

ADVERTISING SUPPLEMENT TO THE PHOENIX BUSINESS JOURNAL

Table of Experts

Corporate Culture

Finding ways to
build a strong
corporate culture

Sponsored by



ADVERTISING SUPPLEMENT TO THE PHOENIX BUSINESS JOURNAL

**Valerie Cimarossa**

Vice president,
marketing & technology
chief of staff

University of Advancing Technology

Wielding many tools in her role at the University of Advancing Technology, Valerie oversees UAT's Technology, Marketing and Campus Facilities functions and has broad responsibilities for staff and leadership development. Bringing over a decade of business and customer service experience to the UAT team, Valerie has been building her leadership game and helping others do the same for the entirety of her career.

Valerie has been at the University for over five years, having moved into higher education from the sustainability industry. She earned her bachelor's in Business Management and Administration from Arizona State in 2011 and an MS in Technology Leadership in 2017.



Table of Experts Panel (L-R): Gay Meyer, Valerie Cimarossa, Patti O'Brien, Micaela Cheatham, Maddie Nichols

Micaela Cheatham: Let's kind of start with what is corporate culture and why it's important to your company?

Maddie Nichols: I believe corporate culture is the personality of a company. Culture creates the infrastructure for a successful environment. It's a combination of behaviors, emotion, mission and core values. Culture is important and starts with the leaders in an organization and how they thread that throughout the agency. If you have a good culture and good behaviors, that will create good outcomes.

Valerie Cimarossa: For us, corporate culture is the way your organization's values manifest through your people.

Gay Meyer: It's the how you do things as a company. We all make products or provide services. But the how you behave and the values you hold make up your culture.

Patti O'Brien: I would add that a positive culture is an environment in which humans can succeed and grow, one that fosters personal growth and engagement. It is an environment that we can all thrive in.

Micaela Cheatham: So there's a lot of positive aspects of corporate culture. How as a team do you determine what's important for your company culture?

Valerie Cimarossa: Start by identifying what the values are of the people who are leading your organization. Ask everybody else what's important to them, about their work and to them personally. That's a very specific way that we go about it. Just make sure all those things get taken into consideration, and then

make decisions based on that.

Gay Meyer: We try to ground all our employees in the mission of serving military members and their families. That's such a noble cause. Every company can have a noble cause. Once you can ground on something that everyone in the company can get their head and heart wrapped around, it becomes very easy to build a very powerful culture.

Patti O'Brien: We think about, and ask, what will help employees thrive? What is it that they need to be successful in the workplace? Things like autonomy, or how are they going to get the most done in a day and leave the workplace happier than when they came in? How can we create an environment where it's a place our employees enjoy being and when they leave each day, they feel enriched and on-purpose versus burnout or stressed?

Maddie Nichols: It's definitely aligning your values with your mission. We work toward a very noble cause helping those in a population no one wants to help. Those going through an addiction or struggling with a mental illness or those struggling to figure out how to get the help. So, it's everyone's mission every day when they walk in the door to make sure that we are fulfilling the needs of our clients and making them feel that they

are welcomed in a safe home that unfortunately, is not a home that they're very comfortable if they're coming in for the first time.

The other thing I believe creates a good foundation is where your strategy is compared with your values compared with your mission. That all starts with leaders, it starts

with us. So I think that's really, really important in creating a good foundation.

Gay Meyer: And don't you think, Maddie, that employees want to work for a company that's bigger than themselves?

Maddie Nichols: Most definitely. We have employees who come from the corporate world where the bottom line is the most important factor in organization. Here, they can really give back to something bigger than themselves.

Gay Meyer: When we compete for talent, we can't win solely on a salary or compensation anymore or even some of our other benefits like health care. Candidates are looking for this unique way to give back in the world. They want to join a company where they can add value.

Valerie Cimarossa: Being in education, we can never compete on salary. We can never compete on salary, ever. Especially from just most of the staff-level positions. So it's just so important to find a way to have them feel like they're contributing to something bigger and they're getting some personal sense of accomplishment and joy out of what it is that they're bringing to their jobs every day.

