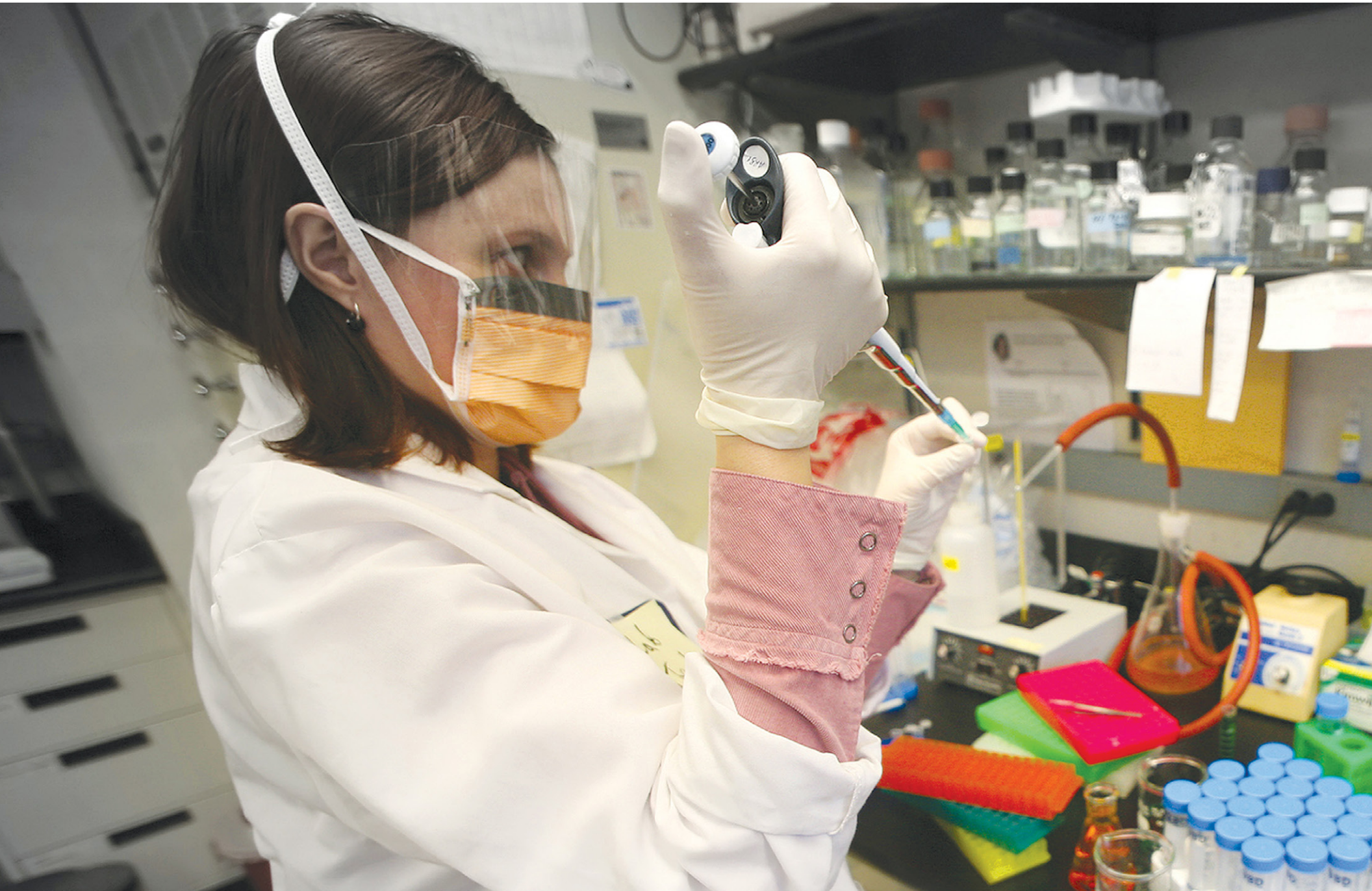


# ARIZONA'S STATE PLAN SUMMARY

JULY 1, 2020 – JUNE 30, 2024





STATE OF ARIZONA  
OFFICE OF THE GOVERNOR

DOUGLAS A. DUCEY  
GOVERNOR

EXECUTIVE OFFICE

The Honorable Eugene Scalia  
Secretary  
U.S. Department of Labor  
Frances Perkins Building  
200 Constitution Avenue, N.W.  
Washington, DC 20210

Dear Secretary Scalia,

Arizona is pleased to submit its 2020-2023 Unified State Plan under the Workforce Innovation and Opportunity Act. Arizona's Plan supports our vision of being the number one state for individuals to live, work, play, recreate, retire, visit, do business, and get an education.

In support of that vision, and with businesses at the forefront, Arizona undertook a statewide, collaborative effort focused on aligning economic, educational, and workforce partners to ensure our workforce system works for Arizonans. The result of that effort culminated in the Unified State Plan, which provides a strong roadmap for Arizona, built on strategic partnerships that strengthens the State's ability to encourage economic growth by leveraging its qualified workforce.

On behalf of the State of Arizona, I support this Unified State Plan and give my commitment to ensure our system continues to improve outcomes for the businesses and job seekers we serve.



Sincerely,

A handwritten signature in black ink that reads "Doug Ducey".

Doug Ducey  
Governor  
State of Arizona

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## Arizona Department of Education

The Honorable Betsy DeVos  
Secretary, U.S. Department of Education  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202  
Dear Secretary DeVos,

I am pleased to support Arizona's 2020-2023 Unified Workforce Development Plan, created and submitted in accordance with the Workforce Innovation and Opportunity Act. I fully support the vision and goals identified in the Plan, and especially the concept that all Arizonans, regardless of circumstance or background, should have access to educational options and economic opportunities.

As Arizona's Superintendent of Public Instruction, I recognize that Arizona's adult education system, under the authority of the Arizona Department of Education, is an important partner in the state's workforce system. Through the provision of adult education statewide, and through partnerships as described in this Unified Workforce Development Plan, adults in Arizona who face barriers to employment, such as lacking a secondary diploma, low academic skills, and/or limited English language skills, are given the opportunity to improve their skills, advance their education, and eliminate these barriers. By improving the employability index of these individuals, the economic impact to Arizona cannot be overstated and I'm proud that our adult education system plays a key role in making this happen.

On behalf of the Arizona Department of Education, I give my commitment to support the implementation of Arizona's 2020-2023 Unified Workforce Development Plan and ensure that the requirements and assurances described in the Plan are fully adhered to by my agency.



Sincerely,

*Kathy Hoffman*

Kathy Hoffman, MS, CCC-SLP  
State Superintendent of Public Instruction

**Kathy Hoffman, Superintendent of Public Instruction**

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## STATE WORKFORCE PLAN OVERVIEW

WIOA requires that the Governor of each state develop and implement a State Plan that outlines a four-year strategy for the state's workforce development system. Planning requirements foster better alignment of federal investments in job training, integrate and improve efficiency in service delivery across programs and ensure that Arizona's workforce system is job-driven and matches employers with skilled individuals.

Arizona's State Plan was developed by the Workforce Arizona Council alongside the Arizona Commerce Authority (ACA), Arizona Office of Economic Opportunity (OEO), Arizona Department of Economic Security (DES), Arizona Department of Education (ADE), 12 Local Workforce Development Boards, 17+ Partner Programs and stakeholders. Arizona's unified state plan was approved by the U.S. Department of Labor in 2020, is subject to modification in 2022, and will be implemented through PY2023.

This summary provides a high level snapshot of Arizona's public workforce system "ARIZONA@WORK" and its vision, goals and strategies for the next four years. Full details of the Arizona State Plan can be viewed at: [https://arizonaatwork.com/sites/default/files/WIOA\\_Arizona\\_State\\_Plan\\_PY2020-2023.pdf](https://arizonaatwork.com/sites/default/files/WIOA_Arizona_State_Plan_PY2020-2023.pdf).

## STATE PLAN VISION AND GOALS

Taking into account the state's economic and workforce conditions, along with the state's workforce development, education and training activities, the State developed four goals, identified its strengths and weaknesses, and developed 10 strategies to implement over the next four years to support the changing needs of businesses and job seekers.



### VISION

To build a pro-growth economy that provides opportunity for all and builds prosperous communities by building the skills and abilities of Arizonans to meet the workforce needs of our employers.



### GOALS

Promote a Strong Arizona Economy  
Serve Business Needs  
Prepare Job Seekers; Defend Against Poverty  
Protect Taxpayers by Providing Efficient, Accountable Government Service

**GOALS, STRATEGIES, AND IMPLEMENTATION**

**PROMOTE A STRONG ARIZONA ECONOMY**  
 Build Arizona’s capacity to attract, retain and grow thriving businesses.

STRATEGY	IMPLEMENTATION
<p><b>Industry Sector Partnerships</b>                      Promote industry sector partnerships/projects</p>	<ul style="list-style-type: none"> <li>• Identify best practices for cross-partner industry sector partnerships/projects for In-Demand Industries.</li> <li>• Expand the talent pipeline for In-Demand Industries by engaging educational institutions, industry, economic development, and workforce development in an integrated way in Arizona’s rural and urban settings.</li> </ul>

**SERVE BUSINESS NEEDS**  
 Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs *(including meeting the skilled workforce needs of employers).*

STRATEGY	IMPLEMENTATION
<p><b>Communication and Outreach Plan</b>                      Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system</p>	<ul style="list-style-type: none"> <li>• Increase staff knowledge of all ARIZONA@WORK services.</li> <li>• Strengthen partnerships between core partners and community organizations.</li> <li>• Increase technology-based communications with customers and partners.</li> </ul>
<p><b>Coordination of Efforts</b>                      Increase and improve coordination between workforce, education, and economic development efforts at the state and local level</p>	<ul style="list-style-type: none"> <li>• Identify, implement, and maintain best practices for state and local coordination between economic, education and workforce development to ensure services are best utilized in support of businesses and job seekers.</li> </ul>
<p><b>Transferable Skills</b>                      Ensure training provided to job seekers and workers has a focus on transferable skills</p>	<ul style="list-style-type: none"> <li>• Identify the knowledge, skills, and abilities needed for occupations in In-Demand Industries.</li> <li>• Create an enhanced screening process to identify transferable skills of job seekers.</li> <li>• Increase awareness of the need for transferable skills in curricula based on business needs.</li> </ul>
<p><b>Business Engagement Plan</b>                      Create a comprehensive business engagement plan to support consistency and availability of services</p>	<ul style="list-style-type: none"> <li>• Assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention.</li> <li>• Expand network to deliver solutions, including work-based training models, across the business lifecycle.</li> </ul>

GOALS, STRATEGIES, AND IMPLEMENTATION

**PREPARE JOB SEEKERS; DEFEND AGAINST POVERTY**

Prepare and match job seekers to a job creator for a successful career that provides amply. This includes preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations.

STRATEGY	IMPLEMENTATION
<p><b>Career Pathways Model</b> Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation</p>	<ul style="list-style-type: none"> <li>• Ensure career pathways are based on labor market information.</li> <li>• Engage the business community in developing training; identify industry-recognized credentials.</li> <li>• Engage and support statewide and local efforts in the development of a statewide talent pipeline.</li> </ul>
<p><b>Co-enrollment</b> Improve processes for co-enrollment across partners to share costs and case management to better serve customers</p>	<ul style="list-style-type: none"> <li>• Identify best practices for strategic co-enrollment across ARIZONA@WORK partners.</li> <li>• Analyze case management requirements to find opportunities to streamline supports and services.</li> </ul>
<p><b>Equity</b> Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including priority populations</p>	<ul style="list-style-type: none"> <li>• Develop and implement a plan for universal design to remove barriers and create a system designed, to the greatest extent possible, for all customers.</li> <li>• Research alternative delivery methods for services and training, such as the use of technology.</li> </ul>

**PROTECT TAXPAYERS BY PROVIDING EFFICIENT, ACCOUNTABLE GOVERNMENT SERVICE**

Accelerate measurable impact and performance for less cost.

STRATEGY	IMPLEMENTATION
<p><b>Continuous Improvement System</b> Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system</p>	<ul style="list-style-type: none"> <li>• Increase oversight, monitoring, compliance and technical assistance of state, local and ARIZONA@WORK partners.</li> <li>• Establish a benchmark for speed, quality, cost, and results of interaction with the system to ensure customer satisfaction.</li> <li>• Expand use of Arizona Management System methodologies, including tiered measures and problem solving horizontally and vertically across ARIZONA@WORK programs.</li> </ul>
<p><b>Data Systems</b> Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs</p>	<ul style="list-style-type: none"> <li>• Identify and develop data system solutions to improve data sharing for shared clients across ARIZONA@WORK programs.</li> </ul>



## RESOURCES

**ARIZONA@WORK Website** - <https://arizonaatwork.com/>

**Workforce Arizona Council Annual Report** - [https://arizonaatwork.com/sites/default/files/media/WorkforceArizonaCouncilPY2019AnnualReportFinal12.2.20\\_2.pdf](https://arizonaatwork.com/sites/default/files/media/WorkforceArizonaCouncilPY2019AnnualReportFinal12.2.20_2.pdf)

**Arizona Workforce Performance Dashboard** - <https://arizonaatwork.com/job-market-trends/workforce-performance>

**Arizona Labor Market Information** - <https://www.azcommerce.com/oeo>

**Adult Education Data Management System (AAEDMS)** - <https://www.azed.gov/data/>

**Arizona Job Connection** - <https://www.azjobconnection.gov/ada/r/>

**Eligible Training Providers List** - <https://www.azjobconnection.gov/ada/r/training>

**Arizona's One-Stop Delivery System Chart (updated)** - <https://arizonaatwork.com/about/local-boards>

**List of Acronyms** - <https://drive.google.com/file/d/18TR4bqgaKktpXustO28cjFOdN1cOkKLB/view?usp=sharing>

Thank you to statewide partners, colleagues and stakeholders focused on solutions to bring work opportunities to all Arizonans and support the needs of our job creators. This work is possible thanks to the dedication, passion and collaboration of all involved.



Arizona Commerce  
Authority

Arizona Department  
of Economic Security

Arizona Department  
of Education

Arizona Office of  
Economic Opportunity

ARIZONA@WORK

Please email [workforcecouncil@oeo.az.gov](mailto:workforcecouncil@oeo.az.gov) with any questions about the plan.

