

SKILLED TRADES WORKFORCE DEVELOPMENT IN ARIZONA



2018



ARIZONA CHAPTER
ASSOCIATED GENERAL CONTRACTORS

TABLE OF CONTENTS

Letter from Arizona Chapter Associated General Contractor’s President.....	3
Arizona Construction Salary Data	4
Business Networks and Trade Associations	
Arizona Chapter Associated General Contractors - Arizona Highway Construction Workforce Pilot Program...	5
Arizona Chapter Associated General Contractors - Young Constructors Forum	5
Arizona Builders Alliance (ABA)	6
Arizona Department of Education - Career and Technical Education Unit	6
Arizona Department of Economic Security – ARIZONA@WORK	7
Arizona Department of Transportation Construction Academy	7
Arizona Mining Association	8
Arizona Rock Products Association	8
Arizona SkillBridge Career Skills Program	9
Chicanos Por La Causa	9
Greater Phoenix Chamber of Commerce	10
Pima County - Community Services, Employment and Training	11
Pima County Community Services – LEAP Program	12
Education	
Central Arizona College.....	13
East Valley Institute of Technology Career and College Prep	13
GateWay Community College	14
Mesa Community College	15
Pima Community College - Building and Construction Technologies	16
West-MEC	17
Recruiting and Retention Helpful Hints	18
Pray & Company HR and Business Solutions, LLC	19
Employment Projections	20





Building Arizona Since 1934

Arizona Chapter Associated General Contractors

1825 West Adams St. • Phoenix, Arizona 85007 • (602) 252-3926 • Fax (602) 252-5870

Dear Members and Industry Partners:

As the construction industry struggles to fill vacancies, it is important to make you aware of the resources available to you in finding qualified and interested employees. The purpose of this skilled trades workforce guide is to identify those resources and to share their recommendations on ways that you can develop and sustain your skilled trades workforce strategy.

We know that there are more opportunities to find and retain employees beyond what is outlined in this guide. As the guide is circulated and the awareness of this effort expands, additional resources will be added to assist employers within the construction industry in attracting and retaining prospective employees. You can access the digital version of this guide available online at www.azagc.org.

If you are aware of other organizations that should be included in this guide, please contact me by phone at 602-252-3926 or email at dmartin@azagc.org with the name and contact information.

AZAGC's intention is to have the information in this resource guide expand to include as many relevant organizations as possible so our members and others in the industry have a comprehensive resource to assist them in connecting with future employees and in developing and sustaining their company's workforce strategy.

Thank you for your continued support of our industry!

Sincerely,

David M. Martin
President

Arizona Construction Salary Data

Estimated Survey Mean Hourly Base Salaries

Construction Engineer

All Incumbent Average: \$43.85

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
20	43.10	47.13	52.31	57.40	62.36
10	36.07	39.43	43.85	48.25	52.62
1	25.59	27.81	30.69	33.76	36.82

Construction Foreman

All Incumbent Average: \$31.69

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
14	30.50	33.30	36.98	40.63	44.29
7	26.19	28.55	31.69	34.80	37.95
1	21.60	23.41	25.92	28.38	30.93

Construction Project Manager

All Incumbent Average: \$44.19

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
16	42.88	47.55	53.43	59.38	65.11
8	35.40	39.21	44.19	49.32	54.27
1	26.24	28.84	32.29	35.90	39.57

Construction Superintendent

All Incumbent Average: \$43.27

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
18	42.30	46.60	52.08	57.55	62.85
9	35.11	38.63	43.27	47.99	52.60
1	28.07	30.72	34.26	37.91	41.61

Heavy Equipment Mechanic

All Incumbent Average: \$29.76

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
12	29.33	31.74	34.99	38.18	41.45
6	25.08	27.06	29.76	32.37	35.08
1	20.40	21.94	24.00	25.98	28.06

Heavy Equipment Operator

All Incumbent Average: \$25.21

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
12	24.31	26.54	29.53	32.55	35.65
6	20.93	22.75	25.21	27.68	30.22
1	16.84	18.53	20.52	22.36	24.29

Heavy Truck Driver

All Incumbent Average: \$23.45

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
12	22.71	24.44	26.83	29.13	31.54
6	19.96	21.46	23.45	25.37	27.39
1	16.39	17.91	19.80	21.35	22.93

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Additional information is available through Pray & Company HR and Business Solutions, LLC

Business Networks and Trade Associations

✓ Arizona Chapter Associated General Contractors – Arizona Highway Construction Workforce Pilot Program

The Arizona Highway Construction Workforce Pilot (HCWP) is supported by a collaboration of organizations including the Arizona Chapter Associated General Contractors, Arizona Department of Transportation (ADOT), Federal Highway Administration, U.S. Department of Labor, City of Phoenix, ARIZONA@WORK, Maricopa County, and area contractor companies. This collaborative effort is one of twelve similar programs currently offered in the U.S.

