WORKFORCE ARIZONA COUNCIL

Thursday, November 29, 2018
1:00 pm – 3 pm
1700 W. Washington Avenue, Suite 200, Phoenix, AZ 85007
Conference Line: 1-240-454-0879, Access Code: 280-993-715

Members Present

Dawn Grove, Chair – Karsten Manufacturing
Sheryl Hart – Arizona Department of Education
Michael Wisehart (Proxy for Director Michael Trailor) – Arizona Department of Economic Security
Cecilia Mata – All-Source Global Management
Mark Gaspers – Boeing
Doug Yonko – Hensley Beverage Company
David Martin – Arizona Chapter, Association of General Contractors
Thomas Winkel – Arizona Coalition for Military Families
Rosalyn Boxer (Proxy for Director Sandra Watson) – Arizona Commerce Authority
Tom Jenkins – Advanced Business Services
John Walters – Liberty Mutual
Jeff Fleetham – Arizona Registrar of Contractors

Members Present via Phone

Todd Graver – Freeport-McMoRan
Susan Anable – Cox Communications
Stephen Macias – Pivot Manufacturing
Alex Horvath – Tucson Medical Center
Allison Gilbreath –Arizona Chamber of Commerce
Mayor Jim Lane –City of Scottsdale

Members Absent

Governor Doug Ducey – State of Arizona
Thomas Longstreth – Ventana Medical Systems
Larry Lucero – Tucson Electric Power
Randy Gibb – Grand Canyon University
Naomi Cramer –Banner Health
Dennis Anthony – Arizona Apprenticeship Advisory Committee
Supervisor Steve Chucri – Maricopa Board of Supervisors
Senator Kimberly Yee – Arizona State Senate
Representative Vince Leach – Arizona House of Representatives

1. **Call to Order**

    Chair Dawn Grove called the Workforce Arizona Council meeting to order at 1:08 p.m.

2. **Roll Call**

    Quorum was present.

3. **Welcome and Introductions**

   Chair Dawn Grove welcomed the Council and new member Jeff Fleetham from the Arizona Registrar of Contractors

4. **Chair Report**

   Chair Dawn Grove commended all those that attended the Convening on November 2nd as well as those that were a part of the planning committee. She then shared a Pima County ARIZONA@WORK Success Story.

5. **Manager Report**

   Ashley shared the newest results of the Maryvale project stating that from July-September 2018 there were 2,606 people hired. Then she discussed the Navajo Generating Station and how the OEO, DES and ARIZONA@WORK are working together to get the 400+ people hired before the plant closes on December 19, 2019.

6. **Call to the Public**

   Gabe Loyola, Pastor for the Pima County System wanted us to all acknowledge the 40+ years that Ed Pastor worked for all Arizonans.

   Teri Drew, Regional Director NACOG shared a video that Yavapai County did for ARIZONA@WORK.

7. **Discussion & Possible Action**

   a. **Approval of Minutes**

   Thomas Winkel moved to approve the minutes from the August 30, 2018 meeting. Doug Yonko seconded and the motion was approved.

   b. **Presentation Arizona Workforce Association**

   Teri Drew introduced Vada Phelps, Executive Director-Cochise County Workforce who then thanked the Council for the Convening and the gifts that were presented to all the Executive Directors. Vada stated that they have realigned the workforce association and that out of that came the decision to assign an Executive Director to each of the committees and to be the Point of Contact. They felt it was important that they play a much bigger role in the Council so they can share information as to what is happening with the Local Boards.

   c. **Presentation: Sector Strategies**

   Chair Dawn Grove introduced Rob Stenson, Business and Workforce Development Center Supervisor for the City of Phoenix. Much of the presentation provided information on the different ways that the City of Phoenix works with Employers with the most important being the Customized Worker Training and Cohort Programs which have been very successful for the City of Phoenix. Upon completion of the presentation a few council members asked questions and they were all answered by Rob, who stated he would be more than willing to share his presentation with other Local Boards outside Maricopa County.

d. **Update: Negotiated Local Area Performance Measures**
   Chair Dawn Grove introduced Karen Nelson-Hunter, WIOA Coordinator from the Arizona Department of Economic Security. Karen presented her information about the negotiation process that DES had with the Feds and then how DES negotiated with the Local Areas. Then there was some discussion about goals vs. targets that are created. The target is what gets sent to the Feds and that the agencies set their own goals which are typically higher but can be adjusted as needed. They want to make the targets better but achievable than previous numbers. When questions were done Karen moved onto the next presentation.

e. **Update: Statewide Performance Measures**
   Karen presented her information and then there were a few questions asked about the barriers that are faced and why transportation is not amongst them and if we can actually down further on the data. It was stated by Michael Wisehart and Karen from DES that currently some of the data can be drilled down but some can't and they are working on it.

f. **Workforce Arizona Council Report**
   Gretchen Corey, Economist, Arizona Office of Economic Opportunity, presented the basic structure of the Annual Report, why it is done and then she shared the basics of what was in the report with the council. There was some discussion about the report.

   David Martin moved to approve the Workforce Arizona Council Annual Report for Program Year 2017. It was seconded by Mark Gaspers. The motion was approved.

8. **Committee Reports**
   a. **Measuring Effectiveness-**Dawn Gove stated that at this time there is no report due to no current committee members or chair in place.
   b. **Performance Excellence-**David Martin stated that they heard from Karen Hunter-Nelson at their last meeting about the Negotiated Local Performance Measures and the Statewide Performance Measures it as well from Gretchen about the WAC Annual Report. It was also stated that there were a couple items that needed additional information and would be discussed at the next meeting.
   c. **Quality Workforce-**Mark Gaspers stated that at the last meeting they heard from Rob Stenson as well as from the International Rescue Committee and that the meeting had been held at Galvanize a new training provider here in Arizona.
   d. **Strategic Communications & Partnerships Committee**-Cecilia Mata shared that there were 100 people at the Convening on November 2nd from 12 Local Areas, while 11 Council members attended and there were 3 awards given to Local Boards for Collaboration, Innovation and Local Board Impact. She then shared some of the results of the survey with the Council including the top 3 activities for the day of the Convening which were the Guest Speaker, Tech Panel and the Round Table discussion.

9. **2019 Council Meeting Schedule**
   Chair Dawn Grove shared the new schedule with the council.
   a. **Council Member Remarks**

Dawn recognized and thanked Cecilia Mata for her time on the Board, as this would be her last meeting.

10. Adjournment

David Martin moved to adjourn the meeting, it was seconded by Cecilia Mata. The motion was approved and the meeting adjourned at 2:45 p.m.