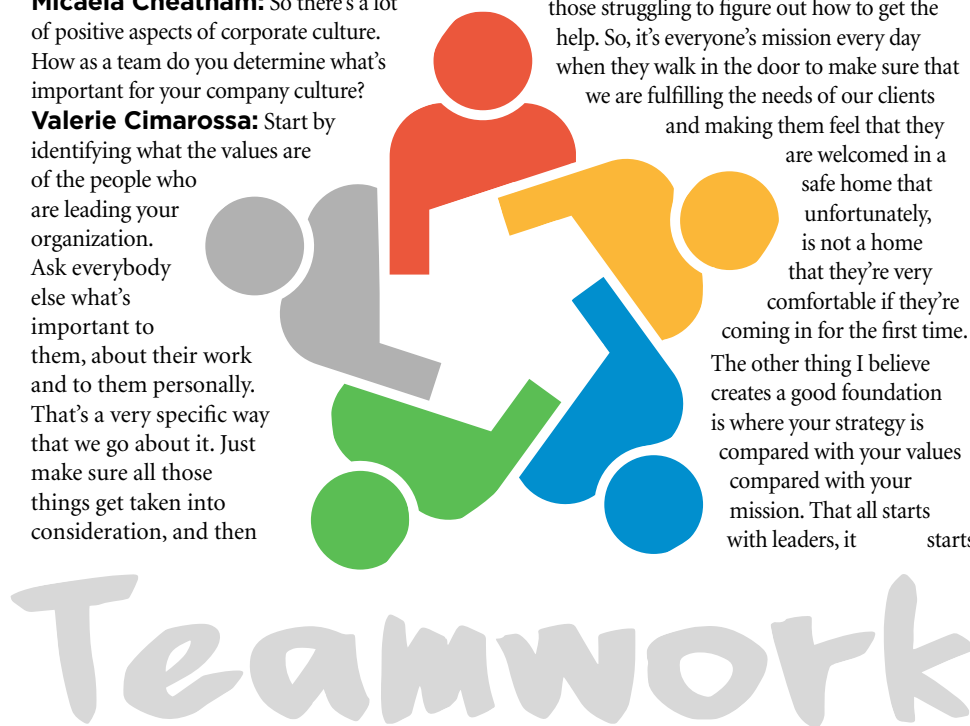
Gay Meyer: If you use the millennial term, which we try to shy away from now, but that's really their number one. When they start to stack up what they want, they'll always put that first.

We focus on symbols and imagery. We use our building as a recruiting tool. We start every meeting with our mission statement and you will see it in all of our meeting rooms. I think it's important to build these symbolic things throughout your building

Micaela Cheatham: How does a culture affect your strategy? What do you do to reflect that in your day-to-day operations?

Patti O'Brien: Our goal at the Maricopa Corporate College is to help incumbent and pre-hire learners move forward and progress in their education. I believe it's inspiring for our team to be on a mission to bring continued learning and career growth opportunities to other companies and their employees. We feel strongly that continued learning fosters these things that have been mentioned like supporting a noble cause and helping others. We foster this culture daily by living

Our culture
is unique,
and a lot of
people, we
know they're
a cultural fit
before they
know they're a
cultural fit, so
we hire them.



ADVERTISING SUPPLEMENT TO THE PHOENIX BUSINESS JOURNAL

the mission and supporting each other as we strive to accomplish our goals.

Valerie Cimarossa: It's very systematic. We start by figuring out what the industry needs. We spend a lot of time focusing our energy on making sure our students stay in Arizona after they graduate, so we really spend a lot of time looking at Arizona's tech and business environment in particular.

Once we have that list of what it is the local industry needs for the next five years, we see what lines up with our mission and our values. Then we build the strategic goals from there.

Maddie Nichols: Our people are a testament to the successful outcomes that we have at work. When our clients go through our treatment and they've been with us over a year, they can come back and work for us. So, who better to put in that position than someone who has walked that very dark journey and understands.

Our peer support is pretty much what has made us successful today. We're 75 percent peer based so

you have the compassion, the patience and drive to see them succeed in life and in their careers. Once you come in as a peer, you wear that success proudly, from the most important position which is peer support specialist to the CEO. So, recovery is important to us. We do share and thread that throughout the company.

