

**Statewide Vision:** An Arizona for everyone.

**Agency Vision :** To be the best state in the proactive, collaborative, and steadfast protection of the life, health, safety, and welfare of the workforce.

**Agency Mission:** To work collaboratively with industry, labor, and employers to efficiently administer and effectively oversee all applicable laws related to the protection of life, health, safety, and welfare of employees within the state to safeguard improved outcomes for Arizona’s workforce.

**Agency Description:** The Industrial Commission of Arizona (ICA) was established to oversee laws protecting the life, health, safety, and welfare of Arizona’s workers. The ICA administers the state’s Workers’ Compensation Act and other employee protections, such as laws related to occupational safety and health, whistleblower and wage retaliation, minimum wage, unpaid wages, earned paid sick time, and youth labor. The ICA also provides workers’ compensation benefits to claimants of uninsured employers.

**Resource Assumptions:** Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	216		\$84,600	\$21,313,000	\$17,588,200	\$3,622,900	\$42,608,700
24	216		\$84,700	\$21,985,500	\$39,112,500	\$3,532,500	\$64,715,200
25	225		\$84,700	\$21,985,500	\$20,112,500	\$3,532,500	\$45,715,200

\*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

### Executive Summary:

The ICA’s FY25 strategic plan builds upon continual efforts to strengthen fulfillment of our core mission. We are focused on workplace safety through proactive partnerships, improving customer participation and satisfaction, and increasing staff retention by having a high-performing and engaged workforce.

The ICA will: (1) develop and expand partnership engagement with the Arizona Division of Occupational Safety and Health (ADOSH) to develop a heat safety standard, and to reduce workplace injuries and fatalities, (2) improve the operational efficiency of the ADOSH compliance, bureau of labor statistics (BLS), and elevator programs, (3) enhance the workers’ compensation Claims division, including updating forms, (4) modernize the Administrative Law Judge (ALJ) Division’s online resources, and the Legal Department’s attorney program, (5) enhance community engagement, and (6) increase employee retention.

With the focus of workplace safety, ADOSH will develop a task force and create a comprehensive plan to target the top three industries where fatalities and injuries occur. ADOSH will develop an additional task force which will provide recommendations to the ADOSH Advisory Committee to review and consider for drafting of the heat safety standard. ADOSH will enhance upon the Heat Stress State Emphasis Program (SEP) through on-demand webinar trainings, downloadable materials both in English and Spanish, and refine website resources. ADOSH will also create an inspection checklist to assist employers in understanding the SEP requirements.

The agency will improve customer participation and satisfaction by developing a stakeholder survey; establishing a Claims Advisory Committee; modernizing the workers’ compensation forms; increasing training and education for the payer representatives managing medical benefits in the Arizona workers’ compensation system; updating the online resources to assist the public and external customers with the hearing process involving labor appeals; and creating a website tracker outlining Labor awards.

Recognizing the importance of a high-performing and engaged workforce, the ICA will increase support to our front-line supervisors by developing a Supervisor Academy; increase staff professional development opportunities; develop an ADOSH Academy; and initiate foundational efforts for an on-site health club facility and child care opportunities.

