

Lifelong Career Path Progressions - Student to Job Seeker to Employee

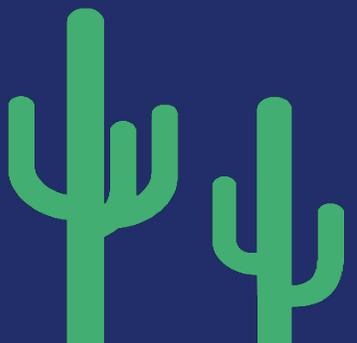
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Mission

The Center for the Future of Arizona
brings Arizonans together
to create a stronger and brighter
future for our state.



Center for the Future of Arizona

Workforce Portfolio

Strengthening Arizona's Workforce by Bringing Together Education, Training and Systems of Support



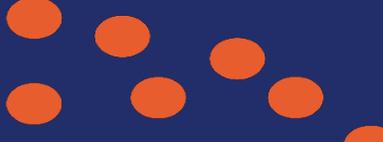
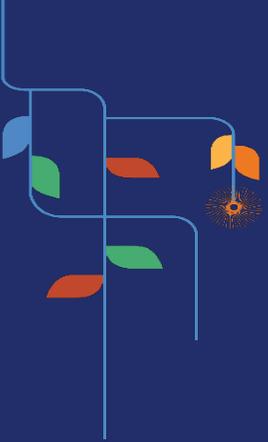
Career Connected Early College Pathways
Arizona Pathways to Prosperity



Upskilling and Talent Management
RetailWorks AZ



Leadership Development and Systems Change
Workforce Leadership Academy



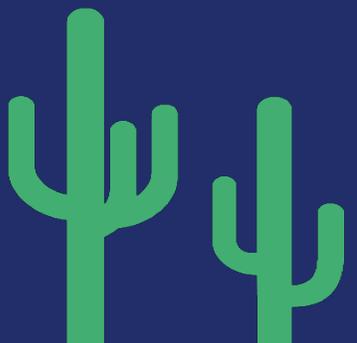
Arizona Pathways to Prosperity



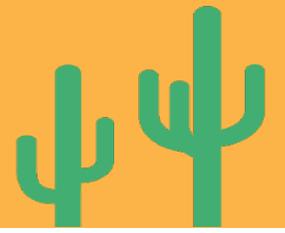
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Arizona Pathways to Prosperity



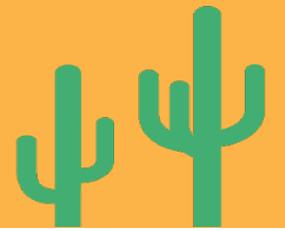
Systems of career pathways that span grades 7-14+, enabling students to transition smoothly through high school, into higher education, and onto family-supporting careers—particularly in high-demand sectors like information technology, energy, health care, and advanced manufacturing



Harvard
Graduate School
of Education



Arizona Pathways to Prosperity



60+ industry partners and 40+ education partners engaged in Phoenix Metro, Southern AZ, and Yuma

Why does it matter?

Supports **economic development** and Arizona reaching the statewide attainment goal of **60% by 2030**

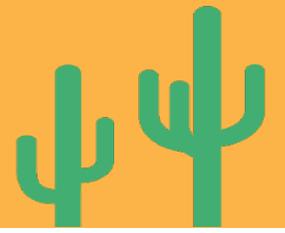
Why it's important to AZ's future?

Critical need for businesses and education to **collaboratively design college and career pathway** that equips Arizona's young talent to meet the **needs of industry**

How does it transform?

Enables more young people to earn degrees and credentials with **labor market value** who can propel innovation and **economic growth**

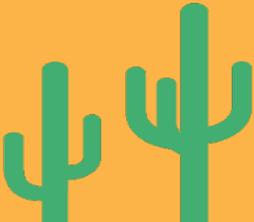
Arizona Pathways to Prosperity



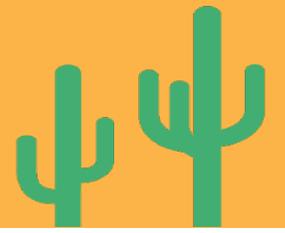
Industry Driven Pathways – Our Approach

- **Work with industry to identify the jobs, knowledge and skills, and degrees/credentials that business needs to grow and thrive**
- **Maximize representation and minimize asks of industry through industry sector partnerships**
- **Partner with higher education and K-12 to design and implement pathways responsive to industry needs**
- **Focus on strategic alignment and bolstering of existing pathways and talent pipeline efforts**

High Impact Elements



Career Exploration



- Most young people **get little advice** about education pathways to careers, and career possibilities
- Few families understand the **future labor market**—or even the current one
- Teachers typically have **little experience of contemporary high-growth industries** and know little about labor market data and shifts in education and workforce

Career Exploration



Gain awareness of and exposure to a wide array of careers



Increase self-awareness and begin to form their potential occupational identity



Develop employability skills



Develop foundational technical skills as appropriate



Be positioned to make more informed educational choices



Transition to high school or post-secondary with an actionable plan for next steps

