

EPIC

ECONOMIC POTENTIAL FOR IOWA COMPANIES

EPIC CORPORATE CHALLENGE ANNUAL REPORT AND SURVEY RESULTS

PRODUCED BY IOWA WORKFORCE DEVELOPMENT
DECEMBER 2017



GOVERNOR: IOWA WOMEN'S LEADERSHIP IS VITAL

Hello!

Thank you for supporting the EPIC Corporate Challenge. This important public-private initiative is helping women achieve greater levels of leadership. But, it's also so much more than that!

The EPIC Corporate Challenge is another piece of our economic development and workforce strategies in Iowa. The companies, organizations and communities involved in this effort are unleashing countless opportunities for women to succeed.

In addition, since launching in March 2016, the EPIC Corporate Challenge has become a national model for other states to emulate. Within its first year, more than 60 organizations became members and we can't let up.

It's vital to create a strong human capital pipeline which relies upon female leaders. In fact, women comprise nearly 50 percent of our workforce and this diverse talent pool strengthens our economy and local communities.

I'm excited that we're moving into the next phase of the EPIC Corporate Challenge. Please join me as honorary chair, alongside Co-Chairs Diane Ramsey, IWLC Co-Founder, and Beth Townsend, IWD Director, in our quest to continue moving Iowa forward by closing the executive talent gap for women.

Again, your interest and enthusiasm for this tremendous statewide effort is greatly appreciated. Together, we will make a significant difference for women in all four corners of this great state!

Sincerely,

Kim Reynolds
Governor of Iowa



CO-CHAIRS: EPIC CONTINUES TO GROW

The EPIC Corporate Challenge continued to grow this public private partnership in its second year. Through EPIC, Iowa leads its peers in advancing the development of women. The EPIC Advisory Council used the data from the first EPIC Annual Survey to establish these **EPIC Challenge Goals to be met by 2025: increase EPIC members to 500; increase the number of women entry level managers to 45%; and increase the number of executive level women to 35%.**

We are pleased to share 2017's EPIC Corporate Challenge accomplishments.

- **Increased EPIC Challenge membership by 66%** — from 41 to 68 participants
- **Completed first annual report and held annual meeting**
- **Increased EPIC Annual Survey participation** from 70.7% to 76.1%
- **Held its first annual EPIC Awards competition**
- **Conducted EPIC Challenge information and enrollment sessions** in Bettendorf, Dubuque and Sioux City
- **Held 6 bi monthly peer exchange education sessions** for EPIC Corporate Challenge members including Women on the Rise project, Engaging Men as Allies, Rockwell Collins Unconscious Bias Training Initiative, City of Cedar Rapids: Creating an Open and Welcoming Municipal Workforce
- **Offered additional professional and organizational development opportunities** including Executive Women's Leadership Institute and Women on the Rise Leadership Assessment
- **Created website, Twitter and Facebook presence**
- **Offered virtual peer session opportunities**, as well as in person

BETH TOWNSEND



DIANE RAMSEY



A vibrant economy is dependent upon talent to meet business requirements. Smart businesses deploy all the talent available to them. We believe that through the EPIC Corporate Challenge, we are demonstrating a commitment to providing women opportunities and access to leadership opportunities and equal pay that help fuel economic growth. For that, we cannot be more appreciative or prouder.

Beth Townsend
EPIC Corporate Challenge Co-Chair and
Director Iowa Workforce Development

Diane Ramsey
EPIC Corporate Challenge Co-Chair and
Co-Founder Iowa Women Lead Change

EXECUTIVE SUMMARY AND HIGHLIGHTS OF 2017 EPIC CORPORATE CHALLENGE SURVEY

In this second annual EPIC Corporate Challenge Survey, 51 member organizations participated. Participation increased in terms of number of respondents (51 versus 29) and response rate (from 70.7% to 76.1% in 2017.) Race and ethnicity data is included in this year's report. More than 58% of the participating organizations are in the educational, financial, professional and other services sectors.

IWLC commissioned Phase I and Phase II of the Iowa Women in Leadership (IWL) study. Phase I of the study reported on the statistics within Iowa relative to women in leadership and Phase II reported on the policies and practices regarding women in Leadership.

The following are a few key takeaways from the 2017 EPIC Corporate Challenge Survey as compared to the data in the Iowa Women in Leadership Phase I report published in 2014.

- 1. The percentages of women on boards of directors (30.6%) and in executive management roles (33.3%) are higher than the percentages reported in IWL Phase I study (16% for public company boards and 22% for public company executives).**

This suggests two possibilities — progress has been made over time or EPIC companies are better than the general population on this metric.

- 2. The percentage of new hires that are women at the board and executive levels is striking — 50% or greater for both years.**

It is interesting given that the percentage of applicants that are women for executive roles has hovered around 30% in both surveys. Are companies being intentional about increasing the number of senior level women?