State of Arizona
Arizona Adult Education

Arizona
Department of Education

The Arizona Department of Education, Arizona Adult Education Services (ADE/AES) provides comprehensive literacy services to learners 16 years of age and older who are not enrolled in a K-12 school. It offers access to quality educational opportunities to support employment, job training and higher education aspirations. By assisting adult learners to acquire the knowledge and skills necessary for effective participation in society, we help citizens realize their potential, businesses benefit, and communities thrive.
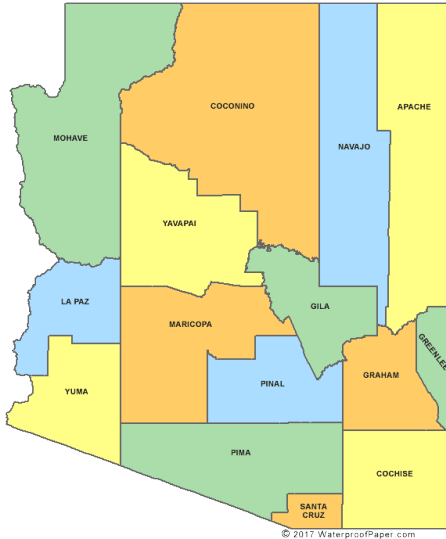
In program year 2017-2018, ADE/AES allocated a total of $13,569,531 to 23 adult education providers who met rigorous standards and produced positive student outcomes.

"ARIZONA ADULT EDUCATION STRIVES TO PROVIDE HIGH QUALITY EDUCATIONAL OPPORTUNITIES TO PREPARE AND EMPOWER ADULT LEARNERS FOR SUCCESS IN POSTSECONDARY EDUCATION AND TRAINING, AND ULTIMATELY EMPLOYMENT IN FAMILY-SUSTAINING CAREERS."

Sheryl Hart
Deputy Associate Superintendent
Adult Education Services

⭐ Community Need

Of the approximately **6,809,946** people living in Arizona, **76%** (5,187,520) are 18 years of age or older. **

Within that group, **14%** (720,725) lack a high school diploma or high school equivalency credential. **

83,921 16 to 19-year-old individuals are **not** enrolled in school <u>and</u> do not have a high school credential. **

200,067 adults 18 years of age and older live in **linguistically isolated*** households. **

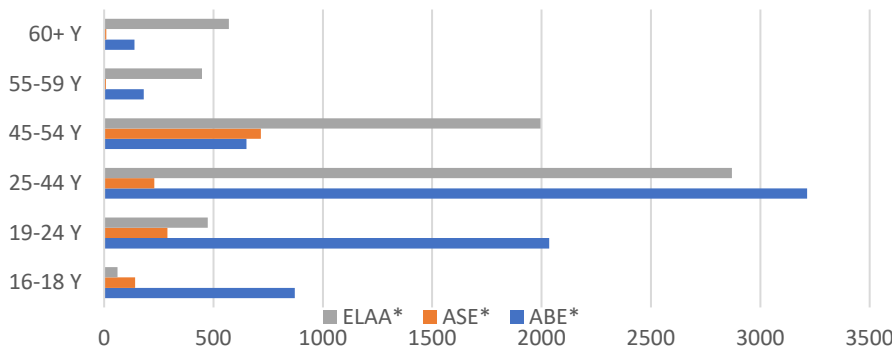*<u>Linguistically isolated</u> means that all members of the household, 14 years and over, have at least some difficulty with English

State of Arizona
Arizona Adult Education

SNAPSHOT

State of Arizona Adult Education Students Served by Age Group

ABE: Adult Basic Education instruction in reading, writing & math through 8th Grade level

ASE: Adult Secondary Education instruction in reading, writing, math, science & social studies, 9th through 12th grade level

ELAA: English Language Acquisition for Adults that includes instruction in listening, speaking, reading & writing for non-native English speakers

Integrated Education and Training ⭐

The 2014 Workforce Innovation and Opportunity Act include joint accountability performance requirements to assess the effectiveness of achieving positive outcomes for individuals served by the workforce development system's core programs. These programs include Adult programs, Dislocated Worker, Youth programs, Adult Education and Family Literacy Act program, Employment Service program, and Vocational Rehabilitation program. Integrated Education and Training (IET) programs support these outcomes due to its nature of concurrent and contextualized workforce preparation activities and specific occupational workforce training.

The ADE/AES-funded programs provided 19 IET programs with 238 total students that participated. Some of the programs include a Nursing Assistant Certification (CNA), NCCER Core Construction Credential (CORE), Welding Certification (WC), and Child Development Associate Credential (CDA).

13,705
individuals enrolled in adult education classes

1,160,780
instructional hours were provided in adult education classes

5,966
high school equivalency credentials were awarded

54%
of adult education students improved at least two grade levels

Arizona
Department of Education
Adult Education Services

State of Arizona
Department of Education
Adult Education Services
Introduction to GED.com

Start your GED® at www.GED.com
Millions of people have passed the GED test and gone on to college and better jobs.
You can be one of them; we will help you every step of the way.

The GED® test is made up of 4 subjects, each with its own exam. Passing the 4 GED® tests along with the AZ Civics Test is one way a High School Equivalency can be earned in Arizona. You don't have to take all tests at once - you can space them out and go at your own pace.

Test Subjects:
- **Reasoning Through Language Arts**
- **Mathematical Reasoning**
- **Science**
- **Social Studies**
- **Arizona Civics**

Register by creating your test-taker profile at **www.GED.com**. Once you're logged into your profile, you will be able to find the most up to date GED® testing location near you by clicking on the **Where to Test** tab.

Additional Requirements *for 16 and 17 year old individuals*: ***Must be completed prior to scheduling testing.***
1. *Must create test-taker profile*
2. *Must present the following documentation:*
   a. *Official withdrawal from the last school attended.*
   b. *Notarized and dated permission letter from a parent or guardian.*

Accommodations
If you have a documented disability and require accommodations during the testing session, read the frequently asked questions at the GED® Testing Service Accommodations website. To request testing accommodations, please follow the steps outlined in the Accommodations Guide. For questions regarding accommodations, please contact accommodations@GEDtestingservice.com.

Below are recommended study techniques to help prepare for the high school equivalency test:

- **In-Person/Online Classes**
- **Study On Your Own**
- **GED Ready Official Practice Test**

For more details regarding study techniques please visit GED.com.

- The cost for each test subject is $35.00 plus $9.00 for the AZ Civics Test.
- You don't have to take all 4 tests at once and can space them out however you choose.
- Payment is only necessary for the desired test.

Your payment includes:
- Your GED® Test
- Same day scoring
- A personalized score report
- 2 discounted retakes per subject*
- Transcript and Diploma

Nominal test center fees may still apply.