**POSSIBLE FUTURES-
Career Literacy Curriculum
MODULES**

**SKILLS FOR
SUCCESS**



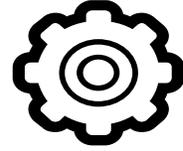
**STEM-
PLORATION**



**LENSES ON
THE FUTURE**



Possible Futures



Curriculum module

STEMPLORATION

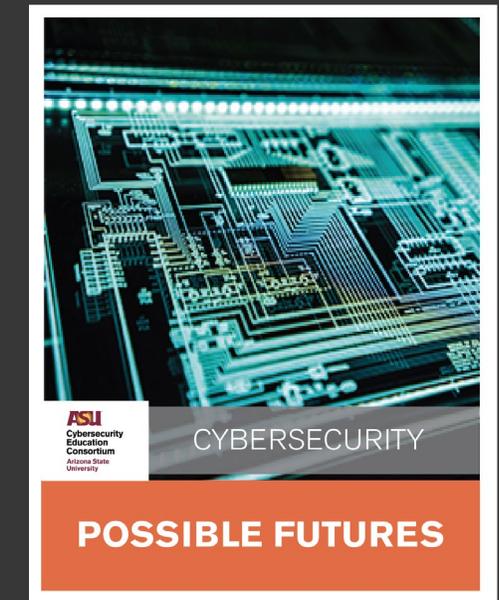
18-24 Lessons / Unit

Students assume role of a “young professional”

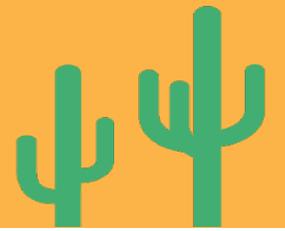
Problem solving to address contemporary, career-based challenges

Content-expertise not required

Integrate career exploration and academic content



Programs of Study



- Carefully structured — **coherent, not random** collections of courses
- Geared toward certificate, degree, and transfer pathways that give students an **early start on choosing and completing** a program of study
- Strengthened by **student supports and work-based learning experiences**
- Driven by strong **partnerships among colleges, high schools, and other community institutions** — and a commitment to strengthen these relationships over time

Education Innovation Research Grant



Career Connected Pathways Project

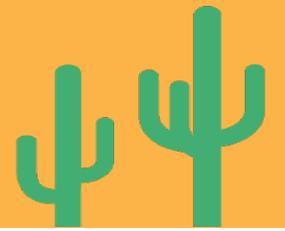
5 years **24** high school and
4 Community College systems located in
Phoenix Metro, Southern AZ and Yuma

Career Literacy
and Guidance
Continuum
(Grades 10-12)

Career Connected
Toolkit
(Grade 10)

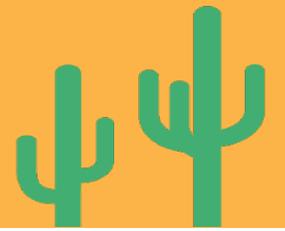
Co-Advising Framework
(Grades 11 & 12)

Work-Based Learning



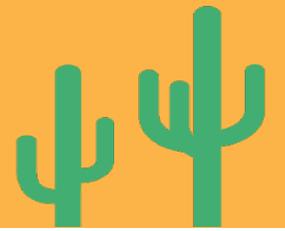
**How we think about industry engagement matters
AND
How we think about coordinating WBL matters**

Work-Based Learning



- **Student Internships-** Supporting students to **gain applied experience, build skills and make connections**
- **Apprenticeships-** Implementing a high school **apprenticeship in cybersecurity** providing students the opportunity **earn paid experience and related technical instruction**
- **Virtual Educator Externships-** Supported **90+ educators to connect to industry** and tie curriculum to **real-world applications**

What's on the Horizon?



Designing policies that support an equitable economic recovery

Centering racial justice and equity in pathways designs

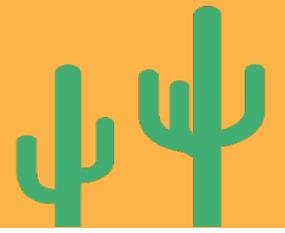
Reorienting to a shifting labor market and remote work arrangements

Integrating core academic and career-focused learning across the educational continuum

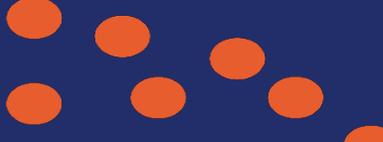
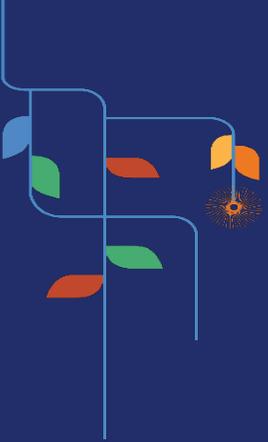
Strengthening career navigation supports



