="right">Call/Walk-In</td> <td align="right">75 (59.5%)</td> </tr> <tr> <td align="right">None – That’s not part of my job</td> <td align="right">27 (21.4%)</td> </tr> </table>	Email blasts	12 (9.5%)	Community events (job fairs, etc.)	21 (16.7%)	Attend community business events (Chamber meetings, etc.)	25 (19.8%)	Call/Walk-In	75 (59.5%)	None – That’s not part of my job	27 (21.4%)
Email blasts	12 (9.5%)										
Community events (job fairs, etc.)	21 (16.7%)										
Attend community business events (Chamber meetings, etc.)	25 (19.8%)										
Call/Walk-In	75 (59.5%)										
None – That’s not part of my job	27 (21.4%)										
Do most employers you work with find it east to post jobs on jobs.mt.gov?	<table> <tr> <td align="right">Yes</td> <td align="right">25 (19.8%)</td> </tr> <tr> <td align="right">No</td> <td align="right">32 (25.4%)</td> </tr> <tr> <td align="right">Don’t Know</td> <td align="right">65 (51.6%)</td> </tr> </table>	Yes	25 (19.8%)	No	32 (25.4%)	Don’t Know	65 (51.6%)				
Yes	25 (19.8%)										
No	32 (25.4%)										
Don’t Know	65 (51.6%)										
Are employers influenced, either for or against a job seeker, by the information they access online as generated by either uploaded resumes or the job seeker profile information entered on jobs.mt.gov?	<table> <tr> <td align="right">Yes</td> <td align="right">35 (27.8%)</td> </tr> <tr> <td align="right">No</td> <td align="right">4 (3.2%)</td> </tr> <tr> <td align="right">Don’t Know</td> <td align="right">85 (67.5%)</td> </tr> </table>	Yes	35 (27.8%)	No	4 (3.2%)	Don’t Know	85 (67.5%)				
Yes	35 (27.8%)										
No	4 (3.2%)										
Don’t Know	85 (67.5%)										
How are they influenced?	N = 34										
	<table> <tr> <td align="right">For the better</td> <td align="right">2 (5.9%)</td> </tr> <tr> <td align="right">For the worst</td> <td align="right">17 (50.0%)</td> </tr> <tr> <td align="right">Mixed Influence</td> <td align="right">15 (44.1%)</td> </tr> </table>	For the better	2 (5.9%)	For the worst	17 (50.0%)	Mixed Influence	15 (44.1%)				
For the better	2 (5.9%)										
For the worst	17 (50.0%)										
Mixed Influence	15 (44.1%)										
In your experience, do most employers find jobs.mt.gov...	<table> <tr> <td align="right">Better than most other online website for finding potential employees</td> <td align="right">8 (6.3%)</td> </tr> <tr> <td align="right">The same as most other online websites for finding potential employees</td> <td align="right">14 (11.1%)</td> </tr> <tr> <td align="right">Not as good as other online websites for finding potential employees</td> <td align="right">44 (34.9%)</td> </tr> <tr> <td align="right">Don’t know</td> <td align="right">55 (43.7%)</td> </tr> </table>	Better than most other online website for finding potential employees	8 (6.3%)	The same as most other online websites for finding potential employees	14 (11.1%)	Not as good as other online websites for finding potential employees	44 (34.9%)	Don’t know	55 (43.7%)		
Better than most other online website for finding potential employees	8 (6.3%)										
The same as most other online websites for finding potential employees	14 (11.1%)										
Not as good as other online websites for finding potential employees	44 (34.9%)										
Don’t know	55 (43.7%)										

⁶ Responded to 4 or more questions in the survey, 15 additional surveys answered 3 questions or less and were excluded from analysis for accuracy.

Do most (or many) employers who post jobs on jobs.mt.gov use the job matching feature to identify qualified job seekers?	Yes No Don't know	17 (13.5%) 19 (15.1%) 87 (69.0%)
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 Usually Sometimes Rarely Never	16 (12.7%) 55 (43.7%) 31 (24.6%) 8 (6.3%) 2 (1.6%)
Several help features were added to jobs.mt.gov last fall. Which of the new features are you aware of?	FAQs Video Tutorials	78 (61.9%) 78 (61.9%)
How helpful do you think each new help feature is to employers using the website:		N = 94
FAQ's	Very Somewhat Not very Not at all	19 (20.2%) 64 (68.1%) 8 (8.5%) 3 (3.2%)
Tutorial Videos	Very Somewhat Not very Not at all	N = 89 16 (18.0%) 59 (66.3%) 9 (10.1%) 5 (5.6%)
Do most employers believe they can access job seekers with a wide range of skills and abilities on jobs.mt.gov	Yes No Don't Know	13 (10.3%) 33 (26.2%) 73 (57.9%)
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 Usually Sometimes Rarely Never	30 (23.8%) 72 (57.1%) 13 (10.3%) 1 (0.8%) 1 (0.8%)
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 No Don't Know	67 (53.2%) 26 (20.6%) 27 (21.4%)