# Industrial Commission

## FY 2025 -2029 Strategic Plan

### Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By June 2029, ICA will have established a Heat Safety Standard for ADOSH.	FY25	Resilience, Water, and the Environment	Arizona does not have a Heat Safety Standard, therefore for the protection of the life, health, safety, and welfare of the citizens of Arizona ADOSH will establish milestones for this completion. For FY25, a Heat Advisory Task Force will be established and will present recommendations to the ADOSH Advisory Committee. ADOSH will enhance upon the Heat Stress State Emphasis Program (SEP) through on-demand webinar trainings, downloadable materials both in English and Spanish, refine website resources, create an inspection checklist to assist employers in understanding the SEP requirements, and double the number of annual inspections.
2	Decrease Workplace Fatalities 10% by June 2029.	FY25	Affordable and Thriving Economy	With the focus of workplace safety, ADOSH will develop a Reduction in Fatalities and Injuries Task Force and will present recommendations to the ADOSH Advisory Committee, and create a comprehensive plan to identify and target the top three industries where fatalities occur.
3	Decrease Workplace Injuries 5% by June 2029.	FY25	Affordable and Thriving Economy	With the focus of workplace safety, ADOSH will develop a Reduction in Fatalities and Injuries Task Force and will present recommendations to the ADOSH Advisory Committee, and create a comprehensive plan to identify and target the top three industries where injuries occur.
4	By June 2029, ICA will see a 10% improvement with the Customer Satisfaction Survey.	FY25		The ICA will improve customer participation and satisfaction. For FY25, a survey will be developed and sent to stakeholders; ALJ labor appeals hearing resources will be updated; a Workers' Compensation Claims Advisory Committee will be established with a focus of modernizing the workers' compensation forms; and increase the number of payers managing medical benefits in the workers' compensation system trained.
5	By June 2029, ICA will increase Staff Retention by 10%.	FY25		Recognizing the importance of a high-performing and engaged workforce, for FY25, the ICA will increase support to our front-line supervisors by developing a Supervisor Academy and train all supervisory staff with 2 years or less in a supervisory position; restructure the Legal department into specialized focus areas; develop an ADOSH Academy; and initiate foundational efforts for an on-site health club facility and child care opportunities.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.1. By June 2025, ADOSH will double the # of annual inspections as part of the Heat Stress SEP to 132. <b>BREAKTHROUGH</b></p> <p>1.2. By June 2025 have recommendations presented to the ADOSH Advisory Committee to review and consider for drafting of the standard.</p>	<p>1.1 # of inspections conducted. 1.2. % of milestones completed.</p>	<p>1.1. Create a Heat Stress SEP inspection checklist and train Compliance Safety Health Officers (CSHOs) on completion of the checklist. 1.2. Establish a Heat Advisory Task Force 1.2. a. Commitment of task members. 1.2.b. Identify the scope, goals, and meeting cadence.</p>
2	<p>2.1. By June 2025 have recommendations presented to the ADOSH Advisory Committee to review and consider for reducing fatalities.</p> <p>2.2. Identify the top 3 industries where fatalities occur by June 2025.</p>	<p>2.1. % of milestones completed. 2.2. # of quarterly fatalities.</p>	<p>2.1. Establish a Reduction in Fatalities and Injuries Task Force 2.1. a. Commitment of task members. 2.1.b. Identify the scope, goals, and meeting cadence. 2.2. Determine the top 3 industries.</p>
3	<p>3.1. By June 2025 have recommendations presented to the ADOSH Advisory Committee to review and consider for reducing injuries.</p> <p>3.2. Identify the top 3 industries where injuries occur by June 2025</p>	<p>3.1. % of milestones completed. 3.2. # of quarterly injuries.</p>	<p>3.1. Establish a Reduction in Fatalities and Injuries Task Force 3.1. a. Commitment of task members. 3.1.b. Identify the scope, goals, and meeting cadence. 3.2. Determine the top 3 industries.</p>
4	<p>4.1. By June 2025, all ALJ labor appeals hearing resources will be updated .</p> <p>4.2. By June 2025, have recommendations presented regarding changes to the workers' compensation division.</p> <p>4.3. By June 2025, train 900 payers in managing medical benefits in the workers' compensation system.</p> <p>4.4. By June 2025, ICA will launch an initial customer satisfaction survey to external customers.</p>	<p>4.1. % of resources updated. 4.2. % of milestones completed. 4.3. # of payers trained. 4.4. % of milestones completed.</p>	<p>41. Review current ICA and appellate rules regarding labor matters. 4.1. a. Review current ALJ Labor matters for judge directed deadlines and case management orders to incorporate into the hearing process and FAQs. 4.2. Establish a Claims Advisory Committee. 4.2. a. Commitment of task members. 4.2.b. Identify the scope, goals, and meeting cadence. 4.3. Target payers that need to be certified to manage Arizona claims. 4.3. a. Expand outreach and training opportunities. 4.4. Identify external customers and contact information.</p>
5	<p>5.1. By June 2025, train all supervisory staff with 2 years or less in a supervisory position.</p> <p>5.2. By June 2025, restructure the Legal department into specialized focus areas.</p>	<p>5.1. % of supervisors trained. 5.2. % of restructure complete.</p>	<p>5.1. Create a Supervisor Academy 5.1.a. Develop the curriculum 5.1.b. Identify potential trainers and partners. 5.1.c. Research and develop Google Classroom courses. 5.2. Assign one attorney to each division to be the leader for that division, who will draft and review standard work. 5.2.a. Provide professional development to attorneys</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
5	5.3. By June 2025, the ICA will complete a feasibility report for an on-site health club facility. 5.4. By June 2025, the ICA will complete a feasibility report for an on-site child care. 5.5. By June 2025, identify 2 new funding sources. 5.6. By June 2025, develop plan for establishing an ADOSH academy.	5.3. % of milestones timely completed. 5.4 % of milestones timely completed. 5.5. # of new funding sources identified. 5.6. % of milestones timely completed.	5.3. Identify safety and health requirements, permits, hazards, risks, and liabilities. 5.4 Identify safety and health requirements, permits, hazards, risks, and liabilities. 5.5. Develop state budget funding issue to permanently increase the Admin Fund Appropriation. 5.5. a. Request increased USDOL funding of 23G and 21D federal grants. 5.5. b. Research the availability of other funding sources. 5.6. Develop the curriculum and identify potential trainers and partners. 5.6. a. Research training facilities. 5.6. b. Research other states' training programs.

**Stakeholder Engagement Plan:**

**Internal:** ICA concerns and communication form, which has been placed on every employees desktop, and responses are only provided to the director and deputy director. ICEA events. Cross divisional training.

**External:**

- Customer Satisfaction Survey, which will be developed in FY25 and distributed to external stakeholders.
- Modernized/Updated Claims Forms, this will be one of the goals for the Claims Advisory Committee.
- Create a Heat Stress SEP inspection checklist to assist employers in understanding the SEP requirements.
- ADOSH Consultations and Partnerships. Heat Advisory Task Force. Reduction in Fatalities and Injuries Task Force.

**Communication Plan:**

**Internal:** Email to managers and/or all staff. Monthly managers/business review meetings. One on ones. Gemba walks. Monthly director’s newsletter.

**External:**

- Distribute through Constant Contacts.
- Postings and updated FAQs on the website.
- Printed at Ombudsman Front Desk at the ICA building.
- Increase social media.
- Disperse the ADOSH Advocate newsletter.
- Create a website tracker outlining Labor awards.
- Create an educational packet of ICA division resources for new businesses.
- Enhance upon the Heat Stress SEP through on-demand webinar trainings, and downloadable forms both in English and Spanish..