Challenging the Status Quo



- **Middle grades career exploration and the development of K-5 curriculum**
- **Virtual externships supporting over 300 educators**
- **Youth apprenticeships in cybersecurity with Kuldelski Security – pushing the status quo regarding what industries and apprenticeship is for and the age of apprentices with students starting as Juniors in High School**



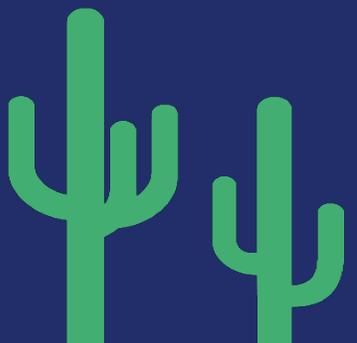
RetailWorks AZ – Sector Initiative



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Supports Frontline, Entry-level Retail Workers



Engaging retailers and workforce development partners to bring education and training together to support retail workers across Arizona

Why does it matter?

Retail is the 2nd largest employment sector in Pinal County

Why it's important to AZ's future?

47% of the region's retail workforce is under the age of 35

Many Arizonans' first job experiences and work skills are often acquired in retail

How does it transform?

Initiates long-term career pathways for young people and continually supplies skilled workers into Arizona's talent pipeline



RetailWorks AZ – Pinal Area Employment Sectors



EMPLOYMENT BY SECTOR (IN THOUSANDS)

Education, health care & social assistance	30.0	21.3 %
Retail trade	16.6	11.7 %
Arts, entertainment, food & recreation services	15.0	10.7 %
Professional, scientific, & administrative services	13.9	9.9 %
Manufacturing	13.2	9.4 %
Public administration	12.2	8.6 %
Finance, insurance & real estate	8.9	6.3 %
Construction	8.6	6.1 %
Transportation, warehousing, & utilities	7.1	5.0 %
Other services, except public administration	5.8	4.1 %
Agriculture, forestry, fishing, hunting, & mining	4.8	3.4 %
Wholesale trade	2.5	1.8 %
Information	2.4	1.7 %

American Community Survey



RetailWorks AZ Initiative

- **How do we make it easier and faster for retail workers to move up the career ladder in retail and prepare for careers in retail?**
- **How can we work together collaboratively to support the talent development and retention needs of retail employers and impact retail workers' lives?**

