

DIALOGUE '84

Executive Summary of the Final Recommendations

Bruce Babbitt
Governor of Arizona

Presented by:

**Arizona Department of Economic Security
Arizona Employment and Training Institute
Arizona Chamber of Commerce
State Job Training Coordinating Council**

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PREFACE

The Governor's State Job Training Coordinating Council, Arizona Chamber of Commerce and the Department of Economic Security are pleased to present this summary of final recommendations from **Dialogue '84: Employment and Training Policy Development Through the Year 2000**.

The participants of **Dialogue '84** recognize that the policy recommendations contained in this document will require the support and cooperation of government, industry, labor and education and will, in some instances, require legislative action in order to be successfully implemented. These recommendations are submitted to the leadership of Arizona's public and private sectors for their consideration and adoption.

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INTRODUCTION

Arizona is currently experiencing a dramatic transition in its workforce. Copper mines, which have traditionally provided a strong economic base for the state, are now closing. High technology manufacturing plants continue to locate here in increasing numbers. The state is going through a challenging and significant period of economic growth and realignment as it moves into the postindustrial age. In response to new jobs which are evolving, occupational change will typify the future. In order to assure that Arizona will have an adequately trained, available workforce to meet these changes, policies must be developed which will be futuristic enough to deal effectively with these unprecedented demands.

Dialogue '84: Employment and Training Policy Development Through the Year 2000 was a bold attempt to address the state's future policy needs. Sponsored by the Arizona Chamber of Commerce, the State Job Training Coordinating Council, and the Department of Economic Security's Employment and Training Institute, this three-part conference series provided a forum for public and private representatives to interact in designing future policy directions for the employment and training field.

The conferences were held on September 7, October 5, and November 2, 1984 in Phoenix, Arizona. Implementing the town hall process the first conference dealt with future trends and directions in employment and training, the second with specific issues in the field, and the concluding conference evolved a set of recommendations for future policies. This unique approach to policy-making combined dialogue between business and government, as well as input from experts in employment and training.

Dialogue '84 was a historic event – representing the first time a public-private partnership has been brought together in Arizona to develop policy guidelines in the employment and training field. Feedback

from participants strongly indicated that they found this approach to be both rewarding and productive.

The Executive Summary which follows reflects the consensus statement of all participants at the **Dialogue '84** conferences. It also represents a new process of interactive dialogue between the public and private sectors which will enhance policy making in this state for years to come.



BRUCE BABBITT, Governor, State of Arizona

"....we are going to have to begin the process in this society of assessing the efficacy of job training program results...."

"....the sense of public interest and excitement about education and training is now providing us a window for generating private and public sector support for real change...."

I. POLICY RECOMMENDATIONS REGARDING ARIZONA'S FUTURE ECONOMIC NEEDS

Dialogue '84 assumptions regarding Arizona's future economy:

- The growth which has become characteristic of Arizona's economy in recent years will continue into the future.
- Arizona's population growth and high level of tourism will help fuel the economy and stimulate growth in service-based industries.
- The growth of service industries will be influenced by high-technology manufacturing and automation.
- The increase in a service-based economy is anticipated to take place predominately in the urban areas.



TOM PAYNE, ITT Information Systems

"....organization and skills are the limiting factors in utilizing technology. Tools exist in the market right now to completely automate the paperwork flow of even the largest organizations, but it has not yet happened because: 1) today's organizations are not set up to accept technology; and 2) today's workers don't know how to use it. We are literally four to five years ahead of a company's ability to implement these dollar-saving, time-saving tools...."

- The expansion of services in the state's urban areas have occurred simultaneously with a decline in the traditional industries of rural areas.
- Increasing competition on the domestic and international front for goods and services is a major challenge for the state, particularly, Arizona's mining industry.
- International competition will greatly affect jobs which are labor intensive.
- Arizona will have to maintain a diversified economy to help absorb the negative consequences of its declining industries.

POLICY RECOMMENDATION 1

It is the policy of the State of Arizona to maintain and promote a diversified economy and strengthen the growth of its rural, as well as urban areas.

