




GREATER PHOENIX CHAMBER
FOUNDATION

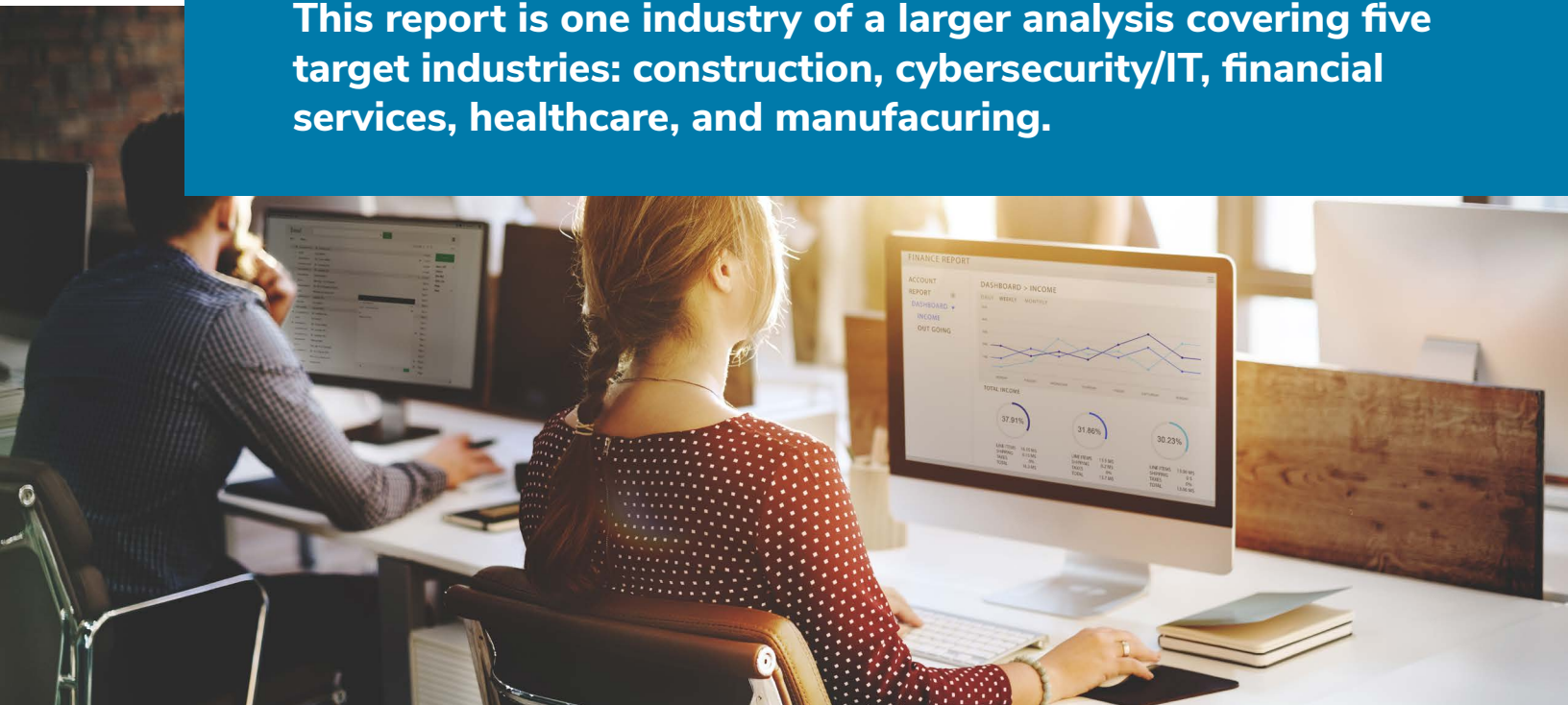
Workforce Analysis Financial Services Summer 2023



Table of Contents

Introduction.....	1
Analysis Methodology.....	1
Research Limitations.....	1
The Financial Services Industry.....	4
Employment in Financial Services.....	4
Financial Services Employment by Broad Occupational Group.....	6
Occupations in Financial Services with High-Demand and High-Wages.....	8
Highlighting Educational Programs Preparing Arizona’s Financial Services Workforce.....	10
Key Findings.....	13
Recent Financial Services Expansions/News.....	15
Conclusions.....	16

This report is one industry of a larger analysis covering five target industries: construction, cybersecurity/IT, financial services, healthcare, and manufacturing.



Introduction

The Greater Phoenix region is a leader in the development of the state's economy and has become a notable leader across the nation as a whole. The state has become a destination for not only new residents, but for new businesses as well. Workforce quality, availability, and cost effectiveness are keys to maintaining this momentum.

Rounds Consulting Group ("RCG") partnered with the Greater Phoenix Chamber Foundation ("Foundation") to perform a workforce summary of key target industries including a "high-level" review of supply and demand opportunities and constraints. The analysis examined multiple data points from various sources in order to determine if the supply of labor in the target sectors is expected to meet the demand. The five target industries include: Manufacturing, Construction, Healthcare, Financial Services, and Cybersecurity/IT.

Analysis Methodology

Within the analysis, employment projections from the Arizona Office of Economic Opportunity ("OEO") were used to determine the number of jobs that are expected to be demanded by either industry sub-sector or occupation within the given industries over the next 10 years. Information was then collected related to the educational requirements needed for entry into each occupation or industry sub-sector.

The information was analyzed and displays the total number of jobs that will be demanded by industry sub-sector or occupation at each educational attainment level (i.e., requiring a high school diploma, associate's degree, bachelor's degree, etc.). The statistics were then compared to degrees awarded, graduation rates, post-secondary education outcomes, and retention rates, among other data, from the Arizona Department of Education ("ADE") and the Arizona Board of Regents ("ABOR").