Gay Meyer: Storytelling is really powerful because the military member who's also an employee for us can tell a story and get everyone rallied around the mission.

Culture eats strategy for lunch. We've had new leaders that we've brought in from the outside the company. As they start to build their strategy, if they forget to ground in the mission, it doesn't go anywhere. The people will just shut them down, because you have to start with what we're about, and who our culture is.

Micaela Cheatham: Who do you consider is responsible for creating the corporate culture? Then what happens when it doesn't start from the top, as you mentioned, and that new leadership

comes in and there's that kind of seismic shift? How do you deal with that and what does that look like?

Gay Meyer: I call it the smash approach, because it comes from the top and the bottom. You kind of have to work through your organization that way.

The folks at the top have to set the stage, but as I mentioned, the folks who are on the front line, they will shut it down.

When we roll out an initiative, managing the change to the front line is critical. If an idea is not in line with serving our members, our front line will shut it down. They do it saying. How does that serve the member? What does that do for folks who are in the military, I don't understand. That is usually a showstopper, we can move on.

Patti O'Brien: I believe in a top-down approach and that leadership is responsible for creating the corporate culture. Leading by example is pivotal and will set the tone for a positive culture that builds trust and is something employees can

believe in and count on consistently. In today's environment, skill-demands are changing so fast that if leadership fosters a culture where learners continually upskill, then employees will trust that they will be equipped and ready to adapt to ongoing change. They will trust that they have the organization's arms around them in ongoing support.

Maddie Nichols: Most definitely at the top, and most importantly the first line. We have committees, we have surveys, we have suggestion outlets and we take their information and then we disseminate a follow-up, so then that way they know that we're listening. We have also brought in new team members, and they may not have been aligned with our culture. You don't have to be in recovery to understand you need to have compassion, but you do need to understand that members that we're serving every day that come in do come from a very dark journey, so compassion is a requirement. Value human life.

Valerie Cimarossa: It definitely starts at the top. That can seem aggressive, but after that, placing the responsibility to perpetuate the mission and all the values into the front line inherently gives them a sense of ownership of the culture. Then they are the ones who really create it, and over time they'll start to push people out, in addition to ideas out and things that just aren't working.

Micaela Cheatham: What does it mean to have a culture of continuous learning and how do you foster that continuous learning?

Patti O'Brien: As part of the Maricopa Community Colleges, we're strong proponents of continuous learning, and that's what we bring to companies. Fostering a culture of continuous learning can start with supporting employees in


CONTINUED ON PAGE 24




Micaela Cheatham
Director of sponsor relations
Habitat For Humanity
MODERATOR

Micaela is a native Arizonan. A graduate of Tolleson Union High and ASU with degrees in sociology and communication. Upon graduation, she completed a year of service with AmeriCorps

through Public Allies. She served as an apprentice at the Arizona Spinal Cord Injury Association, where she developed a corporate fundraising program. She left in 2012 to become the director of development for the Arizona FFA Foundation. In 2015, she joined Habitat for Humanity Central Arizona. Today she is the Director of Sponsor Relations and over sees all corporate and faith partnerships.




NETWORK HEROES NEEDED



uat.edu/CS

CYBER SECURITY | Go where you're needed. And rewarded. As the threats to national and corporate online security continue to grow, so too does the demand for qualified candidates – over 100,000 annually. Be one of the heroes who steps up with a highly respected, yet flexible cyber security degree from UAT. We're with you all the way.


Information about UAT's programs, requisites, admissions requirements, tuition and transfer credit policies can be found at www.uat.edu. Program disclosures can be found at www.uat.edu/fastfacts.



WE'RE PASSIONATE ABOUT WHAT WE DO AND HOW WE DO IT.

At USAA, you'll find a welcoming environment where everyone has a true passion for our mission. Our employees are immersed in a culture that profoundly embraces the service and sacrifices made by those we serve – the U.S. military and their families. Join us in our mission, today.