Arizona is projected to remain one of the fastest growing states in the nation during the next ten years. Expansion of development programs which support the state's economic strengths are endorsed. Adequate funding for this task, along with increased capacity to respond promptly and strategically to the needs of new business ventures, should become a high priority. Assistance to smaller communities in their economic development efforts must be intensified.

A small business development program of 'business incubation' should be established. Such services as office space, access to needed equipment, contact with venture capital providers, and management skill training should be included. The primary objective of this action would be to encourage the formation of new business in both urban and rural areas of the state.

Support strategies include:

- Promotion of an economic climate that will continue to attract new business to the state while allowing existing business to expand.

- Establishment of entrepreneurship training as an integral component of the overall small business development program.

POLICY RECOMMENDATION 2

It is the policy of the State of Arizona to prepare for the impact which predictable changes, and the effects of foreign competition and economic fluctuations will have on business and industry in the state.

Mechanisms must be developed which stabilize the state's economy in times of economic fluctuation. An economic policy must be developed which maintains the integrity of appropriations during recessionary periods, and reduces the current tendency to expand public programs during prosperity. This can be accomplished through a basic tax structure that provides for stable sources of revenue rather than periodic revision of tax programs.

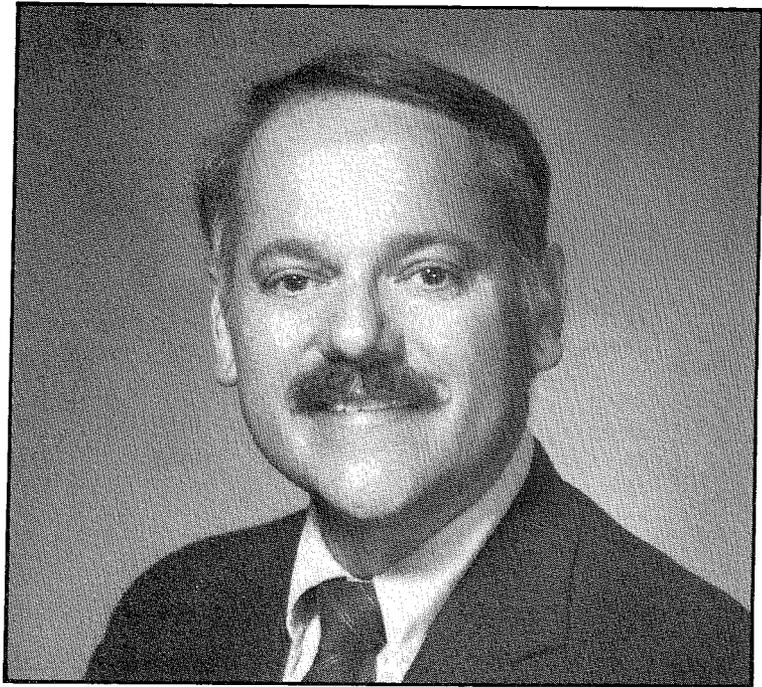
Support strategies include:

- Establishment of a "State Stabilization Fund" as a revenue source in times of economic downturn.
- The state's private and public sectors work together to promote and expand Arizona's "Shared Work Unemployment Compensation Program" which allows employees to receive a portion of their UI benefits while working reduced hours.

II. POLICY RECOMMENDATIONS TO MEET ARIZONA'S FUTURE WORKFORCE NEEDS

Dialogue '84 assumptions regarding Arizona's future work force needs:

- The decline of traditional industries in Arizona's rural areas has forced many workers to relocate to urban centers of the state for employment.
- Women are entering the Arizona force in greater numbers while at the same time, there is an increasing influx of older workers into the job force.