State of Arizona
Department of Education

Adult Education Services

College Credit Pathway
Fact Sheet

The College Credit Pathway is an option for adults seeking to obtain their High School Equivalency (HSE) Diploma in Arizona. Effective July 1, 2018, adults can earn their HSE Diploma by demonstrating completion of 25 specific college credits along with passing the AZ Civics Test.

How was the College Credit Pathway approved?

The Arizona State Board of Education approved the College Credit Pathway on December 4, 2017 for implementation on July 1, 2018.

Who is eligible for the College Credit Pathway?

Individuals must be sixteen years of age or older, not enrolled in secondary school or required to be enrolled in secondary school, and lack a high school diploma to be eligible for the College Credit Pathway.

Will the College Credit Pathway replace the GED® Test Pathway in Arizona?

No. The GED® Test Pathway is still available as an option for individuals seeking to obtain their High School Equivalency Diploma in Arizona.

Requirements

1. Earn 25 college credits in specific areas.

2. Courses must be at the 100-course level or above.

3. Passing grade letter of 'C' or above.

4. Credits must be earned at or validated by an Arizona public state university or community college.

5. Pass the Arizona Civics Test.

25 Required College Credits*	
Course Areas	**Credits**
English Arts	6
Mathematics	6
Science	4
Social Sciences	3
Computer	3
College/Career Exploration	3
Arizona Civics Test	Pass

*It is the applicant's responsibility to work with an academic advisor at an eligible institution to ensure that all coursework meets the credit requirements of the College Credit Pathway.

More Information

Arizona Department of Education
Adult Education Services
1535 W Jefferson St, Phoenix, AZ 85007
http://www.azed.gov/adultedservices/hse/
Phone number: (602) 258-2410

Workforce Development Technology

WIOA's Technology Vision

The Workforce Innovation and Opportunity Act (WIOA) requires that the workforce system undergo a technology transformation, a change in the manner in which we leverage technology to streamline and improve services, as well as adapt to rapidly changing economic conditions. It tasks Workforce Development Boards, American Job Centers, and program partners with identifying the right technology and implementing it to fulfill WIOA's Technology Vision.

WIOA's Technology Vision includes the use of technology for the following:

Better Predict Market Needs

Streamline Case Management

Improve Efficiency & Effectiveness of Services

Provide Individualized Training & Services

Increase Capacity & Utilization

Increase Access for Rural & Under-served Areas

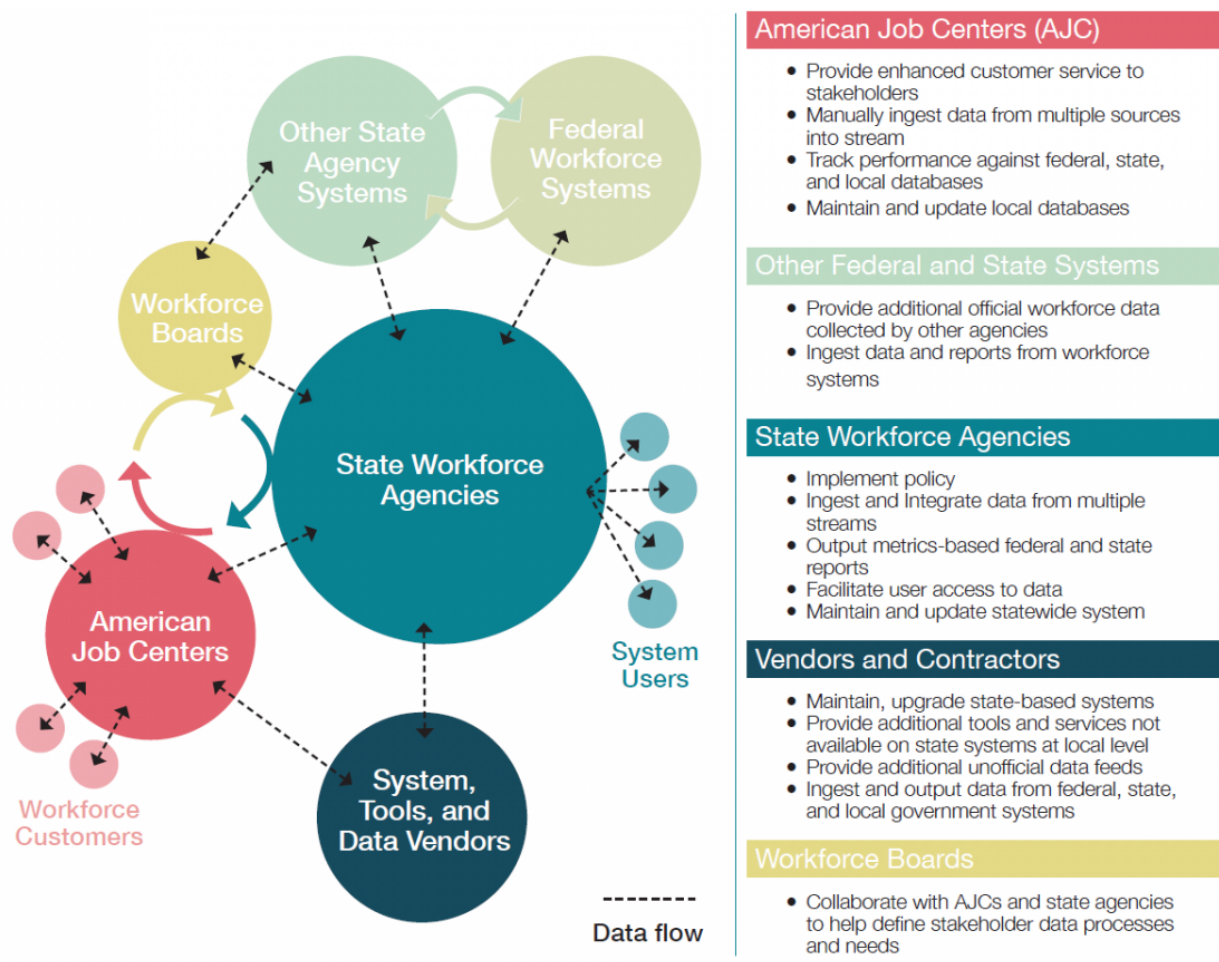# National Study of Workforce Development Technologies

The National Association of State Workforce Agencies (NASWA) and the National Association of Workforce Boards (NAWB) conducted a study of workforce data systems. Their report identifies the successes and challenges experienced by workforce development areas in fulfilling WIOA's Technology Vision.

The study found that most states are still developing their systems to comply with WIOA's Technology Vision. A survey of 22 local boards showed that less than half (45%) had developed the architectures and process flows to implement the necessary system changes. Half (50%) of the surveyed workforce boards reported they were still in the planning phase. Forty-five percent (45%) of boards reported that they were awaiting state guidance to complete their data architectures.