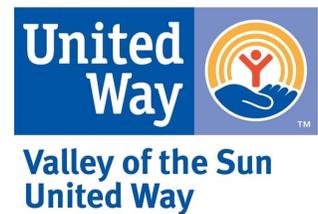


Retail Employer Network Members

Retail Employer Network

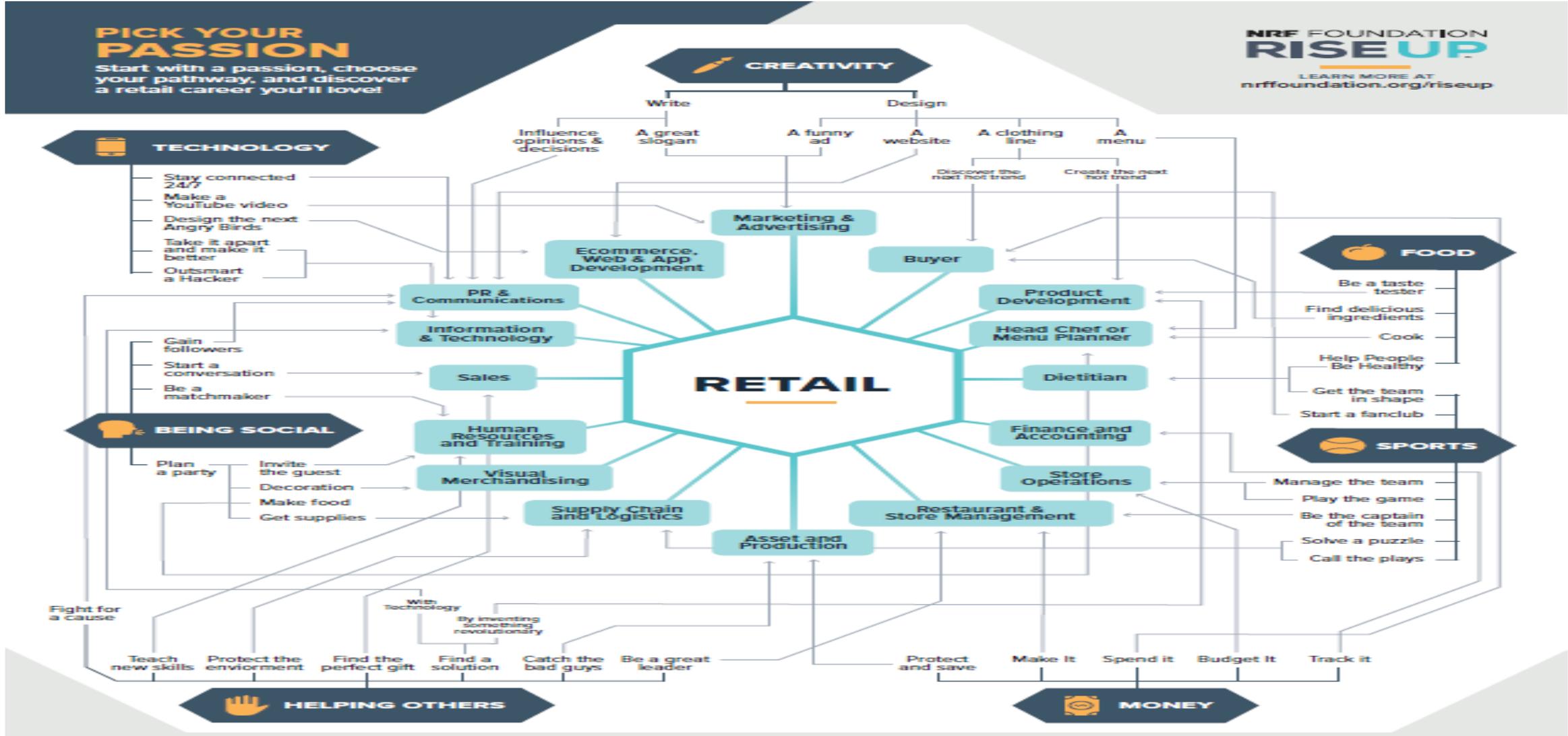


Workforce Development Partners



Literacy Volunteers
OF MARICOPA COUNTY, INC.

RetailWorks AZ – Career Paths



Low wage jobs have similar skills to higher-wage jobs



Training & Education Resources for Retail Careers





 AZRetailCareers

[JOB SEEKERS](#) [MOVING UP](#) [RETAILERS](#) [RESOURCES](#) [ABOUT](#) [FIND MY SKILL GAPS](#)

CAREERS IN RETAIL

Welcome to Arizona's only targeted retail sector-focused resource for information and tools for job seekers, frontline workers, retail employers and workforce development professionals.



Start Your Retail Career

Considering a career in retail but not sure where to begin? Start here.

Move Up in Your Career

To advance your retail career, you need a solid plan. Follow these steps to accelerate your career.

Train Your Retail Staff

Employee turnover costs you time, money, and peace of mind. Discover how to keep your staff engaged and motivated.

Jobs and Economic Opportunity

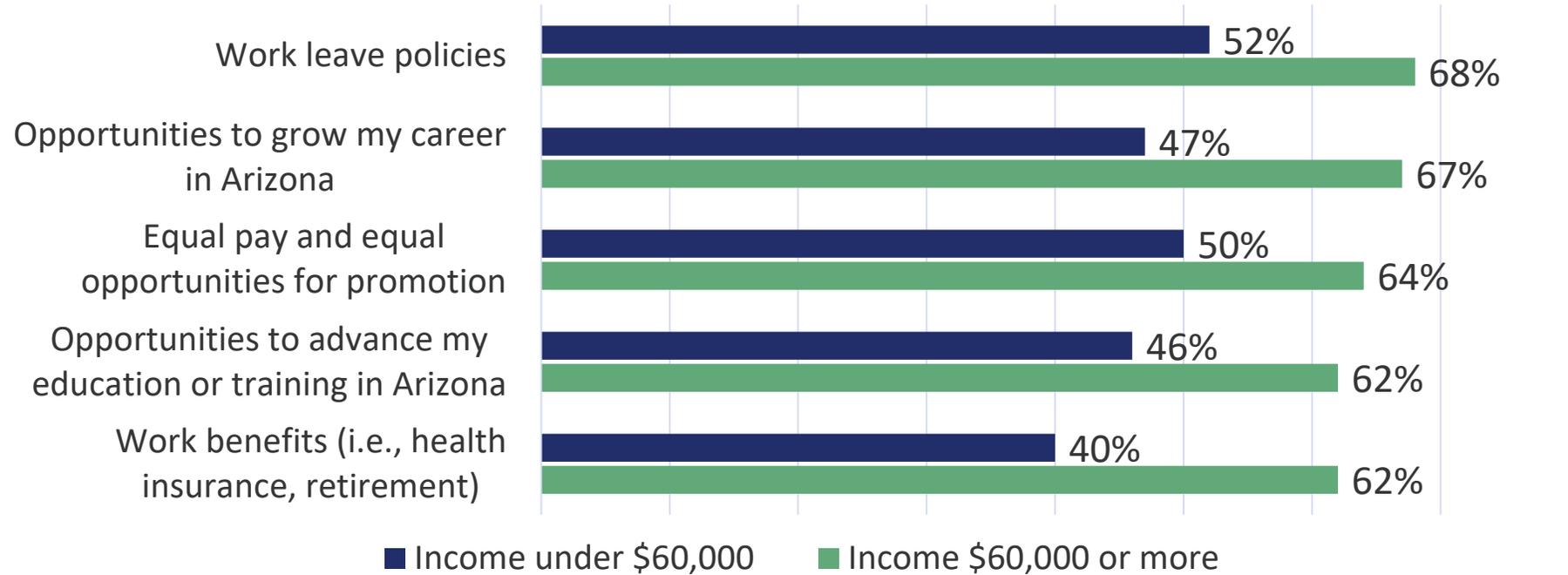
2020 Gallup Arizona Survey

Jobs and Economic Opportunity

Thinking about your primary job, how satisfied or dissatisfied are you with each of the following?
 Results among employed Arizonans