The pilot involves a one-week industry readiness training along with site visits, interview session and 8-weeks of paid work experience with a partner employer – provided free of charge to employers. Employers can elect to retain or release participants after the completion of the 8-week work experience. Trainees are identified through employer partnerships as well as through Career and Technical Education schools, career fairs, registrants of ARIZONA@WORK, Arizona Department of Transportation Construction Academy and several types of multi-media promotion.

► **Recommendation:** Consider participation in the Highway Construction Workforce Pilot through ADOT or the AZAGC.

Contact Information:

David Martin, President
Arizona Chapter Associated General Contractors
dmartin@azagc.org
602-252-3926

✓ Arizona Chapter Associated General Contractors – Young Constructors Forum (AZAGC YCF)

The AZAGC YCF is designed to recognize future leaders within member construction companies/affiliates and to engage them in contributing to the future of our industry through the following founding pillars:

- Community/Philanthropy
- Education
- Networking

Founded in 2014, the AZAGC YCF meets quarterly at the AGC office and they invite participation from AZAGC member companies and their employees who are between the ages of 25 and 40. The AZAGC YCF currently has approximately 75 members with a goal of reaching 100 members in the coming year.

The Community/Philanthropy pillar consists of annual volunteer events to give back to the community such as “Save the Family” during the holiday season and other worthwhile efforts such as Habitat for Humanity.

The Education pillar involves educating AZAGC members on emerging issues in the industry as well as educating area youth on industry opportunities. The AZAGC YCF has partnered with the Arizona Business and Education Coalition (ABEC) at Landmark School, where 7th and 8th grade students attend a career camp every Wednesday through the school year. Within the Construction Career Camp, students learn about the construction industry as well as work on projects involving safety skills, working with tools, carpentry, concrete, etc. Other high-level topics covered during the camp include scheduling, estimating, survey and quality control.

The Networking pillar consists of outreach to future young construction professionals at state universities as well as outreach to other young professional groups; helping to brand the construction field as a desirable profession and build future advocacy of the industry.

► **Recommendation:** Identify the future leaders within your organization and nominate them to join the AZAGC YCF. In addition, contact us to learn how your employees can participate as volunteers in ABEC’s Construction Career Camp at Glendale Landmark School. Your financial support of this and other worthwhile education and community/philanthropy programs is appreciated, and the giving of your people’s time will make an even greater impact on the future of our industry!

Contact Information:

Jennifer Donaldson
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Membership Director, AZAGC YCF
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Business Networks and Trade Associations

✓ Arizona Builders Alliance (ABA)

Funded by member-companies and supported by the ABA / AZAGC Education Fund, employers can participate in apprenticeship programs in areas such as heavy equipment operation, electrical, pipe-fitting, plumbing, sheet metal and HVAC. Current programs are NCCER recognized.

The electrical apprenticeship program holds classroom instruction at East Valley Institute of Technology (EVIT). Certain apprenticeship program participants are instructed at their employer's place of business. In either case, the participants experience a combination of on-the-job training and classroom instruction.

ABA promotes the apprenticeship programs at career fairs, colleges and universities, high schools and through multi-media advertising.

Employers can select certain employee(s) to become certified through ABA as trainers. In all cases, ABA manages the compliance associated with the apprenticeship programs in accordance with NCCER standards.

► **Recommendation:** Employers are encouraged to contact ABA to discuss these or other customized apprenticeship programs which can be developed for their individual needs. In addition, employers are encouraged to develop a consistent workforce training and development model to sustain their hiring needs in a long-term, strategic manner. The topic of automation and how it currently is, or how it will be impacting the manner in which work is completed through the use of technology should be included in your training and development model.

Contact Information:

Fred Ingersoll, Vice President of Training and Development
Arizona Builders Alliance
fingersoll@azbuilders.org
602-274-8222 ext. 220



✓ Arizona Department of Education – Career and Technical Education Unit (CTE Unit)

The Arizona Department of Education plays a key role in connecting the construction industry with career and technical education resources at the high school level. Through their Construction and Related Programs Advisory Council, the CTE Unit is exploring ways to market to parents and students about career paths in CTE fields. They are also exploring other issues and opportunities to assist in recruiting and retaining a skilled workforce.