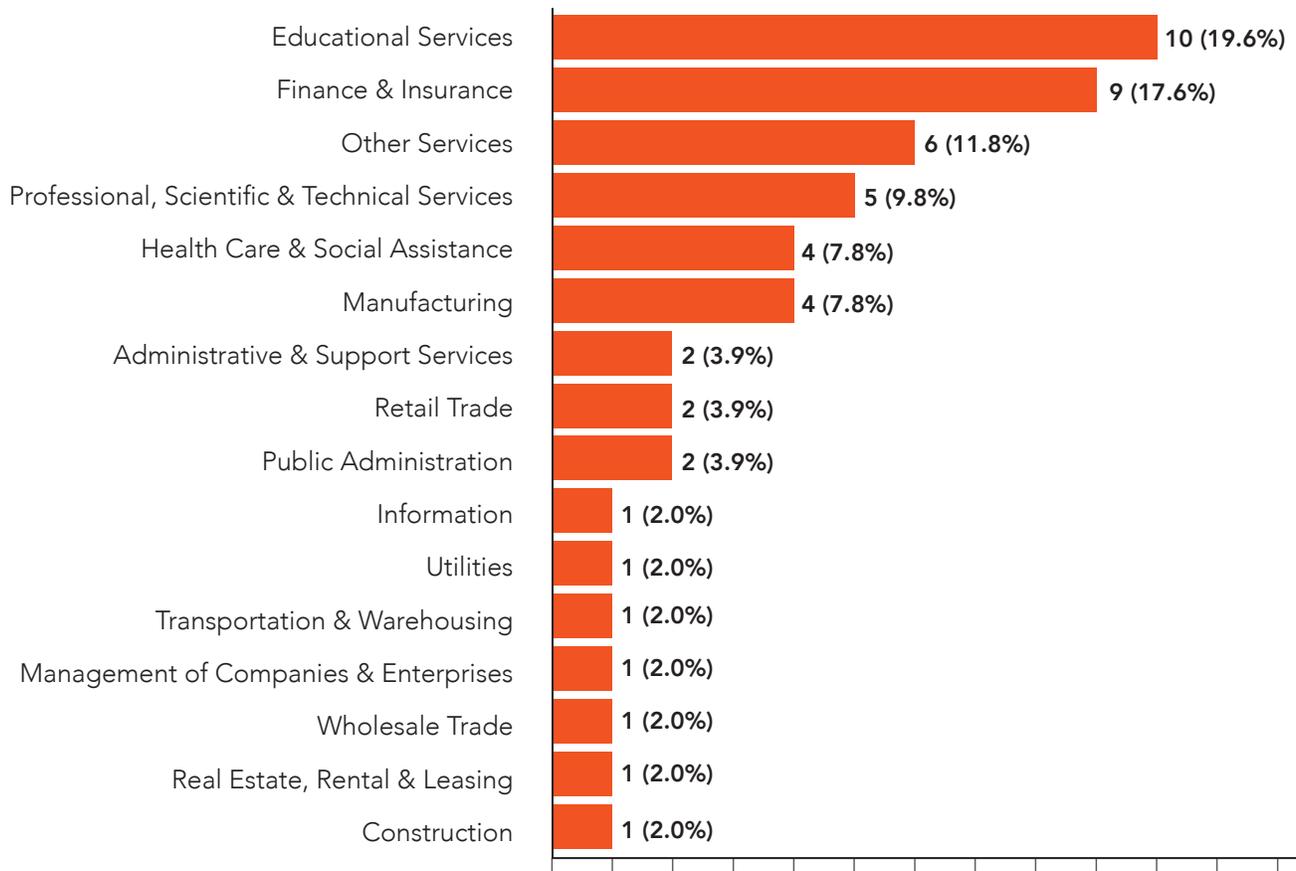
- 3. The turnover rate for women directors is much higher than the turnover rate for men directors (in both 2016 and 2017).**

This should be pursued to identify causes for this disparity.

EPIC SURVEY PARTICIPANTS LIST

ABI (Iowa Association of Business and Industry)	IWLC
ACT	Kaplan University
Alliant Energy	LMC Insurance and Risk Management
Aureon	Management Resource Group
Bankers Trust	Merchants Bonding Company
BrownWinick	Mittera Group, INC.
Business Publications Corporation, Inc.	NewBoCo
Central College	Northeast Iowa Community College
City of Cedar Rapids	Pearson
Coe College	Pella
Community Foundation of Greater Dubuque	Principal Financial Group
Conference Event Management	Rockwell Collins
Davis Brown Law Firm	Simpson College
Delta Dental	Storey Kenworthy
Des Moines Area Community College	Total Solutions
Dress for Success Quad Cities	Transamerica
Dubuque Area Chamber of Commerce	United Equipment Accessories
Fareway Stores	United Fire Group
Folience	United Way of East Central Iowa
Four Oaks Family and Children Services	UnityPoint Health System
Holmes Murphy	University of Iowa
Hy-Vee	University of Northern Iowa
Intoxalock	Van Meter, Inc.
Iowa City VA Health Care System	Vermeer Corporation
Iowa National Guard	West Des Moines Chamber of Commerce
ITC Midwest	

EPIC SURVEY RESPONDENTS BY INDUSTRY SECTOR



NOTES ON METHODOLOGY USED

- The data from this report was gathered through a survey of EPIC Corporate Challenge member companies in October-November 2017.
- There were 51 participating EPIC members. They are listed at the top of page 3 of this report.
- The number of respondents for each question/piece of data is included with the chart. Keep low sample sizes in mind when interpreting results.
- In order to protect the confidential information reported by the EPIC Corporate Challenge members, data throughout this report are suppressed if over two-thirds of the total number of reported employees in that cell are from one member.
- Data throughout the report are disaggregated by employee classification. Below are descriptions of those categories:

BOARD OF DIRECTORS

Members serving on the Board of Directors of your organization

EXECUTIVE/SENIOR LEVEL OFFICIALS & MANAGERS

Same definition as in the EEO-1 Job Classification Guide
(<https://www.eeoc.gov/employers/eeo1survey/jobclassguide.cfm>)

FIRST/MID OFFICIALS & MANAGERS