Issue	5 – Very satisfied	5 + 4
Diverse and inclusive environment	46%	72%
Workplace culture	40%	68%
Mission and impact of my work	41%	67%
Work leave policies (sick leave, personal time off, etc.)	39%	61%
Opportunities to grow my career in Arizona	31%	59%
Equal pay and equal opportunities for promotion	35%	58%
Opportunities to advance my education or training in Arizona	29%	55%
Work benefits (health insurance, retirement, etc.)	29%	53%

Among employed Arizonans: Thinking about your primary job, how satisfied or dissatisfied are you with each of the following? Percent 'satisfied'



Top talent is looking for these 5 things

Learning

4.8x
MORE LIKELY
TO STAY

Clarity

5.6x
MORE LIKELY
TO STAY

Trust

5.8x
MORE LIKELY
TO STAY

Purpose

9.2x
MORE LIKELY
TO STAY

Inclusion

9.4x
MORE LIKELY
TO STAY

Job Quality Indicators



Job Necessities

- 1.1 Living Wage
- 1.2 Safe Working Conditions
- 1.3 Appropriate Classification
- 1.4 HR Infrastructure
- 1.5 Stable Scheduling



Job Opportunities

- 2.1 Performance Management
- 2.2 Open Communication
- 2.3 Learning and Development
- 2.4 Empowerment and Support



Job Features

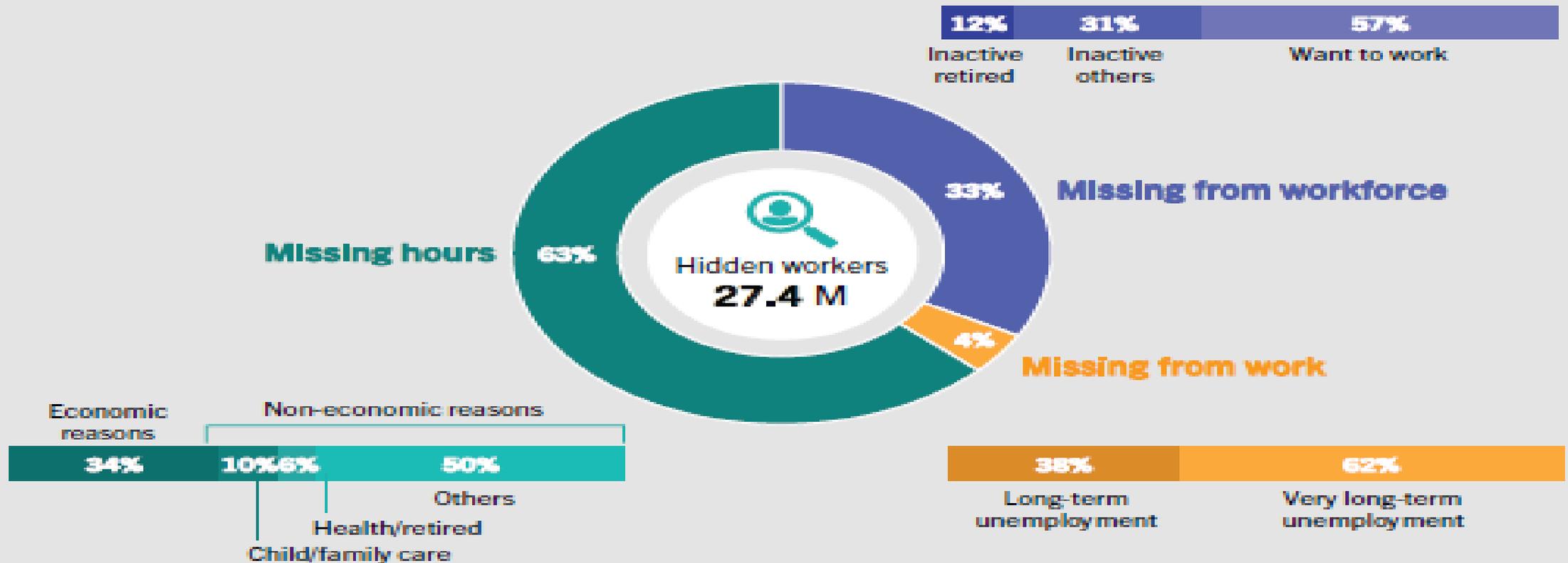
- 3.1 Health and Wellness
- 3.2 Food, Transportation Child Care and Housing
- 3.3 Family and Medical Leave and Paid Time Off
- 3.4 Schedule Flexibility
- 3.5 Employee Engagement
- 3.6 Financial Supports
- 3.7 Job Security
- 3.8 Meaningful Work



Hidden Workers Research (Harvard & Accenture)

Figure 3: Composition of the U.S. hidden workforce, March 2020

There are 27 million hidden workers in the U.S. workforce. 63% are “missing hours,” 33% are “missing from the workforce,” and 4% are “missing from work.”