Do you think that job seekers know the information they enter on jobs.mt.gov is used to create the resume viewed by employers?	Yes No Don't know	18 (14.3%) 72 (57.1%) 17 (13.5%)
In general, do job seekers have difficulty finding what they need on jobs.utah.gov?	Yes No Don't Know	40 (31.7%) 47 (37.3%) 26 (20.6%)
In general, how comfortable are you with your working knowledge of the website?	Completely Somewhat Not very Not at all	40 (31.7%) 70 (55.6%) 4 (3.2%) 5 (4.0%)
Overall, how confident are you in your ability to answer customer questions?	Completely Somewhat Not very Not at all	43 (34.1%) 63 (50.0%) 8 (6.3%) 4 (3.2%)
Overall, do you feel the GenLEX changes are moving us in the right direction?	Yes No Unsure	33 (26.2%) 29 (23.0%) 57 (45.2%)

Attachment 12: Workforce Development Specialist and SET Data

	N = 16	N = 4
Service Area Representation		
Bear River	2 (12.5%)	
Wasatch Front North	3 (18.8%)	
Wasatch Front South	2 (12.5%)	
Mountainland	3 (18.8%)	
Castle County	1 (6.3%)	
Uintah Basin	1 (6.3%)	
Southeast	-0-	
Central Utah	1 (6.3%)	
Southwest	2 (12.5%)	
Number of years employed by DWS	17.0 years	
Number of years in current position	3.5 years	
In general how well informed are employers about the changes introduced to jobs.utah.gov last fall?		
Very	-0-	-0-
Somewhat	10 (62.5%)	4 (100%)
Hardly at all	6 (37.5%)	-0-
Not at all	-0-	-0-
Since the changes to GenLEX last year, would you say the number of employers posting their own jobs has...		
Increased a great deal		-0-
Increased a little		2 (50%)
Not really changed		1 (25%)
Decreased a little		-0-
Decreased a lot		-0-
Don't know		1(25%)
What methods do you use to inform employers about changes made to jobs.utah.gov?		
Email blasts	6 (37.5%)	
Community events (job fairs, etc.)	10 (62.5%)	
Attend community business events (Chamber meetings, etc.)	12 (75.0%)	
Call/Walk-In	12 (75.0%)	
None – That's not part of my job	1 (6.3%)	
Do most employers you work with find it east to post jobs on jobs.utah.gov?		
Yes	13 (81.3%)	1 (25%)
No	2 (12.5%)	3 (75%)
Don't Know	1 (6.3%)	-0-

Are employers influenced, either for or against a job seeker, by the information they access online as generated by either uploaded resumes or the job seeker profile information entered on jobs.utah.gov?	Yes No Don't Know	13 (81.3%) -0- 2 (12.5%)	4 (100%) -0- -0-
How are they influenced?	For the better For the worst Mixed Influence	N = 13 -0- 2 (14.3%) 12 (85.7%)	N = 4 -0- 1 (25%) 3 (75%)
In your experience, do most employers find jobs.utah.gov...	Better than most other online website for finding potential employees The same as most online websites for finding potential employees Not as good as other online websites for finding potential employees Don't know	4 (25.0%) 5 (31.3%) 4 (25.0%) 3 (18.8%)	2 (50%) -0- 2 (50%) -0-
Do most (or many) employers who post jobs on jobs.utah.gov use the job matching feature to identify qualified job seekers?	Yes No Don't know	6 (37.5%) 5 (31.3%) 5 (31.3%)	2 (50%) 2 (50%) -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 Usually Sometimes Rarely Never	5 (31.3%) 9 (56.3%) 1 (6.3%) 1 (6.3%) -0-	2 (50%) 2 (50%) -0- -0- -0-
Several help features were added to jobs.utah.gov last fall. Which of the new features are you aware of?	FAQs Video Tutorials "Live Chat" connection to SET team	10 (62.5%) 10 (62.5%) 15 (93.8%)	4 (100%) 4 (100%) 4 (100%)
How helpful do you think each new help feature is to employers using the website:	FAQ's Very Somewhat Not very Not at all	N = 11 3 (27.3%) 7 (63.6%) 1 (9.1%) -0-	1 (25%) 2 (50%) 1 (25%) -0-

