



Governor's Office of Economic Development

2008 CSG Innovations

Award Program

February 28, 2008

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Governor's Office of Economic Development

“The Governor's Office of Economic Development (GOED) charter is based on Governor Jon Huntsman's commitment to economic development statewide.

The mandate for this office is to provide rich business resources for the creation, growth and recruitment of companies to Utah and to increase tourism and film production in the state. GOED accomplishes this mission through the administration of programs based around industries or "economic clusters" that demonstrate the best potential for development. GOED utilizes state resources and private sector contracts to fulfill its mission.”

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THE POWDER

Ranked the "Most Dynamic Economy" in the United States by the Kaufmann Foundation and the second "Best State for Business" by Forbes Magazine, it's no wonder we're looking for engineers and other talented professionals and companies to join Utah in going to the next level. The scenery's not bad either. Call 1-801-538-6743 for information or email your resume to resumes@utah.gov

Photographer: Lee Cohen

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Program Information

Assign Program Category (applicant): *Human Resources/Education*

1. Program Name

The Utah Recruitment Initiative (URI)

2. Administering Agency

Utah Governor's Office of Economic Development (GOED)

3. Contact Person (Name and Title)

Clark H. Caras
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9. Please provide a two-sentence description of the program

The Utah Recruitment Initiative (URI) is a taskforce initiative directed by Governor Jon Huntsman to work with Utah companies to assure they have the needed talent and



workforce development resources to continue to grow Utah's economy, and to promote Utah as a prime location to live and work. By teaming up with key representatives of government, the private sector and education, and through various media and marketing campaigns the Utah Recruitment Initiative taskforce is assuring that the State of Utah is positioned to be able to compete nationally and internationally for years to come.

10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 1, 2008 to be considered.

The Governor's Office of Economic Development was first assigned this initiative by Governor Huntsman in November of 2006. Shortly after, the URI launched its first campaign in December of 2006.

11. Why was the program created? What problem[s] or issue[s] was it designed to address?

During the past 2 to 3 years, Utah has experienced unprecedented economic growth which has created thousands of jobs, increased wages and Utah's standard of living and also positioned the state to be able to compete nationally and globally for years to come. Utah has recently received many accolades including the number one "Most Dynamic Economy" by the Kauffman foundation, and one of the best states for business by CNBC and Forbes Magazine. More recently Utah was ranked as the most competitive State in the nation. The Beacon Hill Institute's State Competitiveness Report for 2007 and the ALEC-Laffer State Economic Competitiveness Index listed Utah in the top position for doing business in the coming year.

As a state having one of the lowest unemployment rates in the nation coupled with the highest job growth rate, Utah found itself in a unique position of having many open high paying jobs that were not being filled. Assuring that these jobs are filled is essential to the long term health and growth of Utah's economy.

By promoting Utah as a great place to live and work, and by using Utah's Life Elevated Brand, the Utah Recruitment Initiative Taskforce has ran a series of campaigns on behalf of Utah companies to find needed employees. These campaigns have included two "Here for the Holiday's" campaigns, a national media campaign in approximately 12 cities and monthly viral and web marketing.

The Utah Recruitment Initiative Taskforce has also teamed up with various private organizations to reach ex-Utah patriots and invite them home and provide Utah companies with robust interactive tools and resources.



12. Describe the specific activities and operations of the program in chronological order.

- November 2006 – Governor Huntsman expresses concern about the lack of engineers in the state and tasks the Governor's Office of Economic Development to start a recruiting campaign.
- December 2006 – The Governor's Office of Economic Development launches its first "Here for the Holiday's" campaign. Ads are run in local newspapers along the Wasatch Front encouraging all those returning home to be with family, and those coming to Utah for recreation, to look at the many job opportunities available in the State.
- Resumes are collected, sorted, and distributed to companies seeking workforce recruiting and development assistance (still ongoing).
- July 2007 – The Utah Recruitment Initiative Taskforce is created, a taskforce composed of various leaders in Government, Education, and the Private Sector. Various goals and initiatives were laid out to expand the reach of URI to go beyond helping companies having only engineering needs to all companies with all professional hiring needs.
- August and September 2007 - Marketing material is created and invitations are sent out to solicit more participation from private companies.
- 1st version of Utah Works for You website is created.
- The Utah Recruitment Initiative runs a national media campaign on October 28 targeting approximately 12 major cities nation wide. A one page insert was included in the Sunday paper of major cities including Boston, Houston, San Antonio, San Diego, San Jose, and others.
- URI partners with ApplicantSearch™, a Utah company, to broaden the reach of the initiative. Through ApplicantSearch™, companies now have access to a database of over 13,000 Utah Higher Education Alumni, many of whom are working out of State and have expressed interest in returning to Utah to work. ApplicantSearch™ also provides a redesign of the utahworksforyou.com website with added functionality including a GOED job board and applicant database.
- December 2007 Utah runs its second "Here for the Holiday's" campaign, which included ads featured in local newspapers along the Wasatch Front and Southern Utah encouraging those returning home to visit families, and those visiting for recreation purposes to look at the many job opportunities offered by the State. During the December 2007 campaign URI worked with the Utah Hotel and Lodging Association to put 25,000 post cards in hotel rooms across the State advertising www.utahworksforyou.com and job availability in the State.
- January 2008 - URI launches a major viral and web marketing campaign specifically to fill the open positions posted on the GOED Job Board by Utah companies and collect more job applicants.