Types of Hidden Talent



Carers of children

Carers of adults/older people

Veterans

Refugees/asylum seekers

Immigrants

People from less advantaged backgrounds (e.g., low-income households, from care homes, those whose parents are not employed)

People with mental health challenges

People with developmental/ neurodiversity challenges

People with a physical disability

People with history of substance/ alcohol abuse

People who were previously incarcerated

Retirees/post-working age population who could work

Young people not in education, employment or training (NEETs)

Relocating partners and spouses (move to new city/new country)

People with health problems (temporary, chronic/long-term illness)

People without traditional qualifications

People without degrees/ advanced degrees

People without a history of employment

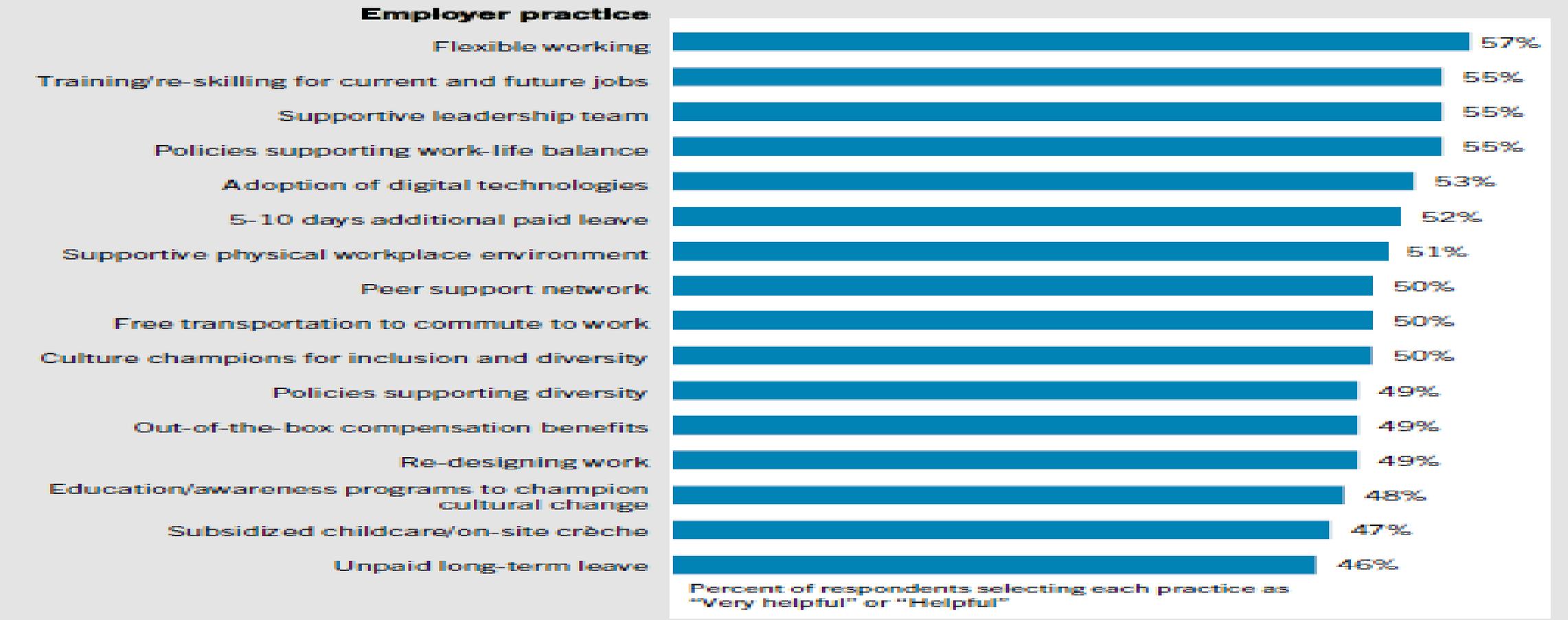
Long-term unemployed

Note: The “missing hours” group consists of people who are working one or more part-time jobs, but could or would like to work full-time; the “missing from work” group consists of those who have been unemployed for a long time but are still seeking employment; the “missing from the workforce” group consists of those who are currently not working and are not actively seeking employment, but who could be working under the right circumstances.

Source: Accenture Research based on IPUMS CPS data from March 2020 combined with economic modelling results (based on data for 2015–2020).