► **Recommendations:** Employers are encouraged to connect with local high school counselors as well as to build relationships with instructors of CTE programs. From there, employers can become familiar with students who can join their workforce in the future. Employers can assist with classroom projects, serve as guest speakers regarding construction and employment-related topics, or to consider job-shadow opportunities within their organization. Employers are also encouraged to learn more about joining the Construction and Related Programs Advisory Council.

Contact Information:

Jamie Miller, Program Specialist for Industrial Technology Education
Arizona Department of Education – CTE Unit
jamie.miller@azed.gov
602-542-5515



Business Networks and Trade Associations

✓ Arizona Department of Economic Security – ARIZONA@WORK

ARIZONA@WORK provides no-cost services to employers throughout the state to help them find, train and keep the right employees. ARIZONA@WORK can help employers connect with workers by conducting evaluations to identify experience and skills. ARIZONA@WORK also offers customized hiring events and job fairs and maintains the state's largest jobs database, the Arizona Job Connection (AZJobConnection.gov).

The Arizona Department of Economic Security (DES) Division of Employment and Rehabilitation Services (DERS) oversees the state's Work Opportunity Tax Credit (WOTC) program – a tax credit given to employers who hire workers from eligible demographics, the Rapid Response Program, designed to assist employers and workers affected by downsizing, and the state's Registered Apprenticeship Program. Offering a registered apprenticeship helps to develop highly skilled and loyal employees while cutting down on training and recruitment costs.

The DERS also oversees the states Vocational Rehabilitation (VR) program to assist individuals with disabilities in completing educational goals and in obtaining fulfilling employment. DERS VR and ARIZONA@WORK specialists connect employers to job-seekers with disabilities who are ready and eager to work. DERS VR and ARIZONA@WORK encourages employers to expand their labor force by including job seekers with disabilities in vacancies within their company.

The DERS and ARIZONA@WORK also train and develop inmates and returning citizens who are exiting state prisons for Arizona's workforce. Employers are invited and encouraged to participate in hiring events in the prisons and parole offices throughout the state and to offer skilled candidates a second chance through gainful employment.

► **Recommendation:** Employers are encouraged to post their job vacancies on AZJobConnection.gov and to post available registered apprenticeship opportunities on AZApprenticeship.gov. Additionally, they may contact an ARIZONA@WORK representative to take advantage of no-cost workforce services to improve their business.

Contact Information:

Kelly Hart, Employer Engagement Administrator
Arizona Department of Economic Security
kellyhart@azdes.gov
602-542-0538

✓ Arizona Department of Transportation (ADOT) Construction Academy

ADOT's On-the-Job Training Supportive Services Construction Academy (OJTSS) provides opportunities to assist contractors who are working on federal-aid highway projects. The Construction Academy's primary objective is to increase the overall effectiveness of ADOT's On-the-Job Training program by recruiting, introducing, training and placing women, minorities, veterans and economically disadvantaged individuals in highway construction jobs. The Construction Academy's customized construction trainings are held at employer sites, training centers or through area community colleges. This program also offers supportive services to participants such as equipment, tools, OSHA training, flagger certification, NCCER certifications, transportation and childcare assistance.

► **Recommendation:** Consider involvement in the ADOT Construction Academy by contacting the OJTSS office .

Contact Information:

Cory Foster, On the Job Training Workforce Development Program Manager
Arizona Department of Transportation
cfoster@azdot.gov
602-712-8125



Business Networks and Trade Associations

✓ Arizona Mining Association (AMA)

The AMA is working with local and regional trade programs to direct graduates into sustainable, high paying careers in mining. The AMA wishes to continue to promote partnerships with programs including Joint Technical Education Districts such as West-MEC, East Valley Institute of Technology and the University of Arizona.

The AMA serves as a bridge between industry and education entities to ensure curriculums remain relevant as the mining industry continues to advance. One of the top objectives of AMA is to educate Arizona youth on employment opportunities in mining.

► **Recommendation:** The AMA encourages partnerships with education entities to ensure a direct line of communication. Additionally, the AMA is always open to working together to support career fairs, STEMinars and hiring events such as Arizona Construction Career Days.

Please contact the AMA to learn how AMA can assist with skilled trades workforce development.

Contact Information:

Donald Hlava, Operations Manager
Arizona Mining Association
donald@azmining.org
602-828-0668



✓ Arizona Rock Products Association (ARPA)

Among various workforce development efforts being undertaken by ARPA and its members is a campaign entitled "I AM A MINER" developed primarily for the aggregates industry. ARPA member employers can implement the campaign within their companies via multi-media platforms including social media, video features, printed brochures, event marketing and email with the overall objective to educate and promote the career opportunities available in the rock products industry.