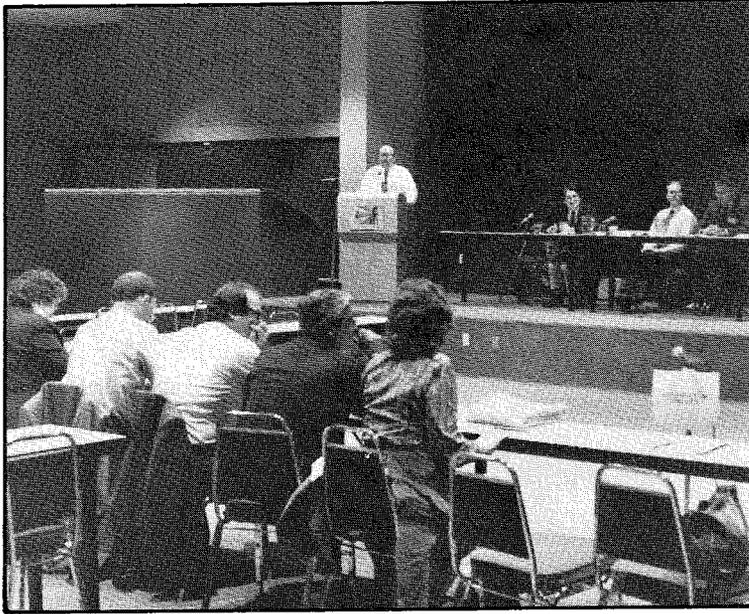


DOUGLAS X. PATIÑO, Director,
Arizona Department of Economic Security

"....the challenge for the public sector is the development of policies that are responsive, futuristic and comprehensive assuring that coordination and collaboration take place with the private sector at all levels, and in all steps that lead to decision-making...."

"....the private-public partnership is a unique vehicle for meeting the challenges of the future....if we can build on what we have in common rather than focusing on our differences we can start with a basis for success for the future...."

- Women are increasingly considering considering non-traditional jobs. Training programs should be structured to incorporate this new focus.
- The influence and impact of technology will require workers to have access to periodic retraining.
- Training programs will need to be structured to assist workers in adapting to the impacts of automation in the workplace.
- Arizona's workforce will continue to be affected by the increasing number of people relocating to the state and immigration of workers from other countries.



JOSEPH FISCHER
National Alliance of Business

"...any policy for employment and training is going to have contradictory goals. What we must do, whether it is at the national, state or local level, is to establish the priorities among those conflicting goals. You cannot be all things to all people....the shotgun approach in allocating resources and providing services does not work...."

POLICY RECOMMENDATION 3

It is the policy of the State of Arizona to encourage the use of diverse approaches in the work environment and to accommodate the needs of women, ethnic minorities, older workers, youth, the handicapped, and workers with limited English proficiency.

The use of flextime, job sharing, and job restructuring will provide choices to the employer, and will be critical given the anticipated changes in the workforce. Services such as day care programs for children and elderly are vitally necessary to insure that workers obtain and keep employment or needed training. The provision of daycare services or alternatives for employees is a valid business cost and not merely an employee benefit. A more proactive posture by public and private employers will assure that such services are more readily available.

POLICY RECOMMENDATION 4

It is the policy of the State of Arizona to make appropriate services available to groups that face unique difficulties in entering or remaining in the workforce.

Increasing the employment opportunities of those who are dependent on public assistance is a primary goal of Arizona's policy on employment and training. The use of all possible creative approaches which seek to assist recipients of unemployment insurance and welfare to obtain training and gainful employment should be pursued. This could be implemented through expanding the availability of tax incentives and tax credits for employers who make capital investments or equipment donations to support training programs, or who create employment opportunities for this disadvantaged population.

POLICY RECOMMENDATION 5

It is the policy of the State of Arizona to address the impact of migration of workers from other states and immigration of workers from foreign countries on the state's social and economic systems.

The ability of the state's economic and social systems to respond effectively to the almost certain continued influx of workers from other states, as well as foreign countries is critical. This underscores the need for an employment and training system which provides services in a coordinated fashion.

Resettlement of immigrant workers is an ever increasing issue in Arizona and will require a partnership role with interstate and international entities.

Support strategies include:

- Insure that immigration legislation includes adequate funding and/or support for assimilation and resettlement programs at the state and local level.
- Establishment of a state Immigration Impact Coordination Council by the Governor.