Hidden Worker On-the-Job Support

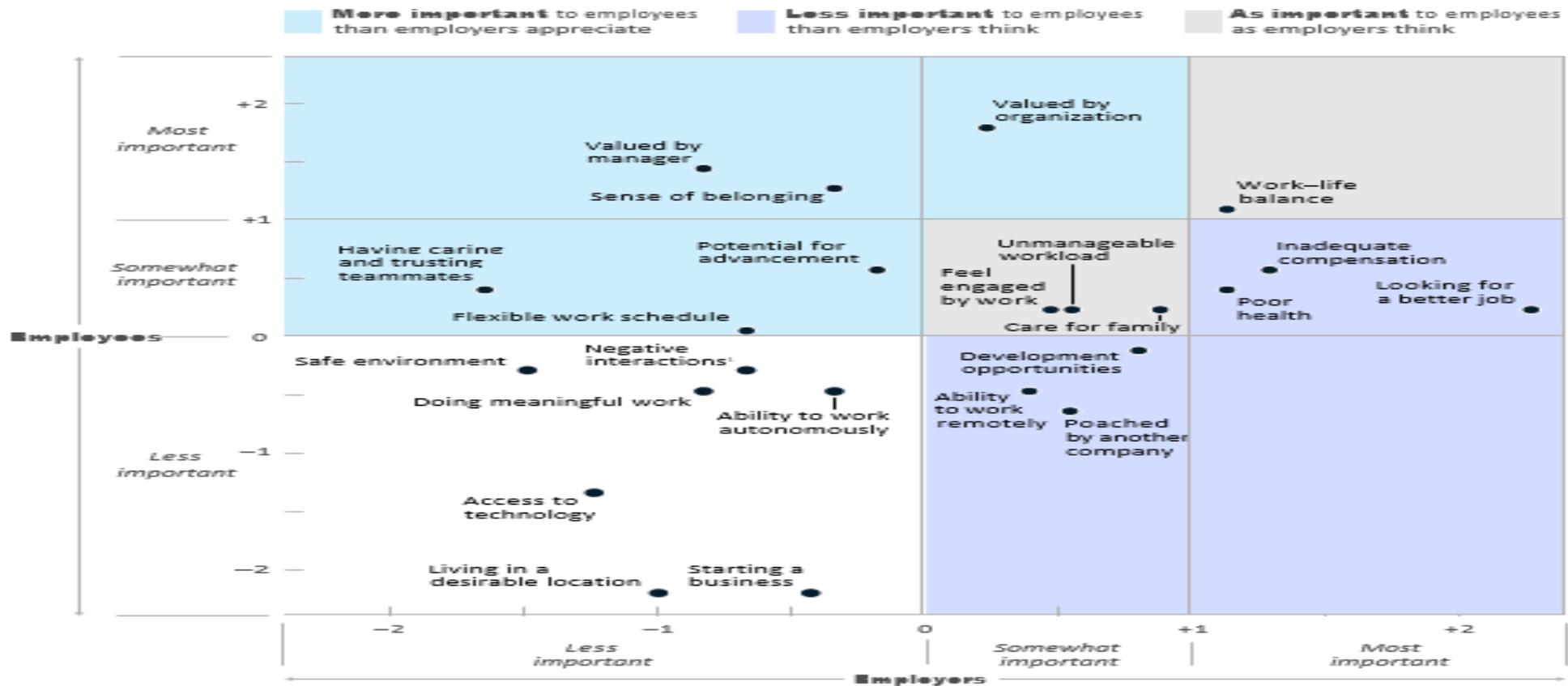
Figure 23: On-the-job support by employer critical for hidden workers to succeed at work
What kind of employer practices helped you in supporting you on the job?



What's Important to Workers vs. Employers

Exhibit 5

Employers do not fully understand why employees are leaving. Factors that are important to employees versus what employers think is important



The EX factor: Companies can create a positive or a negative employee experience, which in turn affects business performance.

Nine elements to get right

Social experience	Work experience	Organization experience
<p>1 People and relationships</p> <p>Am I seen and treated by my leaders as a significant contributor to the organization?</p>	<p>4 Work organization</p> <p>Do I have clear responsibilities, interesting work, and the resources I need to be successful in my role?</p>	<p>7 Purpose</p> <p>Does my company have a purpose that aligns with mine, as well as processes to which I can contribute?</p>
<p>2 Teamwork</p> <p>Do the people I work with every day trust and care for one another to create a collaborative and innovative environment?</p>	<p>5 Work control and flexibility</p> <p>Do I complete my work efficiently, with flexibility and positive integration in my life?</p>	<p>8 Technology</p> <p>Does my company's technology enable me to work efficiently and without friction?</p>
<p>3 Social climate</p> <p>Am I welcome in this community and do I feel like I belong?</p>	<p>6 Growth and rewards</p> <p>Am I given incentives and opportunities that help me learn, grow, and provide for my family?</p>	<p>9 Physical environment</p> <p>Are my surroundings safe, comfortable, and human centered?</p>