➤ **Apply online at usaajobs.com**



USAA means United Services Automobile Association and its affiliates. USAA is an EEO/AA/Disabled/Veterans employer. 261570 - 0419

ADVERTISING SUPPLEMENT TO THE PHOENIX BUSINESS JOURNAL



Gay Meyer
Assistant Vice President
USAA Human Resources
Regional Operations

Gay is the AVP of HR Operations for USAA and is responsible for HR operations for the Phoenix campus and the development of an integrated strategy across all USAA regions. She is also accountable for ensuring all regions meet 100 percent of their hiring goals. Gay is actively engaged with HR communities, local government officials and the military installations to develop a greater Phoenix employment branding strategy that supports the growth of USAA's workforce in our state. Gay is a very active member of USAA's enterprise diversity and inclusion programs. In addition, she is extremely passionate about helping other women develop leadership skills.

Every company can have a noble cause. Once you can ground on something that everyone in the company can get their head and heart wrapped around it becomes very easy to build a very powerful culture.

CONTINUED FROM PAGE 23

their continued college education and degree attainment with tuition benefits, onsite classes, and flex schedules. It can move into internal micro-skill training and upskilling opportunities for specific job performance needs. It may also include soft skills for professionalism, stress management, mindfulness and emotional intelligence. With a true culture of continuous learning, a wide-array of education opportunities are readily available to employees. We help companies infuse these learning opportunities into their culture with customization and convenience that supports growth and organizational goals.

Learning can also come in the form of learning boosts and brain teasers that foster a fun, collaborative environment. It's becoming popular to provide games and other creative ways to encourage employees to take breaks from normal job tasks and play. Full-size games like giant Jenga and wall-size Scrabble near work spaces encourage employees to get out of their seat, step away from the computer screen, tackle a brain teaser, have some fun, and even get competitive with colleagues. It excites our team to see growth in this type of engagement activity because it infuses an energy of continuous learning and personal enrichment for employees.

Valerie Cimarossa: We arrived at the point where they needed to identify somebody to be responsible to push other people to keep learning, because you can so quickly forget. If you have someone who's dedicated and paying attention, "This is what this group needs, and this is what this group needs," and pushing people, it's as simple as, "What is it that you are passionate about? What do value? Oh great, find a book to read and then



teach us all something about what came out of that book." And then that person's now read a book, and now all these people have learned something new.

Micaela Cheatham: As HR leaders, what is your role in corporate culture, making sure it permeates throughout the organization? What is your specific day-to-day and how do you embrace corporate culture? Let's start with Maddie.

Maddie Nichols: We are currently acclimating our new Learning and Development Manager. He left the corporate world and accepted a learning and development role. When we first hired him, he wanted to do something completely different. He wanted to come to work for something bigger than himself. One of the things he's doing is he going around and really learning the culture, so

we can continue to thread the right culture. We have an RN Educator who came on to elevate and enhance the learning process for the clinical aspect of our agency. So, building an environment where you have continuous learning, succession and development is important because you have millennials who are coming in that want to make sure that they have a culture of innovation, meaningful and feel that they're part of something bigger. I think everyone, not just our millennials, wants to feel that they are part of something bigger.

Valerie Cimarossa: We've taken this out of the hands of HR and put it into the hands of department managers because they know their people; they know who needs what; they know who's up-and-coming; they know who they can put different responsibilities on. Each manager will do that for their department, but on a big level. Then HR spends her entire day hiring, which is so exhausting, so the only way HR plays a role in that, is they get to come in and get to bring the fun into the room.

Gay Meyer: Our diversity and inclusion team is in HR. We have always had a group for veterans. If you are a veteran who comes to work for us, you can join a group called Vet Net and, upon employment, a veteran mentor will be assigned to you to show you the ropes.

However, seventy percent of our employees don't have that direct veteran connection. They started telling us that they want to be a part of a community as well. That led us down this path of developing other diversity business groups: for African-Americans; for our Hispanic population; for women; for women in IT.

As these groups started to evolve, we realized a whole subculture in our company had evolved and now and they are driving a lot of the innovation and creativity. And it's become a big part of our culture.

Valerie Cimarossa: We do mentorship as well. The way we match ours is based on who's going to have similar experiences. For example, "OK, this person is going to have to deal with you, their manager, and this is your personality type; here's another person who deals with that personality type." It's based on who you're going to interact with, what that person is like, and then somebody else who's having a similar experience to you. And then, go be friends.

