



ARIZONA DEPARTMENT OF ECONOMIC SECURITY

Janet Napolitano
Governor

1717 West Jefferson - P.O. Box 6123 - Phoenix, AZ 85005

David A. Berns
Director

DEC 09 2005

Richard Stavneak, Director
JLBC Staff
1716 W. Adams Street
Phoenix, AZ 85007

Gary Yaquinto, Director
OSPB
1700 W. Washington Street
Phoenix, AZ 85007

Dear Mr. Stavneak and Mr. Yaquinto:

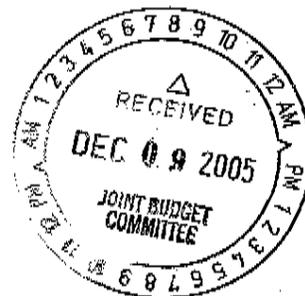
The DES Workforce Development Joint SPAR Report is attached. If you have any questions regarding the response, please contact me at (602) 542-5678.

Sincerely,

David A. Berns

Attachment

Cc: Mary Gill
Nelba Chavez, Ph.D.
Lynne Smith
Pat Harrington



WORKFORCE DEVELOPMENT Joint SPAR Report

Findings and Recommendations – OSPB Staff

1. Structure Program to Accentuate Benefit of Completing Program

- It may be impossible to deter business from hiring these willing workers, but companies should make an investment in the individual's future. Tax credits could be provided to businesses that employ youths who have completed the program.
- Furthermore, LWIAs must partner with educational institutions to make diploma attainment a reachable goal for these individuals.
- Finally, Arizona must address the low basic skill levels and other barriers that prevent these youths from completing their education. Initiatives of this partnership could include childcare for time in school/training, gang/drug awareness programs, and support for needy families where youths are working to support their households.

DES Response – DES agrees that Arizona must address low basic skill levels and other barriers that prevent youth from completing their education. DES currently provides training, education and child care to members of this population through the Jobs Program.

- #### 2. The Council should explore ways to develop Arizona-specific measures that can be used to identify joint accountability issues and to establish a statewide performance management system that will enable the state leadership to secure relevant information that is needed to make informed decisions on the best policies and practices in order to enhance the local investment system. Presently, there are no additional performance outcomes other than those prescribed by the Workforce Investment Action Section 136 and the Federal Register.

DES Response – DES concurs with this recommendation. The Governor's Council on Workforce Policy (GCWP) has established a sub-committee to review additional performance outcomes for Arizona's workforce system.

- #### 3. The Council should increase its efforts in developing outreach and marketing programs to promote the workforce services throughout the state and provide labor market information to enable and engage businesses, job seekers, educators and economic developers to access the services and link employers with skilled workers. It is also recommended that these outreach strategies be conducted in collaboration with local chambers of commerce and local investment organizations.

DES Response – *DES concurs with this recommendation. The GCWP recently reorganized to include a marketing subcommittee. The DES Research Administration is working with the Council on outreach efforts concerning local labor market information.*

4. **The Governor's Council for Workforce Policy would serve as a valuable information center for community colleges to coordinate their workforce development activities that fall outside of WIA funding. While it is not possible to mandate a standard definition for workforce development to ten different communities with individual needs, the Council can serve as a clearinghouse for all federal, state, and local workforce activities so that all community colleges can articulate on best practices and innovative programs that may align with State workforce policy.**

DES Response – *DES supports the Governor's Council on Workforce Policy's efforts to serve as a clearinghouse for best practices in the area of workforce development.*

Findings and Recommendations - JLBC Staff

1. **Coordination among agencies and partners depends on not only on the program, but also on the location within the state.**

DES Response – *DES concurs that coordination among all employment programs can and should be strengthened. To that end, the current DES administration has actively pursued integration and increased cooperation among employment programs across all areas. DES also continues to evaluate the unique challenges facing rural areas in Arizona in order to optimize outcome improvements.*

2. **To increase the visibility of workforce development issues, the Governor's Council on Workforce Policy should coordinate and publish annually a statewide workforce development budget and strategic plan.**

DES Response – *DES proposes an alternative approach. Since the Governor's Council on Workforce Policy already publishes a strategic plan, DES proposes that the Council measure performance against that plan, and publish an annual report on performance. DES proposes that the Council report annually on actual expenditures in the most recent year, estimated expenditures for the current year, and projected expenditures for the year to come for all workforce programs.*

3. **In coordination with a statewide workforce development budget and strategic plan, emphasis should be put on developing performance measures that are**

both specific to the state and outcome based. These measures should be used to help guide funding decisions.

DES Response – *DES concurs with this recommendation. The recent reorganization of GCWP subcommittees includes one committee expressly charged with working on such measures.*



JANET NAPOLITANO
GOVERNOR

ARIZONA DEPARTMENT OF COMMERCE

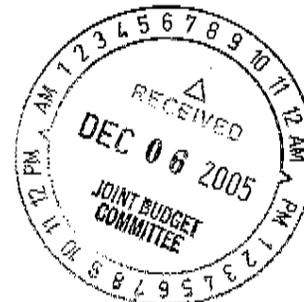
Our Job is JOBS!

