

Agency 5-Year Plan

Issue 1 WORKPLACE SAFETY

Description: VISION

The best state in the proactive, collaborative, and steadfast protection of the life, health, safety, and welfare of the workforce.

MISSION

To efficiently administer and effectively oversee all applicable laws related to the protection of life, health, safety, and welfare of employees within the state.

AGENCY DESCRIPTION

The Industrial Commission of Arizona (ICA) was established to oversee laws protecting the life, health, safety and welfare of Arizona workers. The ICA administers the state's workers' compensation act and other employee protections such as laws related to occupational safety and health, minimum wage, unpaid wage claims, and youth employment. The ICA also provides workers' compensation benefits to claimants of uninsured employers and bankrupt self-insured employers.

STRATEGIC ISSUE: WORKPLACE SAFETY

The Industrial Commission serves to protect and assist workers and employers both before and after a workplace injury occurs. In five years or less Arizona will be one of the top states for safe workplaces and have among the fewest workplace injuries per capita in the nation. This goal will be achieved through improved outreach from our Consultation division reaching additional employers and industries ensuring safety hazards are eliminated in the workplace. Consistent with overall collaboration, this outreach will also confirm that employers are aware of all state and national safety standards and guidelines. Improved outcomes for the workforce and employers will help drive the foundation of Arizona's economic engine while keeping employees safe.

Many Arizonans rely on the Industrial Commission for efficiency, fairness, and responsiveness. This customer service responsibility to those who depend on our agency is vital. We will continue to make interacting with our agency and every function we perform easier for our customers through expanded online services and forms, additional portal availability, and through a new Claims division computer system allowing responsive and informative data extraction.

The Arizona Management System (AMS) has transformed processes, procedures and outcomes at the Industrial Commission and throughout state government. In the spirit of continuous improvement, the agency will strengthen and advance our permanent deployment of AMS, while identifying new enhancement goals to set and guarantee that all new employees fully embrace AMS principles in their daily work.

PRINCIPLES / VALUES:

Safety: Every function of our agency encompasses worker safety at its core. Each division is responsible for serving our state's workforce through protections geared towards wages, safety, benefits, dispute resolution, and better outcomes.

Service: Always maintaining a focus on providing expeditious and efficient service, our agency will excel at meeting and exceeding customer expectations providing each customer a positive and productive experience with state government.

Responsiveness: Through frequent communication and feedback from the stakeholders who we serve, our agency will continue to respond to input by developing a deeper understanding of customer needs and a vision and unity of purpose among all divisions in the agency to meet customer needs.

Respect for Taxpayers: We will work to keep Arizona's assessment rates on workers' compensation premiums low by focusing on agency efficiencies, cost savings, and vigilance over how we spend taxpayer dollars to maintain the trust and respect of the taxpayers.

Solutions:

Goal 1: Model state for workplace safety

Measure: Lowest number of workplace injuries per capita among benchmarked states

Objectives:

- *Increase high hazard industry consultation visits to improve workplace safety
- *Increase SHARP, VPP, and PEPP program participation to enhance safety awareness and collaboration
- *Achieve VPP status to serve as a role model for other agencies and employers
- *Compile and publish statewide accident and injury analytics to improve workplace safety

Goal 2: Operational excellence through continuous improvement

Measure: Two or more breakthrough goals achieved annually

Objectives:

- *Deploy Arizona Management System
- *Develop and continuously improve visual management for all core processes
- *Establish data driven performance targets for all core processes, measure results, and countermeasure to close gaps
- *Develop and document standard work for all program core processes in accordance with the agency file management

system

Goal 3: Modern and efficient customer service

Measure: Online customer service available for all agency programs

Objectives:

- *Develop and implement a new agency case management system with integrated internal and external customer document management and workflow automation to replace legacy agency computer systems
- *Develop and implement online forms with electronic filing capability for all agency programs
- *Compile and publish key program analytics to assist customer data driven decision making

Goal 4: Engaged workforce of high performing employees who seek to continuously improve

Measure: Employee engagement score ratio

Objectives:

- *Attract, retrain, support, and reward highly skilled, efficient, and dedicated employees who share a commitment to the agency's core values of customer service and operational excellence
- *Train and develop employees to promote professional growth and agency succession plan

Resource Assumptions

	FY2020 Estimate	FY2021 Estimate	FY2022 Estimate
Full-Time Equivalent Positions	266.0	266.0	266.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	20,110.4	20,110.4	20,110.4
Non-Appropriated Funds	17,848.9	17,848.9	17,848.9
Federal Funds	3,179.9	3,179.9	3,179.9