Patti O'Brien: We have a one team approach, where each person on the team is encouraged to contribute and provide feedback. Their experiences are listened to and seriously considered, and everyone is invited to problem solve and innovate to find solutions. We share accomplishments and challenges and adjust quickly where we can for continuous improvement and best practices.

CBI
COMMUNITY BRIDGES, INC.
CELEBRATE BELIEVE INSPIRE

REDEFINING
RECOVERY

SERVICES OFFERED

- Substance Use
- Primary Care
- Crisis Care
- Mental Healthcare
- Supportive Housing
- Community Education

*Additional services available for adolescents

INTEGRATED BEHAVIORAL HEALTHCARE

Visit Us | communitybridgesAZ.org
Contact Us | 877.931.9142
Get Social |

ADVERTISING SUPPLEMENT TO THE PHOENIX BUSINESS JOURNAL



I try to foster the one-team idea as much as possible so that each of my team members has the confidence to speak up and to feel like their experience matters. Each of our employees is an expert in their area and what happened to them today, and how we respond together can improve what we're working on tomorrow. Being consistently open to feedback, collaboration, and shared responsibility for solutions are very important aspects of our corporate culture.

Micaela Cheatham: We talked about millennials a little bit, and then how they're different entering the work force, how they're choosing quality of life, corporate culture, over a traditional paycheck kind of a thing. So what are you doing to bring fun into your organization?

Valerie Cimarossa: A millennial runs our fun department. I got her a business card that says "Minister of Happiness" on it. But, we have an official "summer happiness" portion of time. It was put in place because you know when we're hitting that midpoint of summer, everybody gets cranky. Everybody looks forward to it because every week there is a Happiness event, and it's anything from we're just going to go into this classroom and we're going to watch a couple episodes of "The Office" and remind ourselves that we could be working with Dwight.

Everyone on that committee gets to pick and run an event, and it helps the people who don't usually get involved. It also makes for a dynamic summer that's full of surprises.

Patti O'Brien: At Maricopa Corporate College, we have our foundational #HappyAllAround campaign that is focused on empowering employees and creating happiness in the workplace. When we participate in community events, we spend a little extra time developing activities that will provide some humor and reflection to engage participants, invoke laughter and leave people smiling. We have a lot of fun in the development process and enjoy providing an experience people will remember. We believe that happiness is the foundation for engagement and that happy employees are engaged employees.

Gay Meyer: We do team building-type things like that, but what our employees think is the most fun is going out to one of our community partners like Community Bridges or Habitat for Humanity and doing something good. Now, they'll always couple it with lunch after or there will be a time for them to laugh and joke, but we discovered what they really want is to give back.

Micaela Cheatham: There is most definitely instead of looking for fun like fun things to do. You need to laugh. And here are things to do to give back. We give them budgets to go out and do something teambuilding. They spend half of it on

something with the team and the rest of the day go volunteer with either women and children's programs or veterans programs.

Micaela Cheatham: How are you meeting your corporate culture and how is that driving your philanthropy and then individually, as people are really passionate about whatever their causes, how are you supporting that within your organization?

Gay Meyer: During the past few years, we started giving our employees more options. Now in our corporate giving program we let them choose where they want to give their time and money. We give all employees two days a year to volunteer. They can use that time to volunteer at their school, church, wherever they want.

Patti O'Brien: Once or twice a year, we volunteer together as a team, which is wonderful because it involves giving back to the community and teambuilding at the same time. We are also fortunate to serve our local nonprofit community with our fundraising training division called the Sanford Institute of Philanthropy at Maricopa Community Colleges. Through this division, we have an ongoing opportunity to help nonprofit professionals learn and grow their organizations, which drives our team's passion and provides us an opportunity to give back.

Valerie Cimarossa: Our campus is our biggest resource. We have so much to offer in terms of space and knowledge within the building and technology that a lot of people, young people especially, don't have access to. So one of the major ways that we interact with the community and we give back is to these organizations that are hosting summer camps or weekend coding sessions, the Girl Scouts and other nonprofits, for example, we let them use the space and the tech and the internet and we don't ever charge them anything. And then of course when our tech is two or three

years old and it's no longer advancing and it's not cool anymore, even though it's perfectly good, we will find local small organizations where a dozen computers would make all the world of difference to the organization and give them the computers.