These figures were combined with projected population inflow data to determine the overall workforce supply that is expected in Arizona over the next 10 years. The information is presented from top to bottom. In other words, the broader industry data is presented first followed by more detailed occupational data and detailed information about degrees awarded.

The gap between supply and demand that was identified provides an insight into the strengths and weaknesses in the state's workforce and education pipeline. This information can also serve as a high-level guide in forming public policy recommendations and decisions.

Research Limitations

This research analysis is subject to certain limitations arising from the limited availability of data and the classification of the available data. These limitations should be taken into consideration when interpreting and generalizing the findings of this high-level analysis.

First, the entire scope of degrees awarded by all of the state's universities and colleges is limited and can vary among the institutions and regions. Variations in data collection methods, reporting, and disclosure policies may contribute to gaps or discrepancies in the information obtained. Furthermore, predicting the industry that specific graduates will enter upon earning their degree is a challenging task due to the dynamic nature of the job market and evolving industry trends. Factors such as individual preferences, market demands, technological advancements, and economic conditions greatly influence the career choices made by graduates, making it difficult to make precise projections. Consequently, the research outcomes may not represent the entire landscape of degrees or the industries in which graduates will enter; therefore, caution should be used when interpreting the information related to university and college degrees.

Introduction

Secondly, there are two standard classification systems of the available data regarding employment counts, occupations, wages, and projections utilized by both the federal and local governments: the North American Industry Classification System (“NAICS”) and the Standard Occupational Classification (“SOC”).

NAICS and SOC are distinct classification systems designed to categorize different aspects of employment data. NAICS primarily focus on classifying establishments and industries based on the primary activity of a business – while SOC classifies occupations based on job duties, skills, and qualifications across various industries. The differences in the classification framework and criteria make it difficult to cross-reference and reconcile the data between the two systems.

Furthermore, the NAICS and SOC systems have different hierarchical structures. The NAICS system organizes industries into hierarchical levels based on broad economic sectors, industries, and sub-industries. While the SOC system classifies occupations into hierarchical levels based on broad occupations and detailed occupations within the broader group.

Utilizing NAICS data provides insights into industry trends or sector-specific research. However, caution should be used when analyzing the industry’s workforce as several varying occupations can be employed at establishments that are classified under similar industries. SOC data should be used when analyzing occupations with similar skills, job duties, and education. However, the workers in the occupational groups can be employed in various industries.

While cross-referencing NAICS data with SOC data presents its challenges due to the differing classification systems, both are valuable resources and analyzed in this report. Further NAICS and SOC definitions and information regarding the classifications are summarized in the following table.

Due to the research limitations, it is essential to interpret and utilize the findings of this research with caution. The intent of this disclosure is to ensure transparency and promote a responsible understanding of the scope and implications of the research conducted for this assignment. It is recommended that further research by industries employing more extensive data collection methods should be considered to enhance the validity and reliability of the findings.

For any inquiries or clarifications regarding this disclosure statement or the research conducted, please feel free to contact RCG or the Foundation.

Utilizing NAICS data provides insights into industry trends or sector-specific research. However, caution should be used when analyzing the industry’s workforce as several varying occupations can be employed at establishments that are classified under similar industries.

Introduction

Table 1: NAICS and SOC Definitions and Classifications

North American Industry Classification System - NAICS

NAICS employment and payroll data is based on survey information collected from establishments (i.e., employers). The establishments are grouped into industries according to similarity in the processes used to produce goods or services.

For example, a semiconductor manufacturing company would be classified under the broader manufacturing industry (i.e., NAICS 31-33) and the semiconductor and related device manufacturing sub-industry (i.e., NAICS 33-4413).

Although the sub-industry is comprised of establishments primarily engaged in similar activity, the employment and payroll data include occupations of all types such as management professionals, accountants, human resource managers, engineers, production workers, janitorial staff, etc.

Standard Occupational Classification - SOC

The SOC system classifies occupations based on their job duties, skills, and qualifications. It encompasses a wide range of occupations across various industries and sectors. Each broad occupational group is further broken down into detailed occupations, representing specific job titles and roles.

Examples of detailed occupations within the broad occupational “nurse” group include registered nurses, nurse anesthetists, nurse midwives, nurse practitioners, etc. Nurses, however, can be employed across different industries such as the ambulatory healthcare services industry, hospital industry, nursing and residential care industry, and the social assistance industry.

The SOC system is widely used for various purposes, including labor market analysis, workforce policy development, and research on occupational trends. The data is compiled through collaboration with government agencies, subject matter experts, employers, and labor market analysts as well as various surveys.

Source: U.S. Census Bureau; U.S. Bureau of Labor Statistics

The Financial Services Industry

The financial services industry (“finance industry”) in Arizona plays a vital role in the state’s economy. The industry encompasses a range of financial institutions, insurance companies, investment management firms, real estate companies, and other financial services businesses.

Arizona’s finance industry contributes to economic development and job creation, and the industry serves as a key source of capital for businesses, provides funds for expansions, funds research and development, and supports technological innovation.

The Greater Phoenix region is one of the top markets in the nation for company relocations and expansions within the finance industry and has been dubbed the “Wall Street of the West”. The region provides affordable real estate compared to similar markets as well as incentives that further decrease a business’s operating costs.

The financial services talent pool has steadily grown and continues to contribute to the economic foundation of the state. Furthermore, the labor force in Arizona is supported by top-ranked universities and colleges offering a variety of programs that are significant to finance and insurance businesses and prepare students for entry into the finance workforce.

In recent years, major institutions have expanded in Arizona, creating high-paying jobs and positioning the state as a regional hub in banking, finance, and insurance. Greater Phoenix is one of the largest finance and insurance clusters in the United States, with higher-than-average industry concentration and specialization.

