



# GREATER PHOENIX CHAMBER FOUNDATION



**Promoting economic prosperity and quality of life  
for the Greater Phoenix region**



# GREATER PHOENIX CHAMBER FOUNDATION

## GPCF

The Greater Phoenix Chamber Foundation (GPCF) leads the charitable and education objectives of the Greater Phoenix Chamber of Commerce (GPCC) and promotes economic prosperity and quality of life for the Greater Phoenix region. The Foundation's charitable activities focus on community development, improving health and prosperity for the region.

## WORKFORCE DEVELOPMENT

Serving as an intermediary, GPCF hosts five employer-led industry workforce collaboratives to address the growing skills gap facing our community.

Industries served:

- Compliance and Risk Management
- Construction
- Cybersecurity
- Financial Services
- Hospitals



## WELLNESS AtoZ

An initiative that is making the Greater Phoenix region known as a destination for healthy talent and a healthy community.

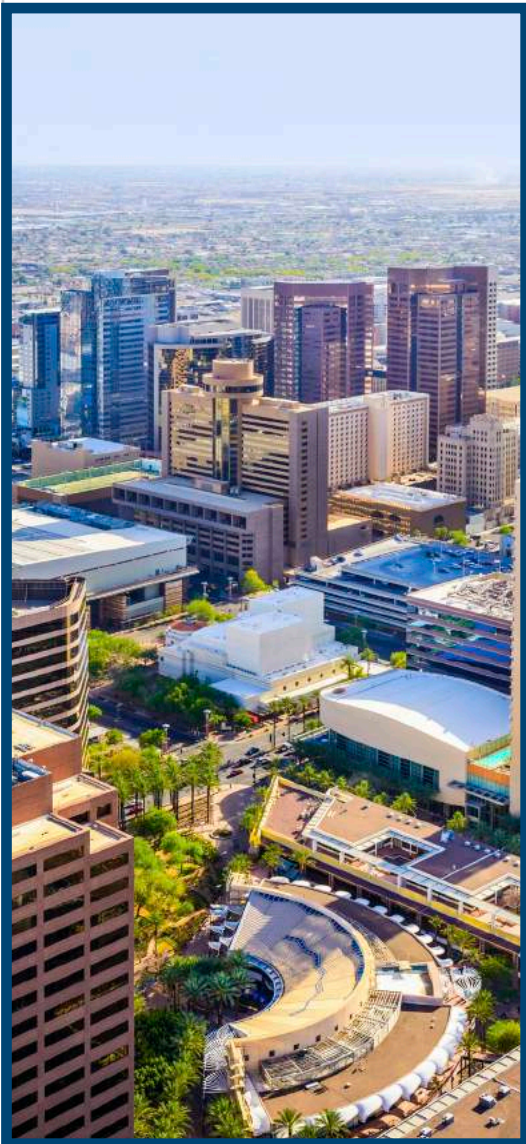


## RESEARCH

In partnership with education and research organizations, GPCF publishes bi-partisan white papers focused on economic and community development.

## EDUCATION

GPCF believes education is for everyone and supports initiatives that improve learning outcomes for Arizona's students.





## JOBS. GROWTH. OPPORTUNITY.

Availability of quality talent is the key to a vibrant and growing economy. With the U.S. unemployment rate at an all-time low, employers are trying new, innovative approaches to address their growing workforce shortages and GPCF is leading the way.

## Top 5 Reasons for Difficulty Filling Jobs



- Lack of available applicants
- Lack of technical competencies
- Lack of experience
- Lack of workplace competencies
- Potential employees looking for higher pay

## Businesses Need Talent

Companies are basing expansion and relocation decisions on the availability of talent in a city or region. Without just-in-time, turnkey training, the Greater Phoenix region risks losing companies and high-wage jobs. Using the U.S. Chamber of Commerce Foundation's Talent Pipeline Management framework, employer-led workforce collaboratives provide solutions by:

- Driving Value Creation: Employers play a leadership role, serving as the end-customers in closing the skills gap for jobs most critical to their competitiveness.
- Organizing and Managing Pipelines: Employers organize and manage flexible and responsive talent pipelines in partnership with other employers and their preferred education and workforce providers.
- Measuring Incentives and Driving Performance: Employers establish measurements and incentives designed to reinforce and improve performance across all education and training providers.



The Greater Phoenix Chamber Foundation subscribes to the employer-driven U.S. Chamber Talent Pipeline Management (TPM) model which uses supply chain principles to align educational outcomes with employer talent demands.