III. POLICY RECOMMENDATIONS TO IMPROVE OUR EXISTING EMPLOYMENT AND TRAINING SYSTEMS

Dialogue '84 assumptions on improving Arizona's existing employment and training systems:

- In order to keep pace with the changes in Arizona's economy and workforce a restructuring of educational goals and policies will be required.
- The basic skills of reading and writing should continue to be a primary educational emphasis. Math, science, and computer literacy are also necessary skills for the future.
- An emphasis on training and skill development for high technology employment should not diminish the need for a continued emphasis on basic skills and inculcating the values of a strong work ethic.
- Arizona's multi-cultural population is an asset, especially in competing in an interdependent and multi-cultural global economy.
- Vocational education and training programs must be flexible in designing and adjusting curricula to meet the changing needs of workers and employers.
- The community college system and skill centers within community colleges represent a valuable, yet under utilized resource in the retraining effort.
- A training environment dominated by technology must have access to equipment and technical personnel for adequate training.

There is much training and retraining to be done and limited technical resources available with which to do this training. The educational community should be open to the use of available public facilities for training programs. Qualified, non-certified individuals, from the private and public sectors should be allowed to participate in the provision of training.

An increased emphasis on the basics of education must be maintained. Without such basics even rudimentary employment skills cannot be learned.

Support strategies include:

- The state Department of Education and State Board of Directors for Community Colleges should work in conjunction with local school boards and/or community college districts to facilitate the use of public facilities for educational programs during non-school hours.
- The state should consider revising certification requirements to permit qualified and willing individuals to provide technical training.



GAIL GARFIELD SCHWARTZ
Garfield Schwartz and Associates

"...a technological revolution is underway. It is eliminating the need for manual skills and simple computation skills. It's expanding the need for analytical skills and promises to dramatically reduce the labor input per unit of output. There is a very real danger that some group in the society will be completely left out of the technology-oriented economy....all of this can occur even though the national economy as a whole will prosper....it is time to start thinking about how to share the benefits of the work revolution...."

POLICY RECOMMENDATION 6

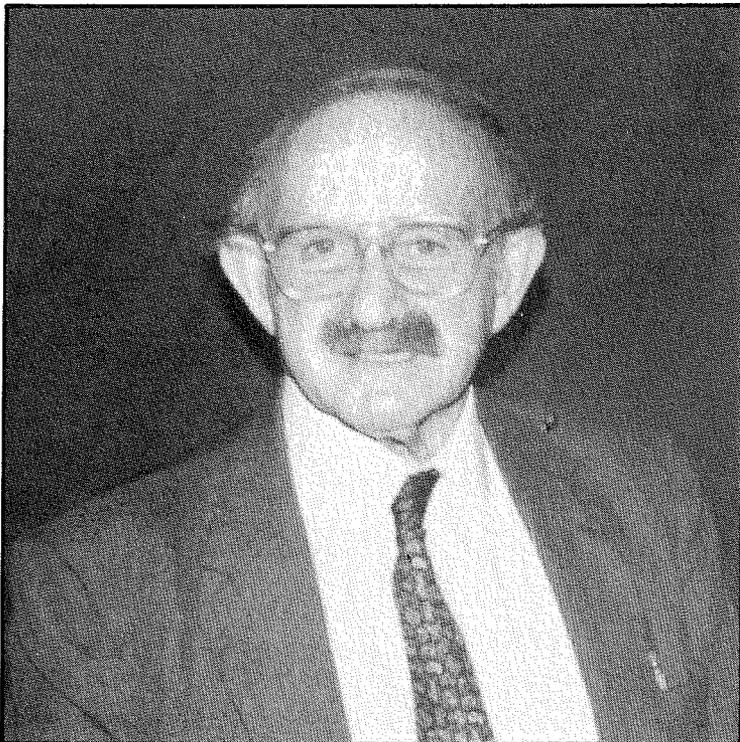
It is the policy of the State of Arizona to enable the workforce to obtain skills needed to adjust to changes in the workplace such as the impact of automation and technology.