Arizona has proven its stance on being a financial leader by becoming the first state to implement a regulatory sandbox program called the Fintech Sandbox in 2018. This program allows financial services companies to test innovative products and technologies in the market for a specified period of time without having to obtain a license or other authorizations.

Arizona is home to multiple financial companies that are producing innovative technologies in the finance space. Finance industry leaders operating in the state include American Express, JP Morgan Chase, PayPal, Wells Fargo, Bank of America, BNP Paribas, State Farm, and Charles Schwab, among many others.

Employment in the Financial Services Industry

The financial services industry in Arizona employed 8.1% of the workforce in 2022 (see Figure 1), according to the Arizona Office of Economic Opportunity (“OEO”). The state’s share of employment concentration in the financial services industry exceeds the country’s financial services industry average. In 2022, the U.S. financial services industry made up 5.9% of the overall national workforce, according to the United States Bureau of Labor Statistics (“BLS”).

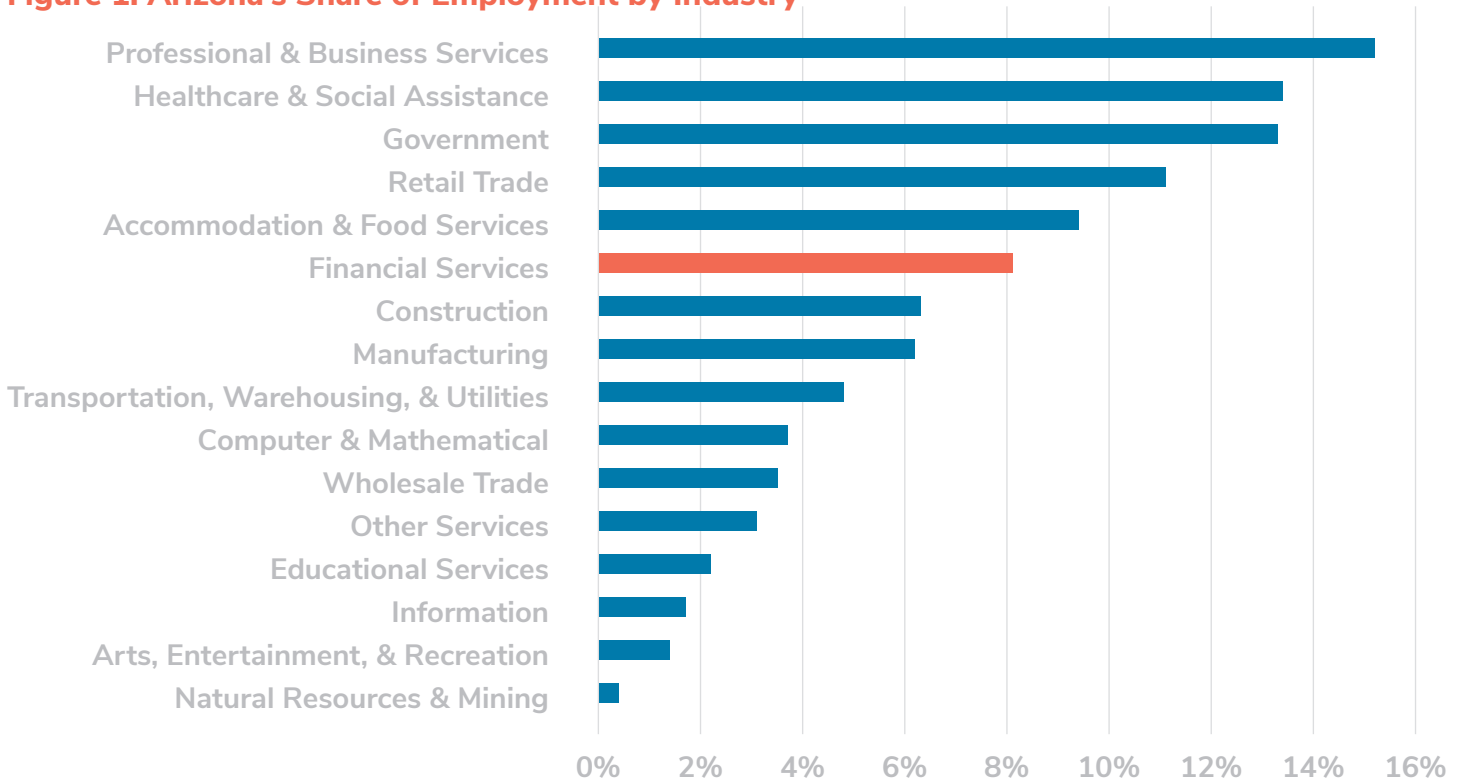
The state has created ideal conditions for the finance industry to thrive. It has done this by creating a robust talent pipeline, creating a business-friendly environment with limited regulations, and providing incentives (e.g., worker training resources, tax relief, etc.) to help attract businesses to the state.

The finance industry employed a total of 249,400 individuals in 2022, according to data reported by the OEO. The industry created 2,383 jobs in 2022, a 1.0% increase from 2021. The average annual growth rate for the industry in Arizona was 3.5% and 1.4% nationally per year over the past ten years (Figure 3).

The growth of the financial services industry has created a solid employment base, continues to attract significant investments, and contributes significantly to the local economy. As of 2022, the finance and insurance industry accounted for 7.7% of Arizona’s GDP (Figure 2).