Achieving WIOA's Technology Vision remains a difficult task for local areas because the workforce development system involves various stakeholders using multiple databases. The report notes that on average, *system stakeholders currently use 3-5 systems, tools, and data sources during the workday*.

The figure below depicts the flow of information among workforce development system stakeholders. It highlights the complexity of the system and demonstrates differences in stakeholders' objectives and responsibilities. As shown below, it is the Workforce Boards' responsibility to work with state agencies and job centers to refine processes to maximize the accessibility and effectiveness of the workforce system for employers, job seekers, and workers.

Workforce System Stakeholders & Data Flows

American Job Centers (AJC)
- Provide enhanced customer service to stakeholders
- Manually ingest data from multiple sources into stream
- Track performance against federal, state, and local databases
- Maintain and update local databases

Other Federal and State Systems
- Provide additional official workforce data collected by other agencies
- Ingest data and reports from workforce systems

State Workforce Agencies
- Implement policy
- Ingest and Integrate data from multiple streams
- Output metrics-based federal and state reports
- Facilitate user access to data
- Maintain and update statewide system

Vendors and Contractors
- Maintain, upgrade state-based systems
- Provide additional tools and services not available on state systems at local level
- Provide additional unofficial data feeds
- Ingest and output data from federal, state, and local government systems

Workforce Boards
- Collaborate with AJCs and state agencies to help define stakeholder data processes and needs

Source: NASWA, & NAWB. (2018, June 18). *A Changing Workforce Development Landscape: The Current State of Data Technology Systems and Preparing for What Lies Ahead.* Retrieved from https://irp-cdn.multiscreensite.com/dc0a626e/files/uploaded/WIOA_Report_6-18-18.pdf

Types of State Systems

The study also surveyed states to determine the types of systems that are currently in place to support WIOA's Technology Vision. A total of 46 states responded to the survey. Approximately half of respondents reported using a Government Off the Shelf System (GOTS); the remainder use a Custom Off the Shelf System (COTS).

GOTS

- Flexible and customizable
- Easier to integrate data across agencies
- State agencies responsible for providing technical support
- State agencies responsible for maintaining & upgrading system

COTS

- Limited customization
- Better technical support
- More scalable
- Greater availability of services & functionality
- Easier to transfer data & services between programs
- Vendor responsible for maintaining & upgrading system

COST

Cost determined by:
1. Number of system users
2. Number of programs
3. Number of necessary external services

Current Infrastructure

The NASWA/NAWB report collected information from 46 states regarding their current workforce development infrastructure.   Salient findings from this study are found below.

56%
Have vendor licensing agreements for customized solutions

65%
Focus technical services on Adult Worker, Dislocated Worker, Youth Worker, Wagner Peyser, and TAA programs.

63%
Provide data warehousing functions

60%
Provide a web hub

50%
Reported that their systems are scalable (capable of handling additional user and/or programs)

Challenges

The NASWA/NAWB report identified some of the challenges in developing and implementing a centralized workforce development system.

1 Complexity of Workforce Program Administration

Three federal agencies administer various workforce programs. These programs are managed locally by state agencies (e.g., labor, workforce, or unemployment agencies) and local agencies and organizations (e.g., departments of health, human services, education, welfare). Each service provider has its own compliance and reporting requirements, and these requirements sometimes conflict with one another.

2 Siloed Data Systems

Agencies and organizations have their own, independently managed data systems. Each system is built to different standards and requires varying levels of authorization to access system data.

3 Duplicative and Time-Intensive Data Entry

System users (customers and service providers) have to access multiple systems and often have to enter the same information in each of those systems due to a lack of integration. The report noted that providers typically access an average of 3-5 systems to complete their daily tasks. In addition, providers reported that most of their time with customers is spent on screen navigation and form filling.

4 Poor User Experience

American Job Centers (AJCs) serve employers and job seekers. To ensure high quality services and customer satisfaction, the system and interface must be user friendly. Currently, AJCs have to enhance extant systems with additional tools and databases to improve customer experience.

5 Data Integration

Development of a single, centralized workforce development data system is difficult to achieve. Integration of multiple data systems requires time and negotiations with various agencies and organizations. For example, Utah reported this process took 18-24 months. Data sharing agreements must be put in place, as well as policies, protocols, and licensing requirements. In addition, many states have firewalls that prevent the sharing of all data, which further complicates the process. Currently, most states have multiple systems that provide specific functions; each system is controlled by a different entity.

6 Insufficient Funding

WIOA requires costly changes in technology, but no additional funding is provided to support these changes.

7 Compressed Timeline on WIOA Guidelines

Changes in WIOA guidance lead states to delay or update systems to align with requirements. To quickly address changing guidelines, states have to be agile and flexible in prioritizing requests.

8 Change Management & Limited User Adoption

Staff need to be properly trained on system functionality to ensure users become fluent in system capabilities and do not revert to using other tools.

9 Reporting Limitations

The ability to create custom reports and collect custom data with existing systems is extremely limited. As a result, workforce areas are unable to measure the outputs and outcomes associated with *all* of the activities they conduct on a daily basis. To understand the full scope of services, areas often resort to compiling aggregate data manually.

Best Practices For Implementation

- Design systems with modularity

- Expand quantitative labor data to inform program efficacy

- Contextualize reporting data for providers

- Encourage integration with extensibility design

- Design systems to report once, comply everywhere

- Promote an open standards-based ecosystem

Opportunities for Policymakers

- Support common data definitions and schema

- Look beyond in-person service metrics

- Templatize data sharing agreements and create data councils

- Create flexibility for outcomes-based data measures

MCWDB Technology Solutions Workgroup

The Maricopa County workforce development area is currently experiencing many of the challenges outlined in the NASWA/NAWB national study. To address these issues, the MCWDB Chair created the Technology Solutions Workgroup. This group was tasked with determining the system needs of County WIOA core partners and investigating if existing solutions can address stakeholder needs. Critically, because the County utilizes multiple systems for WIOA service delivery (i.e., AJC, HSD Online, AAEDMS, UI system, and Libera), it was imperative that systems have the capacity to seamlessly integrate information.

Project Description

#1
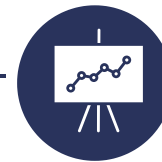Developed System Requirements Based on Stakeholder Feedback
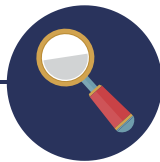
#2
Researched Vendor Capabilities

#3
Identified 6 Vendors Capable of Addressing Requirements

#4
Scheduled Formal Presentations to Ascertain Fit

#5
Scored Vendor Capabilities & Fit Based on Standardized Evaluation Criteria (i.e., rubric)

Summary Results

The Workgroup met on June 2018, to discuss overall impressions and share the scoring of each vendor presentation. The group concluded that *existing vendors can address the County's system requirements; however, the precise fit and alignment between vendor offerings and the County's requirements varied.*

Note: Literacy Pro only provides a case management and referral system tool.