Tutorial Videos	Very	N = 14 3 (21.4%)	2 (50%)
	Somewhat	10 (62.5%)	-0-
	Not very	1 (6.3%)	2 (50%)
	Not at all	-0-	-0-
“Live Chat”	Very	N = 15 10 (66.7%)	3 (75%)
	Somewhat	5 (33.3%)	1 (25%)
	Not very	-0-	-0-
	Not at all	-0-	-0-
Do most employers believe they can access job seekers with a wide range of skills and abilities on jobs.utah.gov	Yes	7 (43.8%)	1 (25%)
	No	7 (43.8%)	2 (50%)
	Don’t Know	2 (12.5%)	1 (25%)
Ever worked with Job Seekers?	Yes	11 (68.8%)	
	No	4 (25.0%)	
In general, how comfortable are you with your working knowledge of the website?	Completely	5 (31.3%)	
	Somewhat	6 (37.5%)	
	Not very	-0-	
	Not at all	-0-	
Overall, how confident are you in your ability to answer customer questions?	Completely	8 (50.0%)	
	Somewhat	3 (18.8%)	
	Not very	-0-	
	Not at all	-0-	
Overall, do you feel the GenLEX changes are moving us in the right direction?	Yes	8 (50.0%)	
	No	-0-	
	Unsure	3 (18.8%)	

Attachment 13: Connection Team and SET Data

	N = 98	N = 4
Service Area Representation		
Bear River	10 (10.2%)	
Wasatch Front North	17 (17.3%)	
Wasatch Front South	24 (24.5%)	
Mountainland	18 (18.4%)	
Castle County	2 (2.0%)	
Uintah Basin	1 (1.0%)	
Southeast	2 (2.0%)	
Central Utah	6 (6.1%)	
Southwest	11 (11.2%)	
Other	1 (1.0%)	
Number of years employed by DWS	8 years	
Number of years in current position	3 years	
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	16 (16.3%)	1 (25%)
Usually	72 (73.5%)	3 (75%)
Sometimes	10 (10.2%)	-0-
Rarely	-0-	-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	55 (56.1%)	1 (25%)
No	20 (20.4%)	1 (25%)
Don't Know	13 (13.3%)	2 (50%)
How often are you asked to help someone use the resume builder tool?		
Several times a day	39 (39.8%)	-0-
About once a day	18 (18.4%)	-0-
Weekly	16 (16.3%)	-0-
A couple of times a month	7 (7.1%)	2 (50%)
Less than monthly	4 (4.1%)	2 (50%)
How comfortable do you feel helping customers use the resume builder?		
Very	48 (49.0%)	-0-
Somewhat	37 (37.8%)	2 (50%)
Not very	9 (9.2%)	2 (50%)
Not at all	4 (4.1%)	-0-
How confident do you feel that the resume builder is a good tool for most customers who use it?		
Very	12 (12.2%)	
Somewhat	46 (46.9%)	
Not very	28 (28.6%)	
Not at all	12 (12.2%)	
When helping a job seeker, how quickly are you able to tell if they are using the current system or the test system?		
Immediately	74 (75.5%)	1 (25%)
After helping a while	16 (16.3%)	3 (75%)
Not at all	8 (8.2%)	-0-

Current System			
When using the CURRENT SYSTEM: In general, do job seekers have difficulty finding what they need on jobs.utah.gov?			
	Yes	30 (30.6%)	1 (25%)
	No	56 (57.1%)	2 (50%)
	Don't Know	10 (10.2%)	1 (25%)
Test System			
When using the TEST SYSTEM: In general, do job seekers have difficulty finding what they need on jobs.utah.gov?			
	Yes	50 (51.0%)	2 (50%)
	No	26 (26.5%)	1 (25%)
	Don't Know	16 (16.3%)	1 (25%)
Which new help features are you aware of?			
	FAQs	57 (58.2%)	
	Video Tutorials	48 (49.0%)	
	“Live Chat” connection to SET team	62 (63.3%)	
How helpful do you think each new help feature is to employers using the website:			
FAQ's			
	Very	N = 71 11 (15.5%)	
	Somewhat	47 (66.2%)	
	Not very	7 (9.9%)	
	Not at all	6 (8.5%)	
Tutorial Videos			
	Very	N = 66 10 (15.2%)	
	Somewhat	40 (60.6%)	
	Not very	12 (18.2%)	
	Not at all	4 (6.1%)	
“Live Chat”			
	Very	N = 65 21 (32.3%)	
	Somewhat	34 (52.3%)	
	Not very	5 (7.7%)	
	Not at all	5 (7.7%)	
Ever worked with employers?		33 (33.7%)	
In general, how comfortable are you with your working knowledge of the website?			
	Completely	46 (46.9%)	3 (75%)
	Somewhat	39 (39.8%)	1 (25%)
	Not very	8 (8.2%)	-0-
	Not at all	1 (1.0%)	-0-
Overall, how confident are you in your ability to answer customer questions?			
	Completely	50 (51.0%)	3 (75%)
	Somewhat	39 (39.8%)	1 (25%)
	Not very	5 (5.1%)	-0-
	Not at all	1 (1.0%)	-0-
Overall, do you feel the GenLEX changes are moving us in the right direction?			
	Yes	42 (42.9%)	3 (75%)
	No	16 (16.3%)	-0-
	Unsure	36 (36.7%)	1 (25%)