



**PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD
NATIONAL MODEL FOR MOBILITY STEERING COMMITTEE
Meeting Minutes
VIRTUAL MEETING**

**September 18, 2025
9:30 a.m.**

Members Present:

Scott Holman

Anne Landers

Meghan McGilvra

Alison Rapping

Claudia Reilly

Raghu Santanam

Public Attendees:

Diana Figueroa

Thomas Flynn

Mari Hicks

LaSetta Hogans

Hayden Maynard

Jovanna Parkhouse

Rebecca Tierney

Action items taken are noted in **bold** print.

1. Call to Order / Roll Call:

The National Model for Mobility Steering Committee (NMMSC) Chair, Meghan McGilvra, called the September 18, 2025, meeting to order at 9:33 a.m. Roll call was completed, and a quorum was met with five members present.

2. National Model for Mobility Meeting Minutes:

NMMSC Vice-Chair Scott Holman motioned to approve the August 13, 2025, National Model for Mobility Steering Committee meeting minutes, NMMSC Ad-Hoc Member Anne Landers seconded.

Meghan McGilvra, Claudia Reilly and Raghu Santanam voted to approve. The motion passed.

Alison Rapping joined the meeting at 9:37 a.m.

3. Career Pathways:

NMMSC Vice-Chair Scott Holman updated the NMMSC on work done to-date regarding Career Pathways. The NMMSC has previously decided to begin building out pathways from Healthcare and Manufacturing. Scott shared that the committee needed to pick 1-2 entry level positions in each industry sector

and staff will develop proposed visual career pathways based on the committee's recommendation. The information that the committee proposed included in the visual pathways include roles, wages, and clear pathways for advancement; required skills and education for both the entry level position and the advancement ladder; and direct employer alignment that the information being shared is consistent with the pathways in practice.

Scott shared the projected growth for entry level positions in manufacturing, the information provided by the Arizona Office Economic Opportunity (OEO) an LightCast:

- Semiconductor Process Technicians: 2%
- Machine Operator: 1%
- Production Worker: 1%
- Assembler: Flat

NMMSA Chair Meghan McGilvra asked Scott if the projected growth feels correct, based on his experience in manufacturing. Scott shared that TSMC is hiring 300 employees right now for current fabrications and they have two more fabrications opening and other companies in the area. There is need for semiconductor technicians both now and in the future. He shared that process technicians have a very specific role and that he could have production technicians and machine technicians. NMMSA Member Raghu Santanam shared that the Arizona Commerce Authority (ACA) created a semiconductor roadmap that has specific projected employment growth in the semiconductor industry. The study had projections made that were dependent upon pending investments, all of which happened. He shared that the other concern is that people are retiring from the manufacturing industry, so even if positions are staying flat, filling the positions means there will still be positions available to be filled.

NMMSA Member Alison Rapping asked if the wages in semiconductor manufacturing are livable wages and she asked how services providers encourage employers to consider justice involved candidates for positions. Scott shared that it depends on the industry and employer, he cannot vouch for all manufacturing machine operator positions having a livable wage, but that he can say that the semiconductor positions are livable and there are clear pathways and room for advancement, if the employees focus on doing their job well in their company. Meghan shared that the benefit of creating the pathways will show people who are considering a position what the proposed wage growth is in a pathway.

NMMSA Ad-Hoc Member Anne Landers suggested they move forward with semiconductor technicians more generally than semiconductor process technician, which is more specific. NMMSA Member Claudia Reilly asked if any of the other positions work well when it comes to skills-first hiring or if there is cross over. Scott shared that a production worker has a career pathway into

semiconducting, it just has a different name. Meghan shared once the committee picks a position, the ONET code will list several skills, and the career pathway can be narrowed down to the 2-3 companies who have some of those skills and use those to prepare potential employees. Scott shared that there is a lot of collaborative work that exists in the semiconductor space, and he would suggest working with the work that exists instead of duplicating efforts. Alison asked that they are hearing a lot about the economy and shockwaves in the economy, but she's not hearing about shockwaves in Phoenix. Is there any way the work could be hindered based on economic changes. Scott responded that in semiconductor industry, he knows how many people will be needed for the next 5-6 years and the growth in Phoenix, the numbers hold true. The products using semiconductor technology make it likely the area will continue to see growth. Reskilling and retraining to meet the needs in the semiconductor industry could answer downturn in other areas in technology.

Scott shared the projected growth in entry level positions in healthcare are:

- Home Health Aide: 6%
- Medical Assistant: 6%
- Nursing Assistant: 6%
- Receptionists and Information Clerks: 3%

Meghan shared that she leans into home health aide because of the aging population in Arizona and that there are transferable skills into the other pathways. She feels like medical assistant and nursing assistants have a lot of work being done. Claudia asked if it helps to focus on receptionists and information clerks because it can be applicable outside of healthcare. Anne asked what the difference between medical and nursing assistants. Board Executive Director LaSetta Hogans shared that a nursing assistant is an entry level position, basically a certified nursing assistant and medical assistants require more training. She shared that service providers are seeing that participants who have medical assistant training and stack with another certification like phlebotomy, that makes them much more hireable and gives them more opportunity. Medical assistants are the people at the doctor's office who take vitals and can take blood, nursing assistants offer basic care and give medication. Meghan asked if that would be a potential pathway from home health aide to nursing assistant to medical assistant, LaSetta said it could be. Raghu asked if there is any information from training to see if there is more demand for certifications. Meghan shared that staff could get that information but the point of the exercise to direct participants into training with pathways instead of letting training guide the pathways. LaSetta shared that nursing assistant is an entry point into healthcare, but the wages are not livable, and most service providers encourage participants to get a medical assistant certification instead of a nursing assistant certification.

Alison asked if there was any information about positions in the behavioral health field or if the demand only reflects acute healthcare. Scott shared that

behavioral and dental roles were not discounted. LaSetta shared it is important to look at employment demand and to learn about employment outcome to ensure participants are entering the field they received training for.

NMMSC Chair Meghan McGilvra motioned to that career pathways be developed for semiconductor process technicians, home health aides, and medical assistants, NMMSC Member Claudia Reilly seconded.

Scott Holman, Anne Landers, Alison Rapping, and Rahgu Santanam voted to approve. The motion passed.

4. Skills First Hiring:

NMMSC Chair Meghan McGilvra said the committee would consider how the committee can support local skills-first hiring initiatives. Meghan shared that the first skills-first convening led by Arizona Community Foundation (ACF) will be held on October 1.

Meghan shared that skills-first hiring looks at the skills and abilities needed to perform a role and how a person can prove they have those skills and abilities and their capacity to learn those skills. Meghan shared that skills-first hiring creates a more equitable system and a larger pipeline. Examples from SHRM, Business Roundtable, and employers were provided for members to review after the meeting. Once skills are mapped in one industry, they can be mapped against other industries to understand which jobs fit the skills a worker has and allows them a greater sense of mobility.

Meghan said that the work is hard for employers, so the question is how the committee can work with other groups to be a resource for employers to help them map out their job descriptions to help them expand their talent pipeline. NMMSC Vice-Chair said it sounds like there is work to be done with both employers and jobseekers – which skills are portable across industries and how to sell those skills. NMMSC Member Claudia Reilly shared that Avnet has reviewed job descriptions and used only the competencies required to perform a role and they used only those competencies in their job descriptions. Based on the competencies, they build talent profiles to help broaden their talent pool and illustrate their career pathways within the company.

Meghan shared that committee leadership has decided to ask members to attend the ACF convening in lieu of having an October NMMSC meeting and highly encouraged members to attend if they were able to.

5. Future Agenda Items:

Arizona Projections: How to prepare

6. Call to the Public/Announcements:

None

7. Adjournment:

NMMSA Chair Meghan McGilvra adjourned the meeting at 10:31 a.m.