Ranking	Vendor
1	TraCorp
2	Monster Government Solutions
3	LaunchPad
4	Geographic Solutions: Virtual OneStop
5	Salesforce
6	Literacy Pro

MCWDB Technology Solutions Workgroup

The Technology Solutions Workgroup agreed that the top two vendors (based on the preliminary explorations) were TraCorp and Monster Government Solutions. The group also discussed other factors that should be considered, including: **versatility of the solution**, **customer-service and vendor responsiveness**, **degree of customization necessary with each system**, **cost**, and **state presence**.

Versatility

TraCorp & **LaunchPad:** Offer flexible solutions that complement our existing IT systems (e.g., Arizona Job Connection [AJC] system).

Geo Solutions' Virtual OneStop & **Monster Government Solutions:** Offer more comprehensive WIOA systems, which may include redundant features extant in the AJC system.

Vendor Responsiveness

A project of this scale requires input and collaboration from many stakeholders and agencies. Therefore, the selected vendor should place an emphasis on responsiveness to customers' needs.

TraCorp & Monster Government Solutions

- Responsive to the needs of the County during this preliminary process
- Followed the County's submission instructions
- Directly addressed all system requirements

Customization

The landscape analysis demonstrated that while technological solutions exist to address the County's requirements, *all solutions will require a degree of customization*. Even those products specializing in WIOA-specific solutions (Geographic Solutions, LaunchPad, and Monster Government Solutions) will need to be customized to meet the County's requirements.

Given the complexity of the Workforce System, the County will need a vendor who embraces customization and can posit creative solutions to challenges.

MCWDB Technology Solutions Workgroup

$ Cost

Vendors were unable to provide accurate cost estimates for the County project during Phase I Presentations. To provide valid estimates, vendors requested detailed information regarding the types of licenses needed, the number of licenses necessary, and further specifics regarding the system requirements (i.e., a formal scope of work). Information from vendors who provided cost estimates and examples are below.

Geographic Solutions: Virtual OneStop: Cost is based on the size of the population, regardless of the number of people using the system. Using the Maricopa County population numbers, the vendor informally quoted a $300,000 per year annual subscription. (Cost for the build and modifications are unknown.)

LaunchPad: Vendor could not provide cost estimates for the project as they need a count of licenses to do so, along with more detailed system requirements; however, depending on the system needs, the cost per user license can range from $500 - $1,500.

Monster Government Solutions: Shared examples from Washington and Ohio. The Washington build was $1,100,000, with an annual subscription cost of $1,400,000 for a limited number of system add-ons. The cost for the Ohio build was $1,300,000, with an annual subscription cost of $4,700,000. (The Ohio system has most of the add-ons available.)

TraCorp: Flat-rate system, charging a one-time fee of $900,000 (paid at once or over time) for the platform, and a fee of $3.00 to $5.00 per active system user. Added task orders are billed at a maximum of 4 hours.

State Presence

Arizona

It is expected that a project of this scale will be time and effort intensive. Therefore, it would be advantageous to have a vendor with a local presence involved in this project. Only two vendors have a local presence:

TraCorp & Salesforce

Arizona Support for Integrated System

In September 2018, Mr. Tom Jenkins contacted six local area boards to share the intent of the Maricopa County Technology Solutions Workgroup and provide an overview of the work completed to date. *All local area board representatives contacted expressed support for a fully integrated statewide system* and were able to share some of the challenges they experienced in their respective local areas.

Mr. Jenkins also discussed the Workgroup's initiative with with Ms. Dawn Grove, the Workforce Arizona Council (WAC) Chair, in September. Ms. Grove noted that she would be in support of a statewide effort for an integrated data system and discussed the possibility of having the WAC lead this initiative.

⭐ Local Area Boards Who Expressed Support for an Integrated System

Workforce Board Directors

In August 2018, board directors discussed technology concerns during the Arizona Workforce Association meeting.
All directors agreed that challenges exist with current technologies. Directors also offered support for a statewide initiative to address existing challenges.

Case Studies

For a first-hand account of best practices and challenges in realizing WIOA's Technology Vision, Mr. Jenkins contacted representatives from the states of Oklahoma, Arkansas, Connecticut, Texas, Idaho, and Kansas. These discussions reaffirmed the findings from the NAWB/NASWA Workforce Data Project and revealed some of the common issues that states must surmount to actualize a functional workforce development system.

Oklahoma: AJLA System

Best Practices

- Governor support is pivotal in ensuring a cohesive vision and agency commitment.
- Begin work on crafting MOUs early in the process, as getting these in place takes time.
- Utilized grant funding to incentivize partners to share data.

Challenges

- Limited Resources: User-friendly, integrated data systems are costly to develop and maintain.
- Uses a "band-aid" approach to address technological needs.
- Data Linkages: All agencies are using different systems.
- Lack of staff with the knowledge, skills and abilities to ensure successful implementation and continued system effectiveness.

Arkansas: AJLA System

Best Practices

- Building a statewide data warehouse in collaboration with the AR Department of Information, which ensures availability of knowledgeable staff for project implementation.
- Data warehouse initiative has the support of the Governor, which eased the process of obtaining agency MOUs. AR is now in the process of developing the data sharing agreements.
- Obtained a DOL grant to support integration of UI data in statewide system.
- Single Department of State Oversees: Title I, Title III, TANF, LMI, Veterans' services, and is staff to Workforce Board.

Challenges

- Budget: Integrated data systems are costly to develop and maintain.
- Vendors charge large fees for change orders and additional customization.
- Uses multiple systems to address needs: (1) Case management and reporting tool, and (2) Salesforce CRM to capture employer outreach and outcomes data.
- Data Linkages: AR agencies are using different systems.
- Restrictions on which data can be shared across state agencies.

Connecticut: Unique ID System

Best Practices

- Based on CT's WDB structure and limited resources, the state developed & identified multiple reporting tools to address stakeholder needs: 1. WIOA Unique ID system for state level reporting, and 2. FutureWorks for WDB and state level reporting.

Challenges

- Limited Data Integration: Agencies use different systems and VR recently invested resources in a new system.
- Limited Resources: User-friendly, integrated data systems are costly to develop and maintain.
- Lack of staff with the knowledge, skills and abilities to ensure successful implementation and continued system effectiveness.