Workforce Leadership Academy

Testimonial: Graduate James Montoya, Workforce Project Manager with Arizona@Work - City of Phoenix, said of the fellowship: *“The Workforce Leadership Academy has been of the best experiences I’ve had with workforce development in my 12 years in this industry. The Academy unlocks the code for workforce development and provides each Fellow with the tools and knowledge to transform this region.”*



Greater Phoenix WLA Fellows



Inaugural Class 2021-22

- **Audrey Bell-Jenkins** – *Workforce Development Manager, UMOM New Day Centers*
- **Katie Belous** – *Research Analyst, Pipeline AZ*
- **Colleen Bivona** – *Associate Director/Grants Manager-Grants Development and Management, Maricopa Community Colleges*
- **Miguel Fernandez** – *Professor, Chandler Gilbert Community College*
- **Eileana Gudiño** – *Community Development Director, Valley of the Sun United Way*
- **Kimberly Hanes** – *Regional Manager-Maricopa County, University of Arizona*
- **Jennifer McChristian** – *CEO, The Crest Counseling, Coaching, Consulting (Former Site Director at YearUp Arizona)*
- **Jerry McPherson** – *Director of Economic Empowerment, Greater Phoenix Urban League*
- **James Montoya** – *Workforce Project Manager, City of Phoenix*
- **Steve Navis** – *On-The-Job Training Supportive Services / Workforce Development Program Manager, Arizona Department Of Transportation*
- **Christine Niven** – *Director - Adult Education and Family Literacy Programs, Mesa Unified School District*
- **Leah Palmer** – *Executive Director-Arizona Advanced Manufacturing Institute, Mesa Community College*
- **Jose Patiño** – *Director-Education & External Affairs, Aliento Education Fund*
- **Terence “Dee” Pinkston** – *Director of Workforce Solutions, Chicanos Por La Causa*
- **Alison J. Rapping** – *CEO, Arouet Foundation*
- **Mariana Torres** – *Assistant Program Officer, LISC*
- **Terrell Welch** – *Employment Coordinator, Arizona Department of Economic Security/EEA*
- **Ashley Wilhelm** – *Director of Initiatives, Council for Adult and Experiential Learning (Former Workforce Arizona Council Manager, Arizona Office of Economic Opportunity, Arizona Commerce Authority)*
- **Richard Wilkie** – *Economic Development Director, City of Casa Grande*
- **Steve Zylstra** – *President & CEO, Arizona Technology Council*

Greater Phoenix WLA Advisory Council

- **Daniel Barajas**
Associate Vice Chancellor – Workforce Development, Maricopa Community Colleges
- **Heather Carter**
Executive Vice President, Greater Phoenix Leadership
- **Elizabeth Cole**
Director of Outreach and Community Partnerships, Rio Salado College + Arizona@Work Maricopa County Workforce Board Member
- **Victor Contreras**
Director of New Initiatives, Chicanos Por La Causa
- **Kristin Ferguson**
Professor & Director, Center for Human Capital & Youth Development, Arizona State University
- **Jesus Love**
Executive Director, Literacy Volunteers of America + Arizona@Work City of Phoenix Workforce Board Member
- **Jennifer Mellor**
Chief Innovation Officer, Greater Phoenix Chamber
- **Liza Noland**
Communications & Community Director, OneAZ Credit Union (Former Director of Rural Programs, Local First Arizona)
- **Tina Russo**
Manager, Arizona@Work, Maricopa County
- **Rob Stenson**
Manager, Arizona@Work, City of Phoenix
- **Katrina Thurman**
Vice President – Mission Development, Goodwill of Central & Northern Arizona
- **Chevera Trillo**
Administrator – Workforce Development, Arizona Department of Economic Security
- **Kweilin Waller**
Deputy Director-Human Services, City of Phoenix
- **Kolu Wilson**
Workforce Program Manager, Amazon (Former Arizona Workforce Administrator, Arizona Office of Economic Opportunity)

Practical Vision

In the next 3-5 years, what does a Phoenix workforce system that meets the needs of thriving families and industry look like?

1

Integrated Workforce Ecosystem – no silos here!

2

Embedded and Integrated Equity and Inclusions Within Ecosystem

3

Accessible Skills Development

4

K-12 Woven into Workforce Pipeline Efforts

5

Data-driven and Stakeholder-informed Decision-making

6

Literal Employer “Buy-in” for Workforce

7

Shared Accountability for Job Quality

8

Whole Person Service Delivery

Challenging the Status Quo



- **Use Gallup the Arizona Jobs & Economic Mobility data**
- **Leverage the Quality Jobs framework to educate job seekers, workers and employers**
- **Identify transferable skills from one sector to another**
- **Understand sources of “Hidden Workers”**
- **Invest in developing Workforce Development professionals**



Thank You

Additional Information on CFA's Workforce Portfolio available here:

<https://www.arizonafuture.org/programs/workforce-programs/>



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