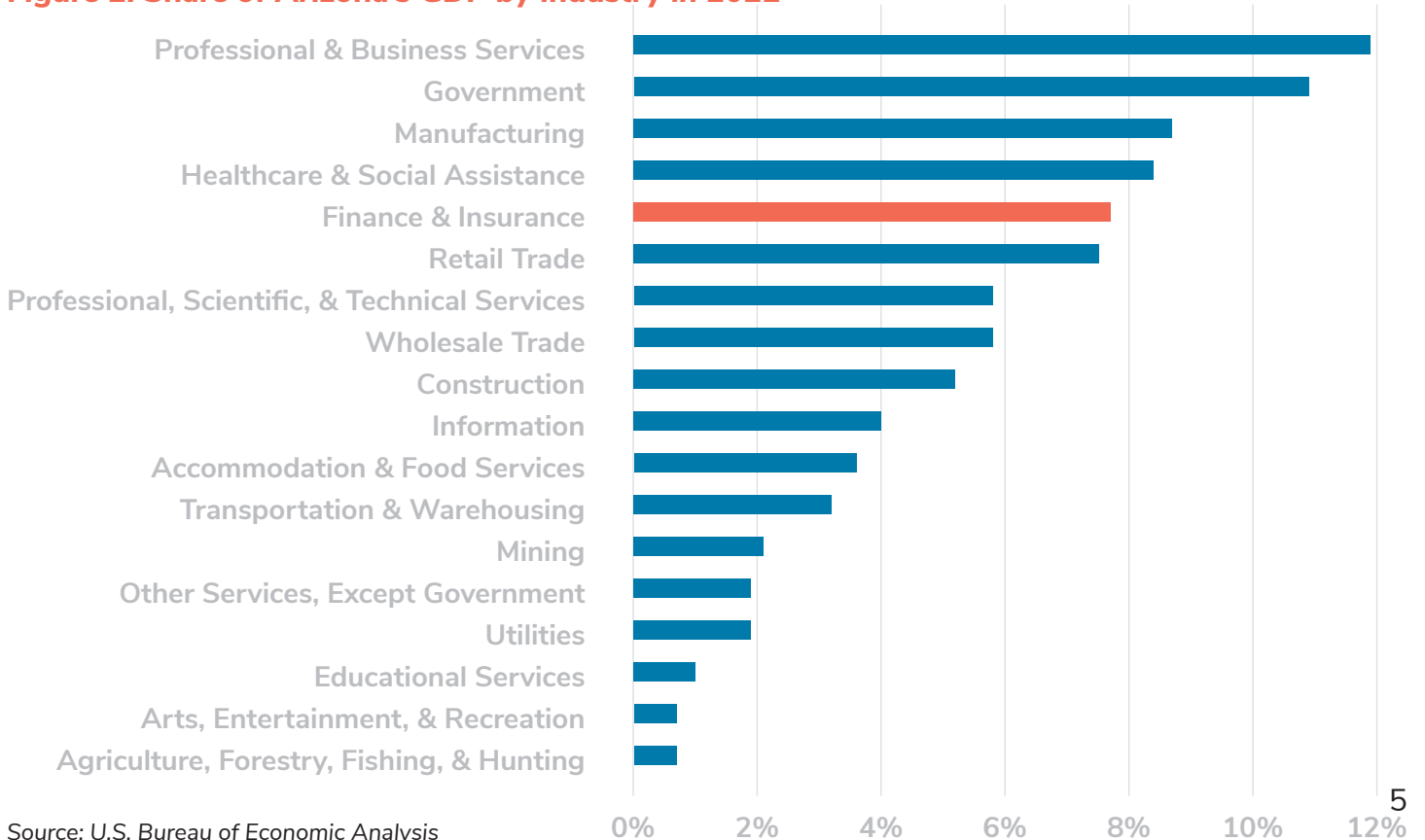
The Financial Services Industry

Figure 1: Arizona's Share of Employment by Industry



Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

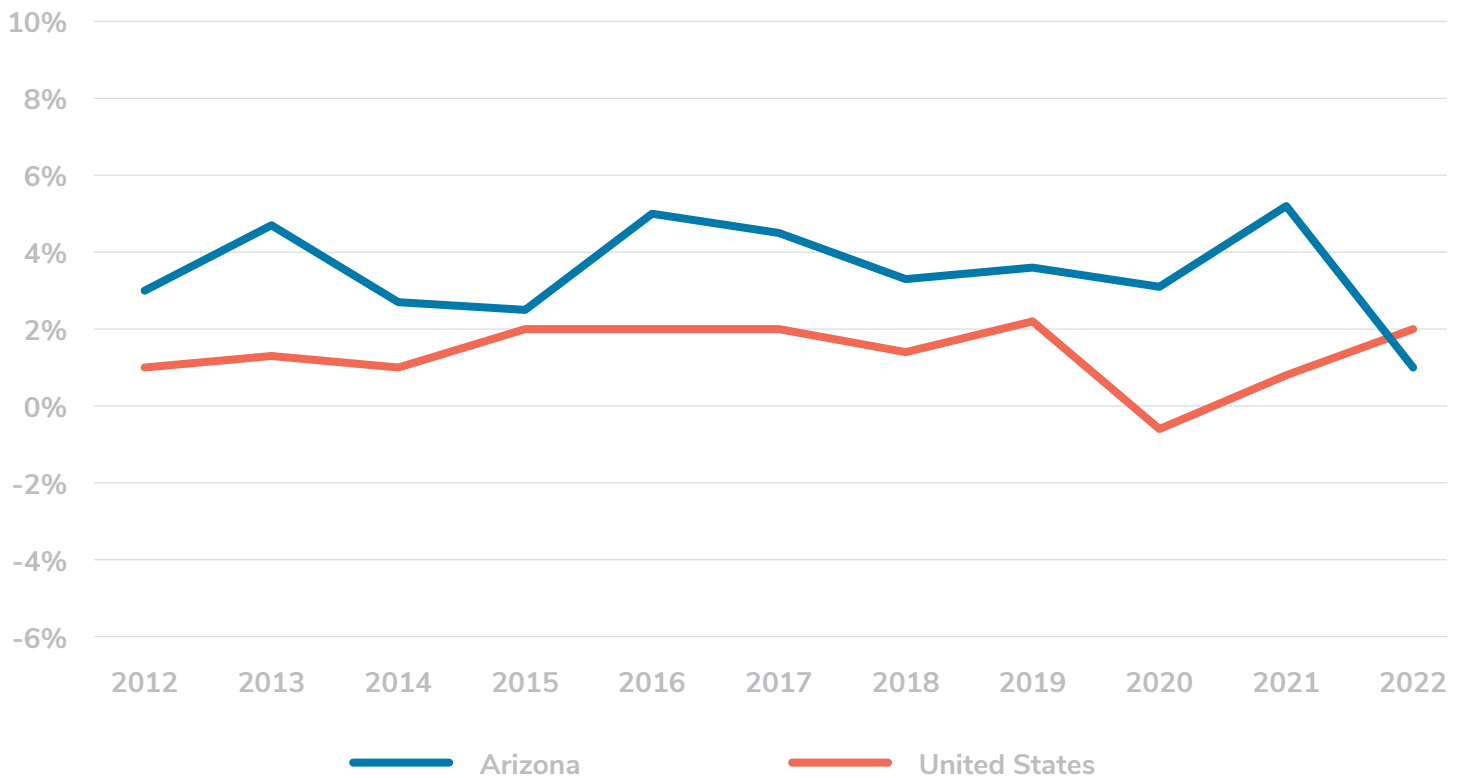
Figure 2: Share of Arizona's GDP by Industry in 2022