Texas: COTS

Best Practices

- TX is replacing their system with a COTS and will be customizing this system for State and local area needs.
- Established Data Governance Committee to aid in efforts.

Challenges

- Data Linkages: All agencies are using different systems. State has a handful of systems which interface with 42 additional systems.
- Cost: Integrated data systems are costly to develop and maintain.
- Vendors demonstrating their systems' functionality tend to overstate their capabilities and offer software as a "service," which does not align with TX's needs.

Idaho: AJLA System

Best Practices

- State has the Governor's support for a cost effective, integrated data system.
- One Department in the State has oversight of all Partners.

Challenges

- Previously had a state developed system, Idaho Works, but lacked staff with the capacity to maintain and update the system.
- Budget: Integrated data systems are costly to develop. In addition, the annual administration and maintenance fees are not affordable.
- Vendors demonstrating their systems' functionality tend to overstate their capabilities.
- Data Linkages: All agencies are using different systems.

Kansas

Kansas: AJLA System

Best Practices

- System should be adaptable to changing WIOA requirements.
- Notes that building an integrated data system is the way to: 1. Build productivity, 2. Increase efficiencies, and 3. Reduce costs.

Challenges

- Limited Data Integration: Agencies and partners use different systems at a combined cost of over $5 million.
- Lack of user-friendly system leads to lower customer satisfaction and system use.

Challenges with Current Systems

In addition to sharing their process for achieving WIOA's Technology Vision, all states conveyed the specific issues they experience with their WIOA technology solutions. A summary of these challenges is found below.

- Not user-friendly or intuitive for employers or job seekers.

- System lacks functionality to address WIOA employer outcome measures.

- Surveys have identified that the system's lack of ease of use is the #1 issue for employers and job seekers.

- System only integrates Title I and Title III data.

- System lacks functionality for seamless referral process among all agencies and partners.

- System is dated in look and functionality.

- Employers and job seekers do not use system due to user interface design.

Workforce Arizona Council
Board Meeting
February 28, 2019

Trevor Stokes

Workforce Program Manager

THE GOVERNOR'S CHARGE

There is a fundamental misalignment in Arizona between industry employment needs, the skill set of the available workforce and the training providers that are commissioned to close this gap.

At the governor's request, a team from across state agencies began working on a breakthrough project to tackle this issue—and to dramatically reduce unemployment in the process.

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The Arizona Career Readiness Credential

A validation of both career readiness skills and employability skills

- **Applied Mathematics**

- **Workplace Reading**

- **Workplace Data and Graphics**

- **Communicating Effectively**

- **Professionalism**

- **Thinking Critically and Solving Problems**

- **Teamwork and Collaboration**

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The Arizona Career Readiness Credential

A validation of both career readiness skills and employability skills
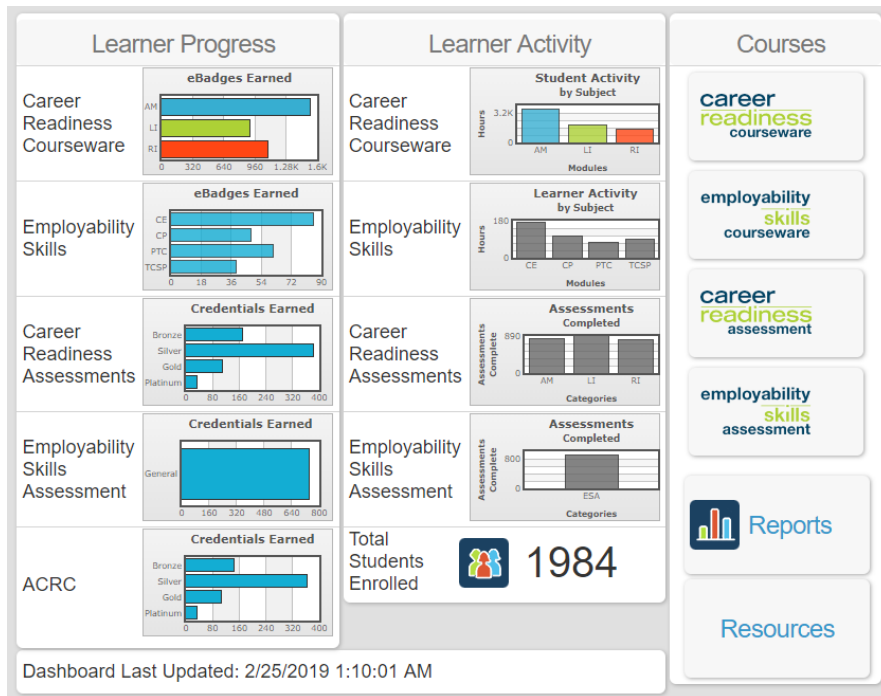
- **Battery of proctored assessments**

- **Initial skills assessment**

- **Aligned instructional content**

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Implementation Plan

- Testing Sites

- Proctors

- Administrators

- Instructors

- Training Schedule

- Instructional Strategy

- Eligibility Standards

- Enrollment Protocols

- Business Outreach

- Launch Strategy

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Training

- System Administration

- Proctors

- Instructors

- Business Services

- Advanced System Administration

Monitoring

- Fidelity

- Performance

Commitment to recognize, recommend or prefer ACRC candidates

Employer Engagement Protocol

- Welcome email

- Phone call

- Occupational profiles

- Introduction to ARIZONA@WORK resources

Local Areas

- Maricopa County
- Northeast
- City of Phoenix
- Yavapai
- Yuma
- Pinal

- Pima
- Southeastern
- Santa Cruz
- Coconino
- Mohave/La Paz

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Employer Champions

- Manufacturing
- Healthcare
- Forestry
- Government
- Retail
- Nonprofit

- Hospitality
- Education
- Economic Development
- Emergency Services
- Agriculture

Jobseekers

- Enrollment: 2,046
- Certified Proctors: 184
- E-badges: 11,608
- Full Credentials: 639

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Key Nonprofit Partners

- Chicanos Por La Causa

- Fresh Start Women's Foundation

- Arizona Department of Juvenile Corrections

- Phoenix Public Libraries

- St Joseph the Worker

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Key Chamber of Commerce Partners

- Tucson Metro
- Tucson Hispanic
- Chandler
- Tempe
- Buckeye
- Gilbert
- Wickenburg
- Grand Canyon

- Nogales-Santa Cruz
- Benson-San Pedro Valley
- Flagstaff
- Coolidge
- Wilcox
- Parker
- Kingman

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Key Organization Partners

- RetailWorks AZ

- Arizona Hotel and Lodging Association

- Achieve60 AZ

- Pipeline AZ

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Employers

- See immense value in a validation of practical skills versus academic competencies