POLICY RECOMMENDATION 7

It is the policy of the State of Arizona that vocational education and employment and training programs be oriented to current and projected labor market needs.

In order to assure a well trained and available workforce, it is vital that training programs be oriented to current and projected labor market needs.

Accountability of training programs is essential. There is a need to monitor and assess placement, retention ratios, and cost per participant for the state's training and retraining programs. Advisory councils, such as the State Job Training Coordinating Council (SJTCC), should enhance



NORMAN FEINGOLD
National Career and Counseling Services

"...the information age is an entrepreneurial age. Greater opportunities in small businesses will be created as a result of the increase in information technology...."

"...the use of technology in the workplace is growing so rapidly that the problem will be with people not machines.... we've got to balance the technological world with an emphasis on development of humanistic qualities in workers and the workplace...."

their efforts to give guidance to training and employment programs at both the local and state levels.

Up-to-date and usable labor market information (LMI) is absolutely essential if Dialogue '84 recommendations are to be successful. To determine the needs of many users of labor market information, periodic evaluations will need to be made throughout the state. In addition, studies supported by both private and public sectors regarding future trends in Arizona's labor force should be encouraged.

Support strategies include:

- Publish accountability standards and performance measures for all providers of vocational education and job training.
- Assure regular and secure funding for a comprehensive state system of labor market information.

IV. POLICY RECOMMENDATIONS FOR FUTURISTIC APPROACHES TO EMPLOYMENT AND TRAINING

Dialogue '84 assumptions regarding the improvement of our existing employment and training systems:

- Coordinated private-public partnerships between government, industry, labor, and education must be continued for planning and implementation of employment and training programs in Arizona.
- Planning for employment and training programs must be decentralized and strategic, operating under goals and objectives which allow an accurate and prompt response to changing labor force demands.
- Innovative financing methods will be necessary for employees to access employment and training programs.
- Funding of programs must be focused on those training and retraining programs which have proved to be successful and accountable.

POLICY RECOMMENDATION 8

It is the policy of the State of Arizona that government, industry, labor, and the education community work together in a coordinated fashion to plan for, and respond promptly to, changes in Arizona's labor force needs.

Dialogue '84 is perceived as a good beginning and should serve as a model for public-private partnership efforts for employment and training programs in the future. Such dialogue increases the respect and understanding of all involved. Efforts toward more "joint venture" training and retraining programs coordinated between the public and private sectors should be encouraged.



ANTHONY CARNEVALE, Consulting Economist

"...training does not create jobs, jobs create training. Training on the job should be the target in any kind of employment and training strategy. We need to move as close as we can to the work place....that is why the cooperation between the public and private sectors in development of an employment and training strategy is crucially important...."

"...it is critical that public institutions assure a role of building capacity that is useable by private employers....the public sector is uniquely qualified, for example, to collect and disseminate information which will make private and public employer decisions more efficient and sensible....particularly small business...."

The numerous agencies with which employers must interact and the myriad of programs which provide training suggest the need for coordination in marketing employment and training programs in Arizona. Greater publicity is needed to increase awareness regarding programs which currently exist for employers and users of training systems.

Support strategies include:

- Establish a "Clearing House" for all information on training programs currently being provided by JTPA, Vocational Education programs, community colleges, private sector employees, and private technical schools.

POLICY RECOMMENDATION 9

It is the policy of the State of Arizona to develop mechanisms for providing workers with financing and retraining and upgrading of skills.

It is projected that within the next 15 years approximately 80% of all jobs will require either retraining or updating of skills. Availability of alternative funding for retraining would give employees a way of planning for and securing future training needs.

Support strategies include:

- The state of Arizona should explore such funding alternatives as the "G.I. Bill", "Individual Training Accounts", creating a job training fund, or allowing employees to make optional contributions to the Unemployment Insurance Fund.

POLICY RECOMMENDATION 10

It is the policy of the State of Arizona to support a coordinated marketing and information-sharing system for employment and training in the state.

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