Source: U.S. Bureau of Economic Analysis

The Financial Services Industry

Figure 3: Annual Financial Services Industry Employment Change in Arizona and the U.S.



Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

Occupations in Financial Services with High-demand and High-wages

In order to identify the specific areas of the finance industry that can best support the state's economic development, the industry occupational data including their projected growth and relative mean wages was analyzed. Table 2 below summarizes the occupations that will be in high-demand and have high-wages within the finance industry. The information includes each occupation's 10-year projected growth rate, mean wages, and educational requirements for entry.

Data from the OEO estimates that the mean wage for employees within the finance industry was \$77,549 as of 2022. The occupation earning the highest mean wage was earned by personal financial advisors at \$104,795 as of 2022. The majority of the occupations within finance have higher educational requirements for entry and in turn are higher-paying jobs. The lowest median wage was earned by credit counselors with a mean wage of \$46,648 in 2022, compared to the statewide mean wage of \$58,620 for all workers.

The occupations with higher-than-average projected growth rate in the finance industry were financial examiners (42.5%), credit counselors (26.7%), personal finance advisors (22.2%), and loan officers (21.5%). Overall, the finance industry is projected to increase by 18.2% over the next 10 years (Table 2).

The Financial Services Industry

Table 2: High-demand and High-wage Occupations in the Financial Services Industry			
Occupation Title	10-Year Employment	Mean Wage	Educational Attainment Needed for Entry
Financial Examiners	42.5%	\$79,330	Bachelor's Degree
Credit Counselors	26.7%	\$46,648	Bachelor's Degree
Personal Finance Advisors	22.2%	\$104,795	Bachelor's Degree
Loan Officers	21.5%	\$70,172	Bachelor's Degree
Financial Risk Specialist	18.0%	\$97,334	Bachelor's Degree
Financial & Investment Analysts	17.9%	\$94,810	Bachelor's Degree
Accountants and Auditors	17.4%	\$82,130	Bachelor's Degree
Tax Preparers	16.1%	\$58,738	High School Diploma or Equivalent
Property Appraisers and Assessors	13.4%	\$57,744	Bachelor's Degree
Financial Specialist, All Other	12.7%	\$78,330	Bachelor's Degree
Credit Analyst	12.3%	\$72,945	Bachelor's Degree
Budget Analyst	7.4%	\$76,252	Bachelor's Degree
Insurance Underwriters	3.8%	\$72,549	Bachelor's Degree
Financial Services Industry Total	18.2%	\$77,549	-
Statewide Total Employment	17.2%	\$58,620	-

Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity



The Financial Services Industry

Figure 4 provides a viewpoint into each of the occupations previously mentioned including the projected demand relative to the industry average, and a scale to measure median wages and the current size of the workforce.

The occupations that lie above the dashed horizontal line represent the jobs expected to have a growth rate that is above the statewide industry average. The occupations that lie below have an expected growth rate that is below that statewide industry average. For instance, financial examiner occupations are expected to grow at more than double the industry average rate (i.e., 42.5% vs. 18.2%) over the next decade, so the bubble is well above the dashed horizontal line.