- Appreciate the focus on employability skills

- Kudos to the governor for practicality of the project
  - "I feel like somebody finally gets it."
  - "The government listened to us for a change…"

Employer Quotes

- *The Arizona Career Readiness Credential is precisely the type of program that will secure Arizona as top destination for businesses not just to succeed, but to thrive!* – **Chandler Chamber of Commerce**

- *Arizona Bank & Trust is happy to align with ACRC not only because of the valuable work they are doing but also because they represent the core values of the bank.* – **Arizona Bank and Trust**

- *This program is on target to improve business and the economy.* – **Warren's Feed**

- *The Coolidge Chamber believes a strong workforce leads to strong economic growth. This program will have a big impact on our workforce.* - **Coolidge Chamber of Commerce**

- *I am seeing the same issues with hiring as you described in the presentation today. In my opinion, this is a valuable initiative to aid in the state's economic development.* – **Central Arizona Fire and Medical Authority**

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ARIZONA@WORK

- See value in the employer champion model

- Appreciate the ability to provide a valuable credential at no cost to WIOA participants

- Wish that it counted toward the credential attainment metric

- Wish that it was integrated into the Arizona Job Connection case management system

COMMUNITY PARTNERS

- See value in a credential that requires no classroom time

- Appreciate the "foot in the door" to valuable employment opportunities for their clients

- Would not be able to pay for examination fees

"I have never seen my kids more excited about their education than they are right now..."

-Karen, Adobe Mountain High School

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"The credential is a great addition to any resume. It helps jobseekers stand out among the competition and shows future employers that the candidate is ready to go from day one…"

-Seth, City of Surprise

SUMMER YOUTH EMPLOYMENT PROGRAM

The City of Surprise offers a summer job program for income-eligible Surprise residents between the ages of 15 – 19.

Through the City Council-approved **Summer Youth Employment Program (SYEP)**, applicants must be available to work up to 25 hours a week for six weeks. Chosen interns will earn minimum wage.

Twenty-five interns will be selected to receive professional development training; from shadowing a building inspector to working with seniors.

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- **Connect employers to job candidates** who have developed the employers' priority skills

- Give job-seekers an entry point to **more sophisticated, more targeted technical training**

- Offer a relevant, valuable credential that individuals can earn in a **short time frame**

Our BHAG:

ENSURE ARIZONA EMPLOYERS HAVE ACCESS TO THE MOST PREPARED WORKFORCE IN THE WORLD

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**Workforce Arizona Council
Conflict of Interest Policy**

STATE WORKFORCE POLICY #8	**CONFLICT OF INTEREST POLICY**
ISSUING AGENCY:	State Workforce Development Board
SCOPE:	State Workforce Development Board (Workforce Arizona Council), Arizona Department of Economic Security (DES), Arizona Department of Education, Arizona Commerce Authority/Office of Economic Opportunity, Local Workforce Development Boards (LWDB), Local Workforce Administrative Entities (i.e. grant recipients), One-Stop Operators and Workforce Stakeholders
REFERENCES:	Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations – 20 CFR 679.320, 20 CFR 679.410 and 679.430, 20 CFR 678.600 – 678.635, 20 CFR 683.200, 20 CFR 683.220, USDOL Employment and Training Guidance Letters 15-16, 21-16, State Policy #01 Local Governance.
EFFECTIVE DATE:	February 2019
OBJECTIVE:	To establish guidelines for conflict of interest, firewalls, and internal controls required under WIOA for LWDB's and entities serving in more than one role in the ARIZONA@WORK system.

TABLE OF CONTENTS:

I. Conflict of Interest Defined – Real, Apparent, and Organizational

A. Conflict of interest refers to circumstances where an individual or an organization the individual represents has competing interests that may affect the individual's ability to act objectively and without bias. There may be circumstances or actions that have the potential to undermine the impartiality of an individual because of a possible clash between the individual's own interests and their organizational role, or between competing organizational roles, when an individual serves in more than one organizational role.

B. Interests attributed to the individual with the potential conflict include:

1. Interests of the individual's spouse or children;

2. Interests of the individual's business partner or outside business interests;

3. Interests of any organization that the individual serves on behalf of or is an employee of;

4. Any action or transaction both financial and non-financial that could result in benefit to the individual's financial and non-financial well-being.

C. Conflicts of interest can be real, apparent, or organizational defined as:

1. Real/Actual conflict of interest: A real conflict of interest exists when an individual in his or her official capacity participates in a decision-making process that has a direct effect on the financial interest of his or her personal or business interest or a member of his or her family.

2. Apparent conflict of interest: The appearance of a conflict of interest arises where an employee is assigned to participate in an official duty matter where an organization with which the employee has a covered relationship is or represents a party to that matter, or where the matter is likely to affect the interests of a household member, and there are circumstances that would cause a reasonable person with knowledge of the relevant facts to question the employee's impartiality in the official matter.

3. Organizational conflict of interest: An organizational conflict of interest can arise when actions are taken or may appear to be taken by any entity involved in more than one role, such that the performance of that entity in one role affects its interest in its other role(s). Organizational conflicts must be mitigated with complete separation of duties, supervision, and restrictions on information access.

II. Written Agreement Required

A. The possibility of a conflict of interest is inherent in any organization or entity designated or seeking to be designated to perform more than one of the following functions in the local ARIZONA@WORK system: local fiscal agent, staff to the LWDB, member of the LWDB, one-stop operator (OSO), and direct providers of career services for adults and dislocated worker or youth services.

B. Any organization or entity that has been selected or otherwise designated to perform more than one of these functions must execute a written agreement with the LWDB and Chief Elected Official (CEO) to specify how the organization will carry out its responsibilities and demonstrate compliance with WIOA and corresponding regulations, Uniform Guidance (2 CFR 200), and the State's conflict of interest policy (20 CFR 679.430).

Workforce Arizona Council
Conflict of Interest Policy

The written agreement must include the requirements for internal controls, conflict of interest, and firewalls delineated in this policy.

III. **Requirements for Internal Controls**

A. Recipients of WIOA Title I Adult, Dislocated Worker, and Youth Programs, Title II Adult Education, Title III Wagner-Peyser Act, and Title IV Vocational Rehabilitation funds must have an internal control structure and written policies in place that provide safeguards to protect personally identifiable information, records, contracts, grant funds, equipment, sensitive information, tangible items, and other information that is readily or easily exchanged in the open market, or that the U.S. Department of Labor (DOL), the State or the grant recipient considers to be sensitive, consistent with applicable Federal, State and local privacy and confidentiality laws (20 CFR 683.220). DOL has issued specific guidance for the handling and protection of personally identifiable information.