GILBERT JIMENEZ
DIRECTOR

December 5, 2005

Ms. Monica Seymour
Deputy Director
Office of the Governor, Office of Strategic Planning and Budgeting
1700 West Washington Street, Suite 500
Phoenix, Arizona 85007

Mr. Stefan Shepherd
Assistant Director
Joint Legislative Budget Committee
1716 West Adams
Phoenix, Arizona 85007



Dear Ms. Seymour and Mr. Shepherd:

The Arizona Department of Commerce (ADOC) appreciates the opportunity to respond to the final draft of the Strategic Program Area Review for Workforce Development Programs.

As you are aware, the Governor's Council on Workforce Policy publishes an annual report on Arizona's Workforce System in accordance to Section 111 (d)(1) of the Workforce Investment Act of 1998, which charges the GCWP with developing a statewide Workforce Development Plan. Therefore, JLBC's recommendation in reference to the GCWP on page 14, third paragraph, to "coordinate and publish annually a statewide workforce development budget and strategic plan" is duplicative, as the GCWP already produces this information annually to meet its federal obligation. However, as an alternative, the ADOC proposes annually measuring performance against the existing strategic plan and publishing an annual report that includes expenditures and performance measures.

The ADOC does agree that continued improvements, including increased coordination and visibility of Arizona's current workforce structure should be encouraged. To that end, the GCWP has initiated a process to establish statewide outcome based performance measures, as well as a statewide marketing plan.

The ADOC looks forward to receiving the final copy of the Strategic Program Area Review of Workforce Development programs.

Sincerely,

A handwritten signature in black ink, appearing to read "Gilbert Jimenez".

Gilbert Jimenez

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ACCA

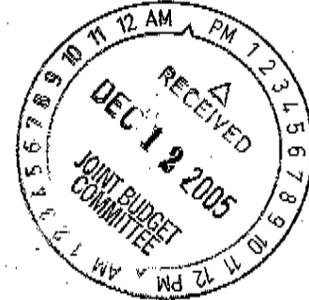
Arizona Community College Association

2411 West 14th Street
Tempe, AZ 85281
480/731-8115

December 9, 2005

Richard Stavneak, Director
JLBC
1716 W. Adams
Phoenix, AZ 85007

Gary Yaquinto, Director
Office of Strategic Planning and Budgeting
1700 W. Washington #500
Phoenix, AZ 85007



RE: SPAR Report – Workforce Development

Dear Richard and Gary:

Thank you for the opportunity to respond to the Strategic Program Area Review (SPAR) of Workforce Development in the State of Arizona. Community colleges have been strategic partners with other state agencies in offering quality workforce development programs and wish to continue those partnerships. Here are our comments as requested.

1. On page 12, Coordination Issue:

The report does not state any complaints received in how community colleges perform their roles in providing workforce development programs. In fact, the report states how well the "community colleges stay abreast of their community needs as it relates to workforce development." (see page 11, second paragraph) Community colleges currently work with the Arizona Community College President's Council (ACCP) within the Arizona Community College Association (ACCA) organization as the coordinating body for workforce development programs within community colleges as appropriate. Community colleges would also be happy to work on a common definition for workforce development and work with the Governor's Council for Workforce Policy as a clearinghouse of information but not as an oversight or coordinating body.

2. On page 14, Statewide Workforce Development Budget and Strategic Plan:

The community colleges request that a representative from the community colleges be an active participant in the design and development of the budget and

Page Two
SPAR Report – Workforce Development

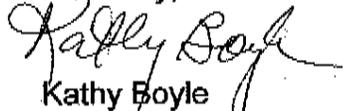
strategic planning process. Extremely limited opportunities, if any, have been provided to community colleges to review any budget or plan that includes them without any input into the development of the particular budget or plan. The community colleges must be active players in the process.

3. On page 15, Performance Measures:

Community colleges must meet rigorous accreditation standards that include performance-based measures. On page 11 of the report, second paragraph, the report highlights the use of performance outcome measures by community colleges in data gathering and resource allocation for workforce development. Such statements prove that community colleges already use performance measures in workforce development. However, as the state develops performance measures, the community colleges will be happy to provide the agencies with reports of performance under educationally define and validated outcome measures that relate to workforce development.

Thank you again for the opportunity to comment on the SPAR Report on Workforce Development. We look forward to continuing the dialogue on this important issue.

Sincerely,


Kathy Boyle
Executive Director

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12/22/2005 08:20

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TMC FOUNDATION

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PAGE 02



December 22, 2005

Ms. Monica Seymour
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Phoenix, Arizona 85007

Mr. Stefan Shepherd
Assistant Director
Joint Legislative Budget Committee
1716 West Adams
Phoenix, Arizona 85007

Dear Ms. Seymour and Mr. Shepherd:

As Chair of the Governor's Council on Workforce Policy I appreciate the opportunity to respond to the final draft of the Strategic Program Area Review for Workforce Development Programs.

Many of the recommendations being suggested in this draft Strategic Program Area Review are the same areas the Council reviewed at our September 2005 strategic planning session. Since September, the Council has generated a statewide marketing plan to promote workforce services throughout the state. The Council is currently sharing this plan with all the workforce partners and agencies in the state and expects to start implementing the plan in March of 2006. Furthermore, the Council is also in the process of establishing statewide outcome based performance measures that will be used to identify joint accountability issues and establish a statewide performance management system.

I look forward to receiving the final copy of the Strategic Program Area Review of Workforce Development programs and working together to increase the coordination and visibility of Arizona's current workforce system.

Sincerely,


Jack B. Jewett
Chair, Governor's Council on Workforce Policy

Public Policy
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