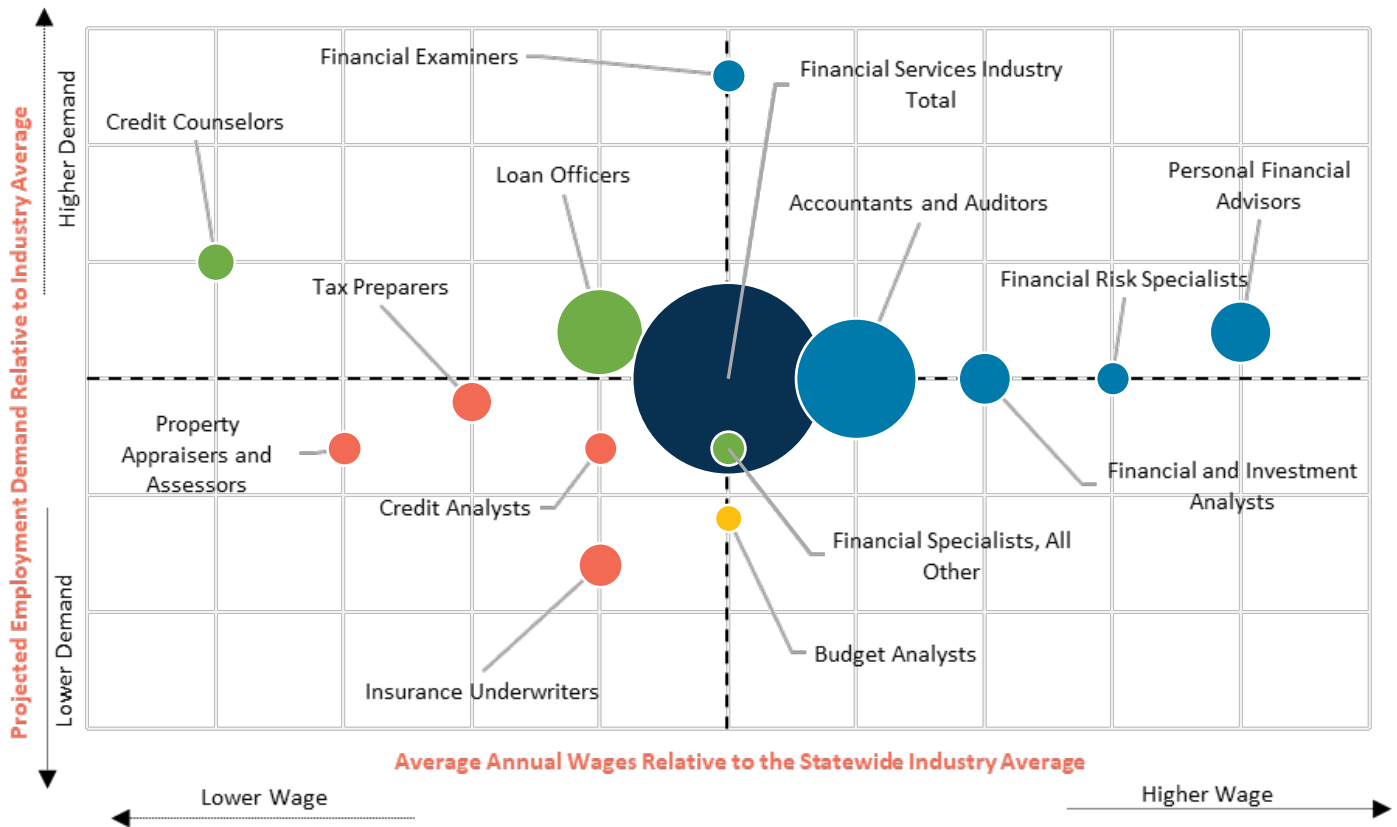
Additionally, the occupations that reported higher mean wages in comparison to the statewide average lie on the right side of the dashed vertical line. Occupations to the left of the dashed vertical line represent occupations with median wages lower than the statewide median wage.

The size provides a perspective of the current supply of workers, or the employment base, within each occupation as of 2021 from the OEO's 2021-2031 occupation projections. Accountants and auditors as well as loan officers were the largest groups of individuals out of the occupations in finance.



The Financial Services Industry

Figure 4: Employment Demand and Wage level in Financial Services Industry by Occupation



Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

The bubble size provides a perspective of the current supply of workers, or the employment base, within each occupation as of 2021 from the OEO's 2021-2031 occupation projections. Accountants and auditors, as well as loan officers, were the largest groups of individuals out of the occupations in finance.

The Financial Services Industry

Highlighting Educational Programs in the Financial Services Industry

Arizona has an extensive supply of students at the state’s universities, community colleges, and trade schools. These schools offer a wide variety of programs offering different degrees and certifications within the financial services industry. The following highlights select programs offered at the state’s universities, colleges, or trade schools.

- **Maricopa County Community Colleges** offer finance industry associate degrees in applied science in accounting, banking and finance, insurance, and real estate. The colleges also offer a variety of certificates of completion for programs in the finance industry (e.g., certified bookkeepers, certified payroll professionals, etc.). These programs are designed to build the fundamental skills for individuals who want to enter the field of accounting, real estate, banking, and finance. Most recently, the colleges implemented a new Securities Industry Essentials (SIE) certification program at the urging of industry leaders.

The programs allow students to complete a certification or associate degree to either continue on the pathway for higher education or enter the workforce. A few examples of occupations an individual could enter with this level of degree includes entry-level bookkeeping, accounting positions, credit counselors, or customer service representatives.

The following table summarizes the finance-related associate degrees completed by students in Maricopa County for the 2021-2022 academic year.

Community College	Accounting	Banking & Financial Support Services	Insurance	Real Estate	Total
Mesa Community College	6	-	1	2	9
Phoenix College	12	5	-	-	17
Rio Salado Community College	15	-	1	-	16
Estrella Mountain Community College	13	-	-	-	13
Paradise Valley Community College	7	-	-	-	7
Glendale Community College	2	-	-	-	2
Chandler-Gilbert Community College	9	-	-	-	9
Scottsdale Community College	2	-	-	-	2
South Mountain Community College	1	-	-	-	1
GateWay Community College	-	-	-	-	0
Total – Maricopa County	67	5	2	2	76

Source: National Center for Education Statistics – Integrated Postsecondary Education Data System

The Financial Services Industry

- **Arizona State University's ("ASU") W.P. Carey School of Business** is highly ranked and graduates approximately 16,000 students a year. The Department of Finance offers a variety of finance related bachelor's degrees and programs to help prepare the state's talent pool for professions in investment management, investment banking, corporate finance, fintech, entrepreneurial finance, private equity, and more.