Internal controls are processes established and maintained within an organization to ensure that a Federal award is managed in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award including that the organization evaluates and monitors compliance with applicable laws and regulations, and takes prompt action when noncompliance is identified (Uniform Guidance 2 CFR 200.61 and 200.62, and 20 CFR 683.220).

B. Internal controls must be in compliance with guidance in ''Standards for Internal Control in the Federal Government'' issued by the Comptroller General of the United States and the ''Internal Control Integrated Framework'', issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) (Uniform Guidance 2 CFR 200.303 and 20 CFR 683.220).

C. Effective internal controls includes:

1. Process for identifying, evaluating, and deciding how to mitigate risk;

2. Control activities, documented in written policies and procedures, to ensure management directives are implemented. This includes activities that must have adequate separation of duties such as approvals, authorizations, recording and processing payments, conducting reconciliations, custody of assets, and review of performance;

3. Information systems sufficient to capture data and other documentation, provide reliable reporting, and demonstrate compliance with Federal and State requirements;

4. Process for sharing information with staff and Board members; and

5. Process for monitoring the internal controls to ensure their effectiveness.

Workforce Arizona Council
Conflict of Interest Policy

III. Requirements for Conflict of Interest Policies

A. The LWDB and the non-Federal entity[1] (i.e. grant recipient represented by the CEO) for the Local Workforce Development Area (LWDA) must maintain written standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a conflict of interest as defined in this policy (2 CFR 200.318 Uniform Guidance).

B. The LWDB must comply with the conflict of interest provisions included in the State's local governance policy (Arizona WIOA #1, section X, (H) (k 1-7)) and address these provisions in their bylaws.

IV. Requirements for Firewalls

A. Agencies serving multiple roles must create and maintain appropriate firewalls between roles to ensure the transparency and integrity of the local ARIZONA@WORK system's governance, management, and operation. It is the responsibility of the LWDB to demonstrate that the established firewalls meet the requirements of this policy. Such firewalls pertain to the elected leadership of the State or local area as well as to the Boards. Key areas that require firewalls include procurement and financial system functions and responsibilities, and governance roles/functions including the LWDB and committees, staff to the LWDB, grant administrative entities, fiscal agents, and OSOs.

B. An appropriate firewall must include the following:

1. A complete separation of duties between the staff functions and duties where the firewall is needed must be created and enforced. For example, there must be a clearly defined firewall between the staff who provide or oversee direct services to program participants and the staff assigned to serve the LWDB etc.

   Examples of compliance may include, but are not limited to: 1) the LWDB and its staff exist in an organization separate and distinct from the organization that acts as the One Stop Center Operator and/or service provider; or 2) staff to the LWDB operates in one department of the organization and the One Stop Center Operator and/or service provider operates in another separate and distinct department within the same organization. Departments must demonstrate different reporting structures.

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[1] *Non-Federal entity* means a state, local government, Indian tribe, institution of higher education (IHE), or nonprofit organization that carries out a Federal award as a recipient or subrecipient (2 CFR 200.36).

2. The separation of duties must ensure that staff assigned to a specific role (i.e. direct service provider, OSO, fiscal agent, etc.) perform only the functions assigned to that role and do not perform functions specifically prohibited for that role.

   Examples of conflicts:

   a. The OSO is not permitted to develop the local plan or negotiate local performance measures per WIOA regulations.

   b. The department responsible for providing adult, dislocated worker, or youth services cannot manage the LWDB member nomination process or conduct other management responsibilities delegated under WIOA to the Chief Elected Official.

3. Responsibilities for the multiple roles must be clearly communicated and documented in a written agreement or policy;

4. Complete independence over supervision or control of staff;

5. Physical and electronic access to information is restricted;

6. Complete confidentiality over information regarding documentation involved in these duties especially when conducting competitive procurement processes; and

7. Recusal from voting on any related matters applicable to these other duties, when the potential conflict involves the LWDB.

C. WIOA assigns responsibility and decision-making authority to the LWDB for numerous duties that create an actual or perceived conflict of interest when the LWDB is part of an entity that serves multiple roles. Therefore, firewalls are needed especially when the same entity serves as a direct service provider for adults, dislocated workers, or youth, and/or the OSO, and provides staff to the LWDB. Specifically, the LWDB must:

1. Set policy for the LWDA (in partnership with the CEO), which may include how and where services are provided, as well as monitors performance of the service provider(s);

2. Develop a budget for the activities of the LWDB, which includes how much to allocate for services;

3. Negotiate and reach agreement on local performance indicators with the CEO and the Governor;

4. Determine the roles and responsibilities of the OSO. The OSO's role must include system coordination, and may or may not include provision of career services. Career services provided directly by the OSO must be procured through a fair and open competitive process;

5. Determine the process for selecting and awarding contracts to service providers for career services not provided by the OSO including whether these services must be competitively procured;

6. Assess needed changes in services and budget allocation to comply with youth program changes mandated by WIOA;

7. Identify/select youth service providers best positioned to provide youth program elements resulting in strong outcomes. The LWDB may determine that the grant recipient for the LWDA or designated fiscal agent may provide directly some or all of the youth workforce investment activities. This is a LWDB decision, not a grant recipient decision. If a LWDB chooses to award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities, the LWDB must award such grants or contracts on a competitive basis (20 CFR 681.400 b);

8. Provide program oversight, in partnership with the CEO, of youth workforce investment activities authorized under WIOA section 129(c), adult and dislocated worker employment and training activities under WIOA sections 134 (c) and (d); and the entire local ARIZONA@WORK system;

9. Ensure the appropriate use and management of the funds provided under WIOA IB for the youth, adult, and dislocated worker activities and local ARIZONA@WORK system; and

10. Ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA section 116.

D. When procuring services through a competitive process, no entity or individual that has any role in the issuance of a solicitation may compete or submit a proposal under that procurement action including development of requirements, drafting the Request for Proposal (RFP) or Invitation for Bid (IFB), evaluation of proposals/bids, and identification of best entity. If necessary, the entity may have to enlist an outside entity to conduct the procurement process to mitigate risk and conflict of interest.

E. The same person or department cannot both provide services and oversee/monitor the provision of those services (Joint WIOA Final Rule, page 55898; Federal Register, Vol 81, no. 161, August 19, 2016). There must be appropriate firewalls between staff providing services and staff responsible for oversight and monitoring of services to ensure that the same person or department is not overseeing, monitoring, and evaluating its own performance in providing services. This provision applies when the same entity is a direct service provider and provides staff to the LWDB, or when the one stop operator serves also as a direct service provider (20 CFR 678.625).

CONTACT ENTITY: Inquiries regarding this policy must be directed to the Workforce Arizona Council Manager at Ashley.Wilhelm@oeo.az.gov or 602-771-0482.