**49%**  
of employers today are  
unable to fill open positions

**50%**  
of companies can't take on new  
business due to the skills gap

**40%**  
of students fail to complete  
their postsecondary education

**50%**  
of graduates are unemployed  
or underemployed

To learn more about Workforce Development,  
contact Workforce Development Program Coordinator, Katelyn Harris Lange  
602.495.2199 | [klange@phoenixchamber.com](mailto:klange@phoenixchamber.com)



# WORKFORCE COLLABORATIVES



Visit  
[AZComplianceRiskTalent.com](http://AZComplianceRiskTalent.com)



Visit  
[AZCyberTalent.com](http://AZCyberTalent.com)

## Compliance & Risk Management

Arizona's growing economy combined with the constant flow of new and updated regulations has set the stage for exponential growth in the compliance and risk management profession.

This employer-led collaborative consists of professionals in health care, banking, finance, insurance and other industries who are working with education providers to enhance the talent pipeline for compliance and risk management careers. The collaborative is working to make Arizona a premier education destination for compliance and risk management programs in the West.

Strategic objectives:

- Develop local education programs at the two-year, four-year and graduate levels to better prepare a pipeline of talent;
- Create a standardized apprenticeship program that can be replicated across employers;
- Launch a marketing and branding campaign to highlight [AZComplianceRiskTalent.com](http://AZComplianceRiskTalent.com).

**Interested in engaging?** We are looking for companies that struggle to fill compliance and risk management positions and are willing to work with their peers to address the issue.

## Cybersecurity

Arizona has a booming technology sector, leading to a rapidly growing need for a more robust IT workforce and thousands of open cybersecurity positions across the state. Meanwhile, there is a strong and growing cybersecurity ecosystem in Arizona with nationally recognized education programs, two state-of-the-art cyberwarfare ranges and one-of-a-kind partnerships working to defend against cyber attacks.

This employer-led collaborative consists of industry professionals, educators and training partners working to address talent shortages for security analysts at the junior, mid and senior levels.

Strategic objectives:

- Increase the number of workplace and work-like experiences in Arizona through intensive bootcamps, internships and apprenticeships;
- Drive career awareness of [AZCyberTalent.com](http://AZCyberTalent.com) and execute a collaborative marketing strategy;
- Align and expand education and training to meet industry needs.

**Interested in engaging?** We are looking for employers, education and training providers and others who are interested in promoting Arizona as the place for cybersecurity talent.

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# WORKFORCE COLLABORATIVES



## Construction

The lack of a skilled-labor workforce in the Greater Phoenix region is not only slowing the pace of growth for our construction companies, it is also hindering regional economic growth as projects continue to see delays. The construction collaborative developed a career pathway and identified pain points at the pre-specialty and supervisory levels, identifying a need to provide training through micro-credentialing. Contractors and subcontractors, both commercial and residential, developed a cohesive plan of action that includes attracting more talent into the skilled trades.

Strategic objectives:

- Launch a unified marketing and branding campaign to highlight skilled trades and grow the talent pool in Arizona;
- Utilize the U.S. Chamber of Commerce Foundation's (USCCF) Talent Pipeline Management framework to better align educational outcomes with employer demands.

**Interested in engaging?** We are looking for construction owners, hiring managers and HR representatives that are ready to work together to build a more robust talent pool.



## Financial Services

Arizona is a financial services center with a growing number of positions, especially entry-level financial advisors and investment professionals. As the number of jobs continues to grow, companies are struggling to find the talent they need to grow their operations. Several companies, who are typically fierce competitors for clients and talent, now pursue a collaborative approach to meet the increasing workforce demand.

In partnership with the City of Phoenix's ARIZONA@WORK, the Financial Services Workforce Collaborative launched a successful training program in November 2017 that utilized Workforce Innovation and Opportunity Act (WIOA) funding to prepare individuals to pass the Series 7 license exam. This program assists employers by training job seekers before employment.

Strategic objectives:

- Scale the Series 7 license pilot program to grow the financial services talent pool in Arizona;
- Expand WIOA funded training to an additional license (e.g. Series 6 or Series 66);
- Explore opportunities to improve exam pass rates through training programs with existing providers.

**Interested in engaging?** We are looking for companies that are hiring individuals requiring financial services licenses (i.e. Series 6, 7 and 66).



## Hospitals

By 2025, Arizona is expected to have the largest nursing shortage in the country with over 28,000 unfilled registered nursing positions.

HR representatives and talent acquisition managers of the region's largest hospital systems identified challenges filling specialty nursing positions, which ultimately impacts their ability to hire new nursing graduates, further compounding the nursing shortage. The collaborative is identifying ways to address this gap by recruiting from other markets, and upskilling and backfilling from the industry's existing talent pool.