Undergraduate degree programs include a finance bachelor's degree, financial planning bachelor's degree, bachelor's degree of accountancy, and a real estate undergraduate minor. An example of occupations an individual could get into with a finance related bachelor's degree includes accountants and auditors, banking examiners, budget analyst, certified financial planners, cost estimators, and financial analyst, among many others.

During the most recent academic year (2021-2022), ASU awarded 446 bachelor of science degrees in finance and 249 in accountancy. Overall, ASU awarded 4,432 bachelor's degrees in business, management, marketing, and related support services classification of instructional programs ("CIP"). This includes degrees in business, finance, accountancy, supply chain, marketing, administration, etc.

A Master of Science in Finance, Accountancy, and other related fields are also offered by ASU. Recently, ASU awarded 1,322 master's degrees in the overarching business, management, marketing, and related support services CIP. The programs offer revolutionary curriculum with a combination of finance and asset/portfolio management along with the opportunity to sit and prepare for the Chartered Financial Analyst ("CFA") and Certified Public Accountant ("CPA") exams.

- **ASU's Master of Business Administration ("MBA")** program offers a full-time MBA with a concentration in finance. The MBA offers distinctive perspectives for investment decisions, management of business and financial risk, and resource allocation for the greatest positive impact on shareholder value. Lastly, the department offers a Doctor of Philosophy ("PhD") in business administration with a concentration in finance.
- **University of Arizona's ("UA") Eller College of Management** offers undergraduate programs, master programs, and doctoral programs in finance, accounting, and related fields. Their finance undergraduate program offers two years of introductory business and non-business courses followed with two years of finance specialization. The degree is set up in a way so that the courses line up with the CFA exam.

During the 2021-2022 academic year, the UA awarded 1,291 bachelor's degrees and 366 master's degrees in the broad business, management, marketing, and related support services CIP. During the same year, the UA awarded 198 bachelor's degrees in finance and 139 in accounting.

- **Northern Arizona State's ("NAU") W.A. Franke College of Business** offers programs in the financial industry through the Department of Economics, Finance, and Accounting. NAU offers bachelor's degrees in finance, accountancy, economics, and other related fields such as business administration.

In the 2021-2022 academic year, 886 bachelor's degrees were awarded in the broad business, management, marketing, and related support services CIP. Specifically, NAU awarded 151 finance and 74 accountancy bachelor's degrees in 2022.

The university also offers master's degree programs in business administration. NAU awarded 118 master's degrees in the business-related CIP.

The Financial Services Industry

The following table summarizes a sample of the most recent number of bachelor's and master's degrees awarded by the state's three universities (i.e., ASU, NAU, and UA) in the overarching business, management, marketing, and related support services CIP. Additional information related to detailed majors (i.e., finance, accounting, etc.) is also presented based on availability.

Table 16: Sample of Degrees Awarded by Classification of Instructional Program (CIP) and Major – 2021-2022

CIP or Major Related to the Financial Services Industry	ASU	NAU	UA	Total
Classification of Instructional Program				
Bachelor's Degree in Business, Management, Marketing, & Related Support Services	4,432	886	1,291	6,609
Master's Degree in Business, Management, Marketing, & Related Support Services	1,322	118	366	1,806
Specific Majors				
Bachelor's of Science Degree in Finance	446	151	198	795
Bachelor's of Science Degree in Accountancy	249	74	139	462

Source: Arizona Board of Regents.

Note: Information on degrees awarded for every major was not available.



The Financial Services Industry

Key Findings

Occupations including financial examiners, credit counselors, personal financial advisors, and loan officers are expected to have a high-demand relative to the entire financial services industry over the next decade. Personal financial advisors, financial risk specialists, and financial and investment analysts have the highest wages relative to the financial services as a whole.

The occupations with a lower demand relative to the industry as a whole over the next decade are insurance underwriters, budget analysts, credit analysts, financial specialists (all others), and property appraisers and assessors. The lowest mean wage was earned by credit counselors.

With the state already recognized as a leader in the industry, growth trends are favorable. The state should focus efforts to ensure that the educational attainment levels are achieved to ensure prosperous economic growth.

During the 2021-2022 academic year, Maricopa County Community Colleges awarded approximately 76 associate's degrees in finance related fields. The state's universities (i.e., ASU, NAU, and UA) awarded 1,257 bachelor's degrees in finance and accountancy.

If trends continue in the number of associate and bachelor's degrees awarded each year, Arizona's universities and colleges will produce approximately 14,200 finance related degrees over the next decade. Based on current projections from OEO, there will be approximately 12,300 job openings in the finance industry (i.e., a 18.2% projected job growth).

Currently, the state's graduation retention rate is approximately 50% – meaning that approximately ½ of the university and college graduates leave the state or are not employed in their program of study. Based on the state's retention rate, expected number of graduates, and projected job openings, there could be a shortage of 5,200 finance workers in Arizona.

If trends continue in the number of associate and bachelor's degrees awarded each year, Arizona's universities and colleges will produce approximately 14,200 finance related degrees over the next decade. Based on the state's retention rate, expected number of graduates, and projected job openings, there could be a shortage of 5,200 finance workers in Arizona.

The Financial Services Industry

Table 5: Future Supply and Demand in the Financial Services Industry	
	No. of Jobs
10-Year Projected Demand in Finance Workers	12,300
10-Year Projected New Supply of Finance Workers	7,100
Surplus/(Shortage)	(5,200)

Notes: Assuming a 50% graduate retention rate for finance, accounting, and insurance related majors from Arizona's three universities and Maricopa County Community Colleges.

Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity; Arizona Board of Regents; National Center for Education Statistics – Integrated Postsecondary Education Data System.