- URI is currently in the process of planning to participate in various national career fairs such as the Bio Expo and career fair, SME Expo and the SAMPE Expo and career fair.

13. Why is the program a new and creative approach or method?

The Utah Recruitment Initiative is unique in its emphasis of Utah's exceptional quality of life. Most of Utah's major employers are located within minutes of world class skiing, mountain biking, hiking and rock climbing. In less than a day's drive one can reach five national parks and 47 state parks providing access to some of the greatest adventures America has to offer. Utah also offers a great family oriented life with diverse cultural talent and entertainment.

Although Utah has great employers and working conditions, the URI has chosen to focus on Utah's quality of life both on and off the job. By communicating the fact that Utah is a great place to live and work, the State hopes to be able to attract the talent needed to continue to grow Utah's economy.

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

As of now the URI has received no appropriated funding from the Utah State Legislature. The programs recruiting campaigns have been supported by marketing dollars allocated to the Governor's Office of Economic Development and GOED staff.

Thanks to the support of the Utah Recruitment Initiative Task Force members, GOED has been able to expand its reach and assist a number of Utah employers at minimal cost. GOED's partnership with ApplicantSearch™ allows it to use its resources at a minimal cost in a way that the business goals of ApplicantSearch™ are met. GOED's marketing now increases the size of the ApplicantSearch™ database while at the same time allowing participating companies to access GOED generated contacts for free.

Principal start up costs to the program related mainly to the hours dedicated by GOED staff to the initiative. Weekly hours dedicated to the Utah Recruitment Initiative by GOED have been equivalent to one full time employee or a salary of approximately \$60,000 per year.



15. What are the program's annual operational costs?

Cost Item	Description	Cost
2006 Here for the Holiday's Campaign	GOED's first marketing attempt to attract primarily engineers to the State for companies that had approached GOED seeking assistance in this effort. Campaign was made primarily of display ads run along the Wasatch Front encouraging those returning to Utah to visit family or here for recreation to also look at job opportunities available.	\$ 7,500.00
Targeted Classified Campaign	A Targeted Black and White classified ad campaign in Albuquerque, Boise (Idaho), Chicago, Denver and Portland.	\$ 7,500.00
Development of 1st version of utahworksforyou.com	Splash page design that allowed for the collection of resumes and access into the Department of Workforce Services Job Search System	\$ 15,000.00
2007 Here for the Holiday's Campaign	Campaign based on 2006 "Here for the Holiday's" campaign. Included display ads run along the Wasatch Front and St. George. In addition to display ads, URI teamed up with the Utah Hotel and Lodging Association to put 25,000 postcards in hotel room across the state.	\$ 10,000.00
National Sunday Newspaper Insert	One page display ad placement, given to us by the Utah Office of Tourism and a co-operative marketing agreement it has with various tourism organizations. Value of the ad was equivalent to \$18,000.00. Creation of ad was \$4000.00	\$ 22,000.00
Taskforce meetings	Eight meetings at approximately \$300.00 per meeting	\$ 2,400.00
Viral and Web Marketing	A three month viral and web marketing campaign targeting the posted jobs on the GOED Job Board at www.utahworksforyou.com. \$5000.00 have been allocated for each month	\$ 15,000.00
Redesign of www.utahworksforyou.com	Redesign was done for free by ApplicantSearch™ and a marketing agreement reached with them. Value of site is equivalent to approximately \$10,000 dollars	\$ 10,000.00
Staff Time	Staff time has been dedicated to this initiative equivalent to one full time employee	\$ 60,000.00
Total		\$ 145,400.00



Based on previous expenses and future projections of the Utah Recruitment Initiative, it is estimated that the future annual operational cost will be approximately \$150,000.00.

16. How is the program funded?

URI is funded through marketing dollars provided to the Governor's Office of Economic Development from the Utah State Legislature and from its general operating budget.

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.

No, as the program expands it is probable money could be requested from the State Legislature. It is also likely that as the program expands, inter-agency cooperation with the Department of Workforce Services will be used to assure the programs long-term success.

18. What equipment, technology and software are used to operate and administer this program?

ApplicantSearch™ software provided by JobMatch LLC which allows employers to match the skill sets needed to fill open positions to potential applicants in the database. The software allows all economic development organizations with an interest in workforce development and recruitment to use the same database to store potential applicants and employers.