Maddie Nichols: We have so many opportunities within because we have so many programs. We run programs from our women and children, women who are pregnant, who are coming out of prison, who are trying to get detox, so they can have healthy babies. One of the big things that we do is we invite in each of the different experts from the programs so that they can talk about their program specifically so that everyone else can have an opportunity to share the amazing work they do in the organization because in the end, what everyone contributes aligns with the culture. Preserving the culture is important no matter what change comes along.

Walking our hallways, people will stop you and tell you their story. We definitely encourage all of our experts within the company to share what they do in their programs to teach others to either volunteer or help out. But the biggest one is going out into the community. Helping our homeless and veterans, those who have at one time, served our nation so we could have a better life, freedom. We should give that back to them.

Micaela Cheatham: So we've talked about the good stuff. What about objectionable staff? Tough employees. How do you kind of embrace them? Kind of pull them into the culture a little bit.

Valerie Cimarossa: If somebody is being objectionable for a good reason, if they think that something we're asking them to do is not aligned with the mission, then of course we hear them out. If they think that this is going to put more work into their day, we'll hear them on that.

CONTINUED ON PAGE 26



Maddie Nichols

Chief human resources officer
Community Bridges Inc.

Maddie Nichols is the chief human resources officer for Community Bridges Inc. (CBI) and oversees HR, marketing, communications, PR, and legal functions.

Her career with CBI began in 2003 and, during her time with the agency, she has served as an HR generalist, HR manager, HR director, and vice president of HR and Legal. She has been an HR professional for more than 20 years, 15 of which have been in the behavioral health industry.

Maddie is invaluable to the CBI HR department. She has developed the infrastructure and grown the HR team to service what once was 130 employees, to the 1,500 dedicated employees CBI has today.



Helping you create a culture of continuous learning.

At the Maricopa Corporate College, we're here to help empower your team with a wide variety of education and training programs to fit your unique talent needs. From in-person and online workshops to onsite college cohorts and employee advising, we've got your learning covered.

Training and education for the unstoppable.

maricopacorporate.com
480.377.2700



#HappyAllAround



@MCoRCollege

I believe corporate culture is the personality of a company. Culture creates the infrastructure for a successful environment. It's a combination of behaviors, emotion, mission and core values.

ADVERTISING SUPPLEMENT TO THE PHOENIX BUSINESS JOURNAL

CONTINUED FROM PAGE 25

**Patti O'Brien**

Chief Operating Officer
Maricopa Corporate
College

Patti leads MCOR, the corporate training arm of the Maricopa County Community College District (MCCCD) where she leverages her extensive business experience and passion for education through innovative and collaborative training and recruitment initiatives that close skill and hiring gaps for the growing Arizona business community.

A creative problem solver and strategic thinker, Patti has over 20 years of experience in operations, business development, and change management to elevate organizations to a new level of efficiency and performance. She believes a culture of continuous learning is vital to attract, retain, and cultivate talent and to nurture ongoing excellence and employee engagement.

Leading by example is pivotal and will set the tone for a positive culture that builds trust and is something employees can believe in and count on consistently.

But we don't tolerate objection to the things that we as a culture and as an organization have decided are important. And I will happily explain to somebody, "This is why we're doing this. This is why this is important to the organization and this is how we think it benefits everybody and it builds our culture. And if you can't get on board with that, then you're not on board with our culture and you're not going to last here."

Our culture is unique, and a lot of people, we know they're a cultural fit before they know they're a cultural fit, so we hire them. So sometimes when they encounter these things for the first time, they're like, "This is weird. I don't want to do it." And so then you just kind of say, "Nope, this is why it's important and you are doing it." And then if they continue to object, they go.

Gay Meyer: We built a whole performance management system around what Valerie's talking about. Our employees are evaluated 50 percent on skills and 50 percent on how they do their job. So you could have this top notch developer or data analyst and, if they're not doing the team building and doing their own coaching of their team and behaving appropriately, they are not going to be a top performer.