Note: These calculations were conducted to provide context on the state's potential future workforce gap and talent pipeline within the state in the financial services industry; however, the estimates are based on a limited availability of data and highly assumption based. These limitations should be taken into consideration when interpreting and generalizing the findings of this high-level analysis.



The Financial Services Industry

Recent Financial Services Expansions/News

- Upgrade Inc., a consumer credit platform combining marketplace lending and tools to help understand and monitor credit for consumers. Upgrade moved to Downtown Phoenix into a 38,000 square-foot lease from Silicon Valley in 2018. The location has since undergone three renovations to add space, the most recent addition added an extra two floors of space.

The latest expansion brought the company's presence at Renaissance Square to a total of approximately 108,000 square feet. "The Greater Phoenix talent pool has shown great skills, work ethics, and diversity, enabling us to fulfill our mission to deliver more affordable and responsible credit to mainstream consumers." Said Jeff Bogan, Upgrade co-founder and CEO¹.

- Charles Schwab & Co. built a new 7,400 square-foot location at Chandler Viridian PRIMEGATE at the Chandler Fashion Center². The new locations operations began in September of 2019. Charles Schwab & Co. has more than \$3.72 trillion in assets under management. The company is a fortune 500 company and is not only recognized as one of Arizona's Most Admired Companies but is also one of the Top 50 of the World's Most Admired Companies. The company has earned these titles from proving to be an innovative financial services company.
- Advanced Financial Company, a leader in consumer loan serving and Property Owner Association (POA) servicing, billing, and payment processing, announced plans in 2022 to expand operations to Tucson, Arizona³. The location will employ over 150 new jobs. It is expected to be operational in December of 2023. "Tucson's community and culture are vibrant and thriving. It's a perfect match for our family-oriented business. We're proud to provide career jobs for working families," said Kyle Kolsky, chief operating officer of Advanced Financial Company.
- Alerus, a financial institution specializing in commercial real estate and construction lending, acquired the Metro Phoenix Bank in 2022⁴. The union of the two financial institutions has made Alerus a market leader in small business administrative lending and now has one of the largest deposit market shares among the community banks in the Phoenix MSA. "Our outlook for Alerus in 2023 is optimistic and is focused on strengthening existing relationships and continuing to expand our presence by providing the right mix of products and services that help clients navigate challenges and plan for long-term success" according to Steve Haggard, Arizona Market President at Alerus.

1 <https://realestatedaily-news.com/fintech-firm-upgrade-inc-expands-presence-at-renaissance-square/?print=print>

2 <https://azbigmedia.com/real-estate/commercial-real-estate/charles-schwab-plans-new-location-at-chandler-viridian/>

3 <https://suncorridorinc.com/2022/11/04/advanced-financial-company-announces-expansion-in-tucson-arizona/>

4 <https://azbigmedia.com/business/az-big-100-50-arizona-businesses-to-watch-in-2023/>

Conclusions

This report is one in a series of reports highlighting workforce supply and demand in five target high-wage, high-demand industries. The full series of reports can be accessed at www.phoenixchamberfoundation.com/wfseries.

Efforts by the state, local governments, and economic development organizations in strengthening Arizona's base sector industries and attracting new businesses to the region has created a high-demand for employment in the five target industries outlined in this series. However, based on the current talent pipeline and projections, significant workforce shortages are expected in four of the five target industries if the state does not focus efforts on educating and training individuals.

- The manufacturing industry will suffer from a labor shortage of an estimated 10,200 employees over the next 10 years. On a broad basis, the occupational groups with a high projected demand include the food processing workers, woodworkers, engineers, and operations specialties managers groups.
- Over the next 10 years, the state will demand approximately 36,900 construction jobs. The occupational groups with the highest expected demand include construction trades workers and supervisors of construction and extraction workers.
- The healthcare industry overall will experience a labor shortage of approximately 76,000 over the next decade. The occupations with the highest demand include nurse practitioners, occupational therapist assistants, physician assistants, physical therapist assistants, and home health and personal care aides, among others.
- The financial services industry will be short approximately 5,200 workers over the next 10 years. The occupations including financial examiners, credit counselors, personal financial advisors, and loan officers are expected to have a high-demand relative to the entire financial services industry.
- Over the next decade, the cybersecurity/IT services industry will experience a relatively minor shortage of 700 workers. The occupational groups with higher projected demand compared to the industry as a whole include information securities analysts, computer and information research scientists, web developers, computer systems analysts, web and digital interface designers, and software quality assurance analysts and testers.

Prioritizing education and technical training programs to meet the future demand for workers in the identified fields is critical in continuing Arizona's growth momentum and securing the state's long-term economic sustainability.

Table 6: Future Supply and Demand in the Five Target Industries

Industry	Surplus/(Shortage)
Manufacturing Workers	(10,200)
Construction Workers	(32,100)
Healthcare Workers	(76,000)
Financial Services Workers	(5,200)
Cybersecurity/IT Services Workers	(700)

Notes: Estimates for the 10-year projected demand for workers is based on OEO's estimated job growth by industry. Estimates for the 10-year projected new supply of workers is based on the expected number of graduates and certification awarded in the identified majors related to each industry.

Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity; Arizona Board of Regents; National Center for Education Statistics – Integrated Postsecondary Education Data System.



GREATER PHOENIX CHAMBER
FOUNDATION

In consultation with:
Rounds Consulting Group, Inc.



Jim Rounds

President and CEO
Rounds Consulting Group, Inc.
602.739.0844
www.roundsconsulting.com

Jennifer Mellor

Chief Innovation Officer
Greater Phoenix Chamber Foundation
jmellor@phoenixchamber.com



2575 E. Camelback Rd., Ste. 410, Phoenix, AZ 85016
P: 602.495.2195
foundation@phoenixchamber.com
phoenixchamberfoundation.com