Other than the website and the JobMatch software, standard office applications, email, and the internet make up the primary equipment used by the URI Taskforce.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.

After the request by Governor Huntsman to begin a recruiting campaign, GOED became aware of related recruiting efforts that were being undertaken by other states. GOED is unaware of recruiting programs as "workforce specific" as the one being undertaken by the Utah Recruitment Initiative. The focus of this initiative has been, and will continue to be the placement of professional level employees with specific skill sets in one of the available positions in the State.

Particular parts of GOED recruiting initiative are to the best of our knowledge unique to Utah such as the ApplicantSearch™ database containing Utah Higher Education Alumni living out of state. Thousands of the individuals in this database have



expressed interest in returning to live and work in Utah. If there is a match in an employers search to those in the database, contact can be made and an offer provided by the company.

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?

- South Dakota
- Louisiana
- Wyoming

URI became aware of fairly significant recruiting programs taking place in Wyoming, Louisiana, and South Dakota. Of these three states, we have found that South Dakota's program most closely mirrors Utah's in its marketing approach and resources. Louisiana's recruiting effort is mostly a response to Hurricane Katrina and an effort by the state to bring individuals back and revitalize its business environment.

According to many press accounts, Wyoming has run a successful recruiting campaign that came about due to a shortage in their energy industry. A shortfall in their campaign however was that it was narrowly targeted to a single geographic area, Michigan. Resources and infrastructure were not in place to accommodate additional workers with their families and as a result the Wyoming now deals with a social welfare problem it was not expecting.

Utah is taking steps to make sure it learns from the short falls and strengths of other initiatives around the country.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

Various activities are still in the process of being implemented. One of the goals of the Utah Recruitment Initiative has been to go on the road, with the Governor at the lead, to find individuals with the correct skill sets that would be interested in working in Utah.

GOED participates in 24 plus tradeshow and conventions each year and plans on incorporating recruitment activities in all appropriate shows. Currently GOED is in the planning process to participate in the BIO Expo and Career Fair in San Diego, the SAMPE Expo and Career Fair in Las Vegas, and the SME Expo in Utah. An effort is also being made to begin to work more closely with the Utah Office of Tourism.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.



The State of Utah needed to create an environment in which skilled professionals originally in engineering and then all skilled professionals would see Utah as offering employment opportunities equal to those offered in any other parts of the country. As unemployment and job growth figures and industry demand changes, URI is positioned to adjust its initiative to accommodate current the workforce needs of the State.

The Utah Recruitment Initiative has evolved into a marketing campaign on behalf of other Utah industries. Refining the marketing message of Utah as a great place to live as well as work is at times a challenge. Potential applicants are initially attracted by the emotion of an exciting work environment in close proximity to recreational facilities.

After the initial emotional attraction, potential applicants have to be given valuable information through our website, and through the companies that are participating in this initiative. Much time and effort has to be dedicated to aligning the expectations of companies as to what is involved in relocating individuals from out of state to work in Utah. Resources have to be dedicated by companies to make sure that the transition by those accepting positions in the state is as seamless as possible.

As the program expands, it has become apparent that one of the challenges the URI Taskforce will have is measuring the return on investment. As we engage more partners, expand marketing efforts, and raise general awareness, it is difficult to determine what successes have come as a direct result of the activities of the URI Taskforce.

23. How has the program grown and/or changed since its inception?

At first this initiative was termed the Engineering Recruitment Initiative (ERI). GOED felt that it was not in the position to be able to help all industries and sectors of its economy and focused on what it felt was the most pressing need at the time. Over time backend resources were developed to allow us to expand our reach and assist all companies that have professional hiring needs. The filing of a participation agreement is required as a vehicle for GOED to generate continued support and to be able to track the effectiveness of the program.

Once companies sign a participation agreement they are allowed to post jobs to the GOED Job Board free of charge, to which potential applicants are directed through our marketing efforts.

The primary change in the program has been its expanded reach from focusing on only engineers to being able to focus on all companies with professional hiring needs. Because of this change the initiative is now referred to as the Utah Recruitment Initiative (URI) instead of the Engineering Recruitment Initiative. The primary



change in marketing has been the shift from traditional print marketing to online marketing which includes viral marketing, pay per click advertising, key word search ads, and marketing on social networking sites.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

Utah has many unique advantages which include its small population, its natural environment and the tight knit social fabric that make up its economy. In some aspects the State as a whole can be treated as one large business. Because most of the States 2.5 million people live along the Wasatch Front it is easy to bring people together, to collaborate and leverage each others resources.

Size of population, demographics and geography are some of the challenges that states such as California, Texas, Arizona, and other large east coast states could encounter.

Utah also has an advantage in that it has been ahead of the curve in recruiting skilled labor. This initiative began while the nation's economy was still strong. Finding skilled labor will always be one of the country's top issues, whether we are in a period of economic growth or decline. Utah hopes to be able to stay ahead the recruiting curve to make sure its workforce needs are met for years to come.



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