Strategic objectives:

- Launch a marketing and branding campaign to promote Arizona's collective health care assets and aid in the recruitment of specialty nurses to the region;
- Develop and reinvent a transition to practice simulation center model to increase the number of nurses and surgical technicians with specialty training experiences;
- Identify new opportunities to expand workplace experiences, including development of an apprenticeship for specialty nurses.

**Interested in engaging?** We are looking for HR representatives from hospitals in the Greater Phoenix region who are willing to work together to solve this growing challenge.

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# ARIZONA IS A HEALTHY PLACE TO LIVE



Wellness **AtoZ**

Wellness AtoZ is making Arizona and the Greater Phoenix region known as a destination for healthy talent and a healthy community. It offers free solutions for all businesses, complementing existing programs or offering tools to build your own.



## WELLNESS AtoZ DRIVES A CULTURE OF HEALTH

Wellness AtoZ employers benefit from:

- Dynamic company culture that celebrates Arizona wellness activities
- Access to turnkey wellness toolkits and marketing materials
- Modular tools to complement your existing wellness program
- Absolutely no cost to your business, only gain
- A business distinction as a recognized Wellness AtoZ employer

## WELLNESS AtoZ PRINCIPLES

The four Wellness AtoZ principles are designed to promote employee wellness efforts in Arizona.



**EatWELL** Provide healthy food choices to your employees in your breakroom and at catered meetings.



**PlayWELL** Compete with other companies in the Wellness Wonders of Arizona activity challenge.



**LiveWELL** Send monthly communications to your employees promoting health and fitness.



**WorkWELL** Share best practices with other Wellness AtoZ partners at the WorkWell Quarterly Forum.

## Wellness AtoZ Employer Testimonials

"The Chamber offers innumerable benefits to Delta Dental of Arizona, but as an employee-centric organization, we've really enjoyed the benefits of Wellness AtoZ. Our HR department is very small, so getting professionally-done, timely, and expansive wellness materials for distribution is wonderful."

**Brad Clothier, Delta Dental of AZ**

"Wellness AtoZ jumpstarted our wellness program. As a non-profit, we didn't have the resources to put a wellness program into place that would really benefit employees – Wellness AtoZ did that for us! Had it not been for Wellness AtoZ, we wouldn't have had such great success in such a short period of time."

**Deb Powell, Foundation for Senior Living**

"The Wellness AtoZ initiative aligns nicely with the Healthy Arizona Worksite Program (HAWP). Wellness AtoZ asks businesses to pledge their support to build a healthier community by implementing worksite wellness activities for employees, and HAWP provides the training, tools, and resources to make worksite wellness impactful by using an evidence-based approach."

**Sherry Haskins, MCDPH**

To learn more about Wellness AtoZ,  
contact Wellness AtoZ Community Outreach Coordinator, Nicole Pepper  
602.495.2198 | [npepper@wellnessatoz.org](mailto:npepper@wellnessatoz.org)



# WELLNESS ATOZ TOOLKITS

**Wellness AtoZ serves over 200,000 individuals across Arizona.**

Use the four Wellness AtoZ toolkits to kickstart your wellness program or to complement your existing program.

## EatWELL

OFFER HEALTHY FOOD OPTIONS SO YOUR EMPLOYEES CAN FEEL THEIR BEST  
EatWell offers solutions to help employees make better food choices. Wellness AtoZ Employers receive standardized, nutritional guidelines for healthy snacks and meetings designed by a team of registered dietitians.



## LiveWELL

INSPIRE HEALTH AND WELLNESS AT WORK

LiveWell modular communications enable companies to promote employee wellness through monthly themed newsletters designed to engage employees. Each month includes a piece on preventive health, nutrition, physical activity, community and a real life story about how Wellness AtoZ is impacting a local individual.



## PlayWELL

WELLNESS WONDERS OF ARIZONA

PlayWell's Wellness Wonders of AZ challenge highlights unique features of our state and encourages outside physical activity. This bi-annual activity challenge is a great way to add variety to your wellness calendar. Employers receive a communication package and marketing materials to roll out to employees. Best of all, there are many opportunities for employees to win great prizes!



## WorkWELL

MEET EMPLOYERS WHO LEAD THE WAY IN WELLNESS

WorkWell provides a way for companies to share best practices and recognizes those companies that are leading the way! From small companies to large, WorkWell is an inventive way to learn from others and generate ideas about the variety of ways to offer wellness programs. Send a representative from your company to attend the next WorkWell Quarterly Forum!



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