ARPA has also developed an industry Young Leaders Committee. The purpose of the group is to assist in developing future leaders for the rock products industry in Arizona. Many producer members, managers and executives recognize the need for a robust, next-generation workforce along with leaders to sustain the industry for the long term. With the average age of the rock products worker hovering at approximately 50+ years, it is clear that we need to prepare our young leaders now.

► **Recommendation:** Consider promoting the industry and your company through multi-media efforts. Engaging the public through marketing methods including participation at industry events is essential to providing education on career opportunities in the construction and mining industries.

Feel free to contact ARPA to learn more about their successful approach to workforce development via education, marketing, promotion and outreach.

Contact Information:

Tammy Franco, Community Relations Director
Arizona Rock Products Association
tammy@azrockproducts.org
602-271-0346

Business Networks and Trade Associations

✓ Arizona SkillBridge Career Skills Program

The Arizona SkillBridge Career Skills Program is a partnership between the Arizona Office of Economic Opportunity, Arizona Coalition for Military Families and Arizona Corporate Council on Veteran Careers.

The partnership connects transitioning Arizona service members to civilian employers. It allows service members within 180 days of separation from military (with command approval) to complete internships and pre-apprenticeships (with approved employers) while receiving military pay and benefits. The Arizona SkillBridge Career Skills Program seeks employer involvement from the construction trades.

► **Recommendation:** Consider a veteran employment strategy through participation in the SkillBridge program. Your involvement can include working with Davis-Monthan AFB and Luke AFB (both offer various recruiting opportunities such as attendance at career fairs or arranging company-specific information sessions targeting outgoing service members). On-site training/orientation for hiring managers and human resource professionals is also available to assist employers in recruiting and retaining veteran employees.

Contact Information:

Abe McCann, Roadmap Coordinator
Arizona Coalition for Military Families
abe@arizonacoalition.org
602-753-8802



✓ Chicanos Por La Causa (CPLC)

CPLC has emerged as one of the leading nonprofit workforce development teams by marrying its innovative use of technology, social media, and bi-lateral communications with its institutional stability, grassroots reach and record of leadership in the communities it serves.

The Workforce Solutions Department of CPLC is engaged in its ongoing 'Maryvale+ Workforce Initiative' that has brought cross-industry stakeholders to the table in efforts to address issues of joblessness and the education / skills gap. These efforts include regular stakeholder meetings attended by organizations such as the Arizona Office of Economic Opportunity, Arizona Department of Economic Security, Goodwill of Central and Northern Arizona, and the Center for the Future of Arizona.

Monthly job fairs constitute a big part of CPLC's efforts towards workforce development. Often, CPLC organizes trade-specific job fairs like the Construction Job Fair held this year in West Phoenix.

CPLC's City of Phoenix funded WIOA Youth Program also encourages youth to take part in the 10-Week AZ Highway Construction Training Program to carve out a career path in the construction field. Info-sessions held by CPLC continue to grow in terms of attendance by prospective job-seekers

CPLC markets to job-seekers through social media as well as other media such as tv and radio. Additionally, the City of Maryville Community Center promotes employment opportunities and events to community members.

► **Recommendation:** Employers are encouraged to contact CPLC and place their business on the CPLC distribution list to keep informed of upcoming job fairs and other efforts that they wish to participate in.

Contact Information:

Terence Dee Pinkston, Business Services Representative
Chicanos Por La Causa, Inc.
terence.pinkston@cplc.org
480-414-1945

Business Networks and Trade Associations

✓ Greater Phoenix Chamber of Commerce

The Greater Phoenix Chamber Foundation (GPCF) launched five workforce collaboratives to address the growing concern around availability of qualified talent. Each Collaborative is employer-led and has different strategies with similar goals to increase the number of qualified applicants, decrease time to fill positions and/or improve employee retention.

Among the various Collaboratives underway is the Construction Workforce Collaborative comprised of construction employers working collectively to address the growing workforce shortage in the industry.

While the collaborative has identified a multi-layered strategy to address the growing shortage, the most urgent of these priorities is a career awareness campaign to fill the pipeline for employers and education partners. As such, the GPCF Construction Workforce Collaborative is developing a campaign focused on the construction trades which will launch in early 2019 to include paid advertising, social media etc.

The goal of this campaign is to build more awareness about construction careers, ultimately leading to an increase in the number of qualified individuals seeking employment in the construction industry.

- 86% of employers struggle to fill hourly craft and salaried professional positions.
- There are more than 10,000 open construction jobs in Arizona.
- Construction projects continue to experience delays due to the lack of available talent.

► **Recommendation:** A marketing flyer, PowerPoint presentation, and a commitment form to support the effort can be located online at <http://phoenixchamberfoundation.com/construction-collaborative/> under the following headers:

- Learn more
- View the plan
- Invest today

Employers in the construction sector (owners, hiring managers and HR Reps) are encouraged to consider this opportunity and spread the word to other employers in their networks to build awareness of the industry and to attract job-seekers. GPCF is also looking for partner associations that will help spread the word for the career awareness campaign, serving as champions for construction trades career awareness.

Contact Information:

Katelyn Harris Lange, Workforce Development Coordinator
Greater Phoenix Chamber of Commerce
klange@phoenixchamber.com
602-495-2199



Business Networks and Trade Associations

✓ Pima County - Community Services, Employment and Training (CSET)

Pima County Community Services, Employment and Training Department administers programs to improve the economic and social sustainability of Pima County by:

- Developing skilled workers for quality jobs
- Assisting employers with workforce and recruitment needs
- Mitigating the impact of layoffs
- Assisting households in financial crisis
- Helping persons with barriers such as homelessness and lack of literacy to transition into the economic talent pool

Through partnerships with Pima Community College, the Joint Technological Education District and community-based organizations, CSET assists employers in connecting with on-the-job training resources, customized training, tax credit opportunities and rapid response assistance for downsizing situations. CSET also assists employers and job-seekers with internships and apprenticeships in the construction industry and other growth industries in Pima County.

► **Recommendation:** Inquire at ARIZONA@WORK PimaCountyOne-Stop to learn how your business can benefit from the services offered by CSET.

Contact Information:

Nils Urman, Business Services Supervisor
Pima County Community Services Employment and Training
nils.urman@pima.gov
520-724-4703



Business Networks and Trade Associations

✓ Pima County Community Services – LEAP Program

The LEAP Program is a partnership between the U.S. Department of Labor, Pima County Adult Detention Center, Pima County Sheriff's Department, ARIZONA@WORK Pima County (aka Pima County One Stop) and the American Job Center.

The purpose of the program is to help incarcerated individuals at the Pima County Minimum Security Facility obtain employability skills through the following:

- Completion of a Certified Work-Ready Candidate Certificate
- Resources for employment opportunities
- Resources for education and training
- Resources for housing assistance

Eligible Pima County Minimum Security Facility inmates complete a needs assessment and participate in an evaluation of their strengths, challenges and overall employability. They are screened through a Test for Adult Basic Education (TABE Test) as well as given social support and assistance in setting employment, training and education goals.

► **Recommendation:** Employers are encouraged to contact the Business Outreach Team to learn about ways that they can participate in and receive the benefits of this successful re-entry work program. They are also encouraged to inquire about participation in various Southern Arizona Construction Career Days events.

Contact Information:

Daniel Howe, Business Services Outreach Team
Pima County Community Services
daniel.howe@pima.gov
520-606-5187



Education

✓ Central Arizona College

Degree or Certification Programs:

- Diesel Technology Associate of Applied Science or Certificate
- Heavy Equipment Operation Associate of Applied Science or Certificate
- Welding Technology Associate of Applied Science
- Fundamentals of New Arc Welding Certificate
- Pipe Welding Certificate
- Structural Welding Certificate
- Computer Aided Drafting (CAD) Certificate
- Advanced Concrete Construction Certificate
- Industrial Construction Certificate
- Advanced Industrial Construction Certificate
- CNC Lathe or Milling Machine Programming Certificate
- Industrial Maintenance Certificate
- Advanced Industrial Maintenance Technician Certificate
- Machinist Technology Certificate
- Carpentry
- Advanced Manufacturing
- Applied Engineering / Engineering Tech Courses – preparation for Arizona State University and University of Arizona



- State-of-the-art campus and 100+ acres of land in use for heavy equipment instruction including underground utility installation
- Seeking partnerships with employers, including recruiting opportunities and industry advisory council involvement.
- Students are recruited from area high schools as well as vocational rehabilitation centers, word-of-mouth, multi-media marketing

► **Recommendation:** Consider partnering with Central Arizona College, arrange a tour of the campus to learn more about their successful programs.

Contact Information:

Jani Attebery, PhD, Academic Dean
Central Arizona College
Jani.attebery@centralaz.edu
520-494-5364

Sandra Zires, BA, MA, Outreach Specialist
Central Arizona College
Sandra.lascherzires@centralaz.edu
520-494-5308

✓ East Valley Institute of Technology (EVIT) Career and College Prep

Training, Certificates and Degree Programs:

- Diesel Technology
- Welding Technology
- Carpentry
- Plumbing
- HVAC
- Precision Machinery
- Electrical (through Arizona Builders Alliance – adult, evening courses)

- State-of-the-art campus and technology
- Students are held to strong attendance, punctuality and work ethic standards
- Receives state funding through ADE, Business and Industry Partnerships along with Perkins grants and scholarships are available to assist students with tools and equipment
- Students, both adult and high school, are recruited through strong outreach to 10 East Valley school districts representing 53 high schools as well as social media, word-of-mouth and general advertising
- EVIT welcomes employer partnerships

► **Recommendation:** Consider touring to become familiar with EVIT leadership, faculty, students and programs. Inquire about developing an employer partnership with EVIT. Take advantage of the student-led radio station to promote your business, the construction trade career path or specific internship and job openings.

Contact Information:

Mark Yockus, Principal
East Valley Institute of Technology
myockus@evit.com
480-461-4011

✓ GateWay Community College

Training, Certificates and Degree Programs:

- Occupational Safety and Health Technology
- Environmental Technologies – Wastewater and Hydrology
- Industrial Technology – Manufacturing (CNC and Manual Machining) - National Institute of Metalworking Skills (NIMS), available in clock and credit hour format

Construction Trades

Welding – AWS and NCCER

Electrician - NCCER

HVAC – NCCER, available in clock and credit hour format

Apprenticeships

- Carpentry
- Construction Management
- Electrician
- Heat & Frost Insulation
- Ironworkers
- Millwright
- Painting & Drywall
- Pipefitting
- Plumbing
- Sheet-Metal



- GateWay Community College is the first technical college to have been developed in Arizona. It is also the first to tailor courses to the needs of business and industry.
- Students are recruited from area high schools, apprenticeships with labor organizations, employer partnerships as well as through general advertising and word-of-mouth
- Strategic employer partnerships are encouraged

GateWay Community College is focusing on the skilled workforce shortage by:

- Actively participating in the Greater Phoenix Chamber of Commerce Construction Collaborative
- Marketing the benefits -- “Earn while you learn” upward mobility opportunities
- Offering pre-apprenticeships
- Conducting demand planning with industry
- Providing multiple instruction delivery formats to meet needs of industry – competency based, on-line, hybrid, credit-hour and clock hour

► **Recommendation:** One of the largest obstacles with skilled trades is the ability to attract students to enroll in the programs. Employers are encouraged to think about the issue of skilled trades workforce development using a strategic approach. It’s important to think about what the value proposition is on all sides of this topic – for employers, prospective students, students and the higher education system.

Consider partnering with higher education in a strategic and collaborative manner to develop a common interest and alignment between industry hiring requirements and instructional curriculum. Working together to change the image of the industry is a crucial component to this success. Strategic efforts such as apprenticeships, equipment, knowledge and training should focus on sustainability for the long-term in various economic climates, whether industry demand is up or down.

Contact Information:

Employer Partnerships:

External Affairs Department
602-238-4325

General Information:

Kristin Gubser, Director -- External Affairs
GateWay Community College
gubser@gatewaycc.edu
602-286-8039



✓ Mesa Community College

Training, Certificates and Degree Programs:

- Construction Management
- Drafting / CAD
- Electrical Technology
- Machining / CNC
- Welding Technology

Students are recruited from throughout the area with special focus on the East Valley. Various outreach efforts are utilized including Mesa Community College advisors embedded within certain high schools.

Degree or certification programs are available for both traditional and non-traditional students.

► **Recommendation:** Employers are encouraged to initiate engagement with Mesa Community College to build rapport with administration, faculty and students. Opportunities for company-sponsored information sessions, career fair involvement or participation in an industry advisory council are also recommended.

Contact Information:

Michael Voss, Dean of Instruction, Career and Technical Programs
Mesa Community College
Michael.voss@mesacc.edu
480-461-7781



✓ Pima Community College - Building and Construction Technologies (BCT)

Training, Certificate and Associate Degree Programs:

- Carpentry
- Electrical
- Heating, Ventilation, Air Conditioning and Refrigeration (HVAC-R) Technician
- Plumbing
- Construction Management (upon completion of specific certificate)
(Pima follows a national curriculum developed by NCCER and offers national certification to all students)

Apprenticeships:

Pima Community College works hard to place students with vetted employers to offer real-life experiences. Students at Pima Community College are also offered a self-paced model for many of their courses to maintain flexibility for those who are already in the workforce.

Pima maintains an open-door policy with employers and industry leaders across its Applied Technology programs including Building & Construction, Automotive, Aviation, Computer-Aided Design, Energy Technology, Machining, Mechatronics and Welding. A sense of community has been established where open communication relating to curriculum, advanced technology and equipment, student experiences and employment-readiness work in everyone's favor.

Pima utilizes innovative methods to improve student success, including offering IBEST programs (Integrated Basic Education and Skills Training) which integrate contextualized basic skills instruction into select Applied Technology programs. This model opens the door for adult learners who are also seeking their High School Equivalency Diploma while they are completing a certificate program.

Pima Community College is focusing on the skilled workforce shortage by:

- Staying current with needs and trends identified by industry leaders and industry advisory boards
- Working with industry leaders to establish apprenticeships, internships, job shadows etc.
- Offering the "MyCareerLink" employment website for students to identify available positions and employers to locate students with the needed skill-sets
- Providing a "digital bulletin board" for employers to promote available positions and required skills
- Actively engaging employers to become part of the Pima Community College program

► **Recommendation:** Tradespeople and technicians are valuable if their knowledge and training are current and verified. Employers can ensure readiness and competence by verifying credentials and encouraging their employees to stay current with industry trends through continuous training and education at Pima Community College. Employers are also encouraged to contact Pima to learn how they can become more involved as an industry partner.

Contact Information:

Greg Wilson, Dean of Applied Technology
gwilson@pima.edu

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plawless@pima.edu

John Gerard, Discipline Coordinator, BCT
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Denise Kingman, Employer Engagement
dkingman1@pima.edu

Wendy Scheder-Black, IBEST
wscheder@pima.edu



Education

✓ West-MEC

Training, Certificates and Degree Programs:

Central Campus, Glendale

Welding Technology
Precision Machining

Northeast Campus, Phoenix

Electrical Trade Specialty
General Construction Technology
Medium/Heavy Diesel Technology

Southwest Campus, Buckeye

Welding Technology
General Construction Technology
Energy and Industrial Technology



- 3 state-of-the-art campus locations serving construction trades disciplines
- Strong GPA among students as well as high retention rate and job placement rate
- West-MEC is excited to work with private sector employers on partnerships including classroom presentations, information sessions for students, potential internships to offer students while they are enrolled in a program, career fairs to identify employees, sharing of industry needs for curriculum, equipment, sponsorships etc.
- Active industry advisory council comprised of employers from various sectors
- Recruits students from 46 high schools in 12 school districts as well as other private, charter, online and home schools. Other recruitment avenues include multi-media advertising such as Pandora radio ads, billboards, social media, word-of-mouth, and campus signage

West-MEC priorities in the areas of skilled trades:

- Obtaining financial aid programs for West-MEC adult students
- Marketing to attract future students
- Funding a grant to provide professional development curriculum for K-12 counselors related to career and technical education opportunities and career paths

► **Recommendation:** Consider developing an employer partnership with West-MEC. Employers should consider branding and marketing the industry and their individual company opportunities to overcome what is sometimes inaccurate parent, student and public perceptions of career possibilities.

Employers should also consider ways to provide improved input on construction career pathways to the academic counselor sector within the K-12 system.

AZAGC members should consider attending the annual Arizona Association of Career and Technical Education Conference attended by 1100+ Arizona school superintendents and academic counselors.

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Recruiting and Retention Helpful Hints

RECRUITING

- Manage your reputation and branding
- Hire for FIT for your organization's culture
- Be aware of regulations around hiring process
- Carefully and truthfully define competencies and expectations of position
 - What candidates must know
 - What candidates have done
 - Who candidates are
- Spend the money to find correct candidate pool
- Plan for interviews
 - Have interview questionnaire prepared to get to know candidate
 - Candidate should talk for 80%+ of the time allotted
 - Use behavioral based questions such as 'give us an example of' or 'tell me about a time when'
 - Ensure all interviews are same format and include the same questions
 - Use methodical process to choose between candidates
- Have a thorough pre-employment process in place
 - Do reference checks and listen to them
 - Drug and alcohol check (verify local regulations) as condition of employment
 - Background check as condition of employment
- Try not to settle for unqualified candidates

RETENTION

- Define your culture and build processes and procedures around culture
- Put "Leaders" in Supervisor positions, NOT "bosses" – promote/hire very carefully
 - "People leave managers not companies...in the end, turnover is primarily a manager issue," Gallup wrote in its survey findings.
- Communicate, communicate, communicate
- Plan your total reward package
 - Compare wages within your region using salary surveys
 - Determine which benefits are impactful for your workforce
 - Communicate cost of benefits to your workforce
 - Paid Time Off is critical in today's work environment and important to newer generations of employees
- Establish expectations, do periodic reviews and hold ALL employees accountable equally
- Know employee goals and aspirations; try to create growth opportunity within your organization
- Give positive feedback with personal rewards
 - Spot awards (small but meaningful)
 - Pay for performance (bonuses tie to performance reviews)
 - Acknowledge strong performance publicly

(Pray & Company, 2018)

RECRUITING AND RETENTION TIPS...

INCREASED CONNECTION BETWEEN EMPLOYERS AND HIGHER EDUCATION

Employers are encouraged to play a more active role, as customers of education and training programs, to ensure strategic alignment with curriculum and industry demand (both short-term and long-term) as technology evolves in the construction industry.

Deepening the connection between employers and higher education, including career and technical education, will allow employers and educators to play to their strengths in building talent pools.

CAREER PLANNING

Construction industry leaders are encouraged to develop career planning mechanisms to grow their internal talent; building the next generation of foreman, superintendents and leaders while creating improved job satisfaction and retention outcomes among their existing employees.

(U.S. Chamber of Commerce, Burning Glass Technologies, 2018)

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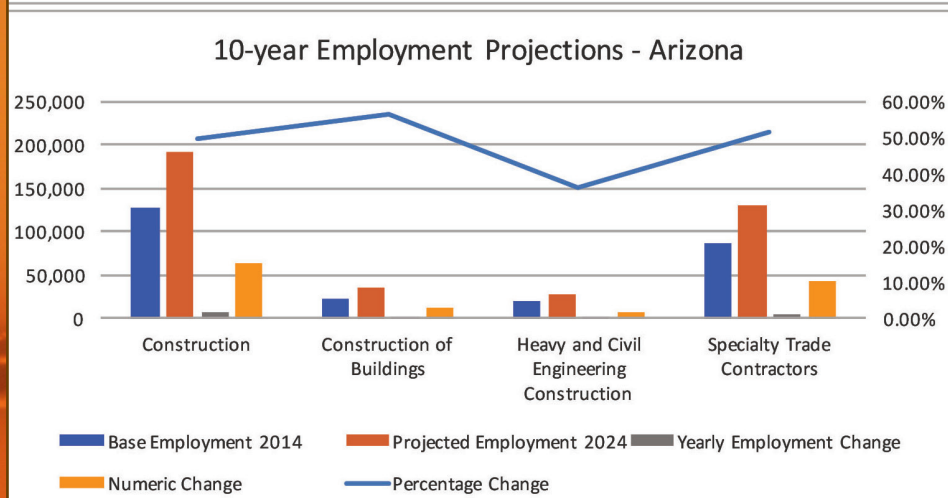
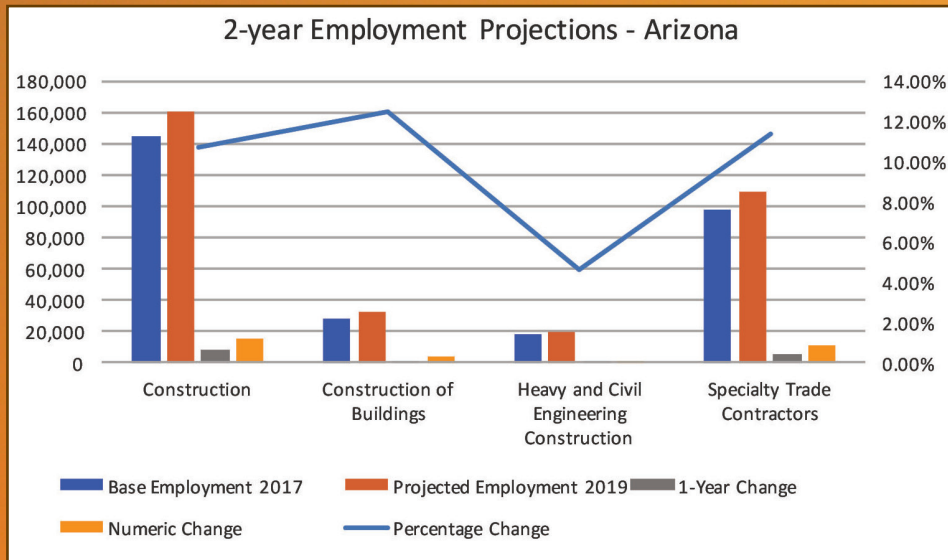
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