Patti O'Brien: When an employee has a problem with a current process or how things are getting done and they're unhappy and complaining, I like to bring it back to them and empower them to suggest how they would better accomplish the task at hand if they could innovate and invoke change. We then do a process review and invite them to go through the steps and if they have different ideas and suggestions, they can bring them to the table so we can evaluate them together and decide if a new process or a unique method is a go or no-go.

If there are little things we can do to make someone's life easier or help them have a better attitude about how they're doing their work, then we try to accomplish that.

Maddie Nichols: We really don't have a lot, and I think that's because everyone enjoys doing what they do. But we do have that percentage who may not be in recovery, or even understand what it means. So those we take an opportunity to sit down with and take a moment to step away from everything and remember why we are all here. Why we dedicate our time to helping those in need, those who may have gone down the wrong path and allowing our employees to see why we are all here. It's important that our employees remember that. Our goal is to redefine what recovery is and celebrate the success of it all.

A lot of what we do is just make sure that those individuals who may not be aligned with what we're doing, because we do have a portion of those, we bring them in to really understand, or bring them back into, "Let me tell you why you took this position. And this is why we do what we do, and this is why we're successful. Because you have a connection somehow and maybe not necessarily yourself or your family, but I'm sure you know someone who's struggling."

Patti O'Brien: As we sometimes get stuck in the weeds, it's nice to remember our "why." "Why" are we here? "Why" are we doing what we do on a day-to-day basis? If team members are aligned in the "Why," it can be productive to let people operate with autonomy on the "how" if they have a proven success record for delivering successful outcomes.

Valerie Cimarossa: I am a millennial and I know that I struggle with my boss sometimes, and he'll be explaining something to me, and I'm just like, "I cannot follow your path, can you please tell me why I'm going where I'm going and that I will



find a way to get there?"

Gay Meyer: We employ many folks who are used to a military leadership style. Millennials have a harder time with this style – they want to know the "why."

Micaela Cheatham: We talked about screening and identifying the same qualities of corporate culture that you want to bring into your organization and then dealing with somebody once they're a part of it. But, as a part of your onboarding process, for new hires, what do you do to educate them and engage them in your corporate culture?

Patti O'Brien: We like to infuse culture into onboarding and recruitment. What we've found is that recruiting is easier and more successful when we attach an element of job skills training and job

onboarding process that allows them to see a video right at the very beginning that talks about, "This is who we are, this is our culture, these are some of our success stories." We have the opportunity to do that right then and there, so that when they get to training and their first day of NEO, new employee orientation, they're see and hear that same message. Our managers are excited to meet our new employees when they get to their assigned facility to allow them to be a part of something incredible, maintain the dignity of human life and believe that recovery is possible.

Valerie Cimarossa: Our first interview is based on an actual paper rubric she carries in, and each section is one of the values and it's how does this person score against what we think is important. We spent a lot of time developing that.



readiness to the campaign. It's been enlightening for our team and our clients that when companies share job openings, they often don't have a high-response rate from potential candidates. However, when we communicate to the target audience that, "This company would like to upskill you and offer you six weeks of pre-hire job training to prepare you," then the candidate pipeline fills up. It says a lot about human potential and what job seekers feel they're capable of with their current experience. We have local veterans on a waitlist for company-sponsored free job training, and we've been told they were previously hopeless that they would ever be able to gain employment in a skilled trades industry. It has been exciting for our team, to help inspire job candidates to know the doors are open and they can do more and accomplish more with this support.

Maddie Nichols: Onboarding is one of our favorite processes because it's the opportunity to influence them at the very beginning. We have an

When they do start, they get to see a secret second level of values, which we call ground rules, which are not so appropriate for the public-facing, but it introduces them to the fun in the organization.

Patti O'Brien: We talked about how the new generations are picking where they want to work based on workplace culture and for that reason, creating brand awareness around culture and employee benefits is extremely important while recruiting and pre-onboarding to attract quality candidates. Everyone in this room has done an excellent job of providing a location or campus that is a place you would want to hang out at and spend your work-week.

Gay Meyer: It's so interesting that you mention this, employees want to work where they want to work. We have many work at home employees and we struggle with ensuring that they understand and live the USAA culture. We have to be purposeful about including them in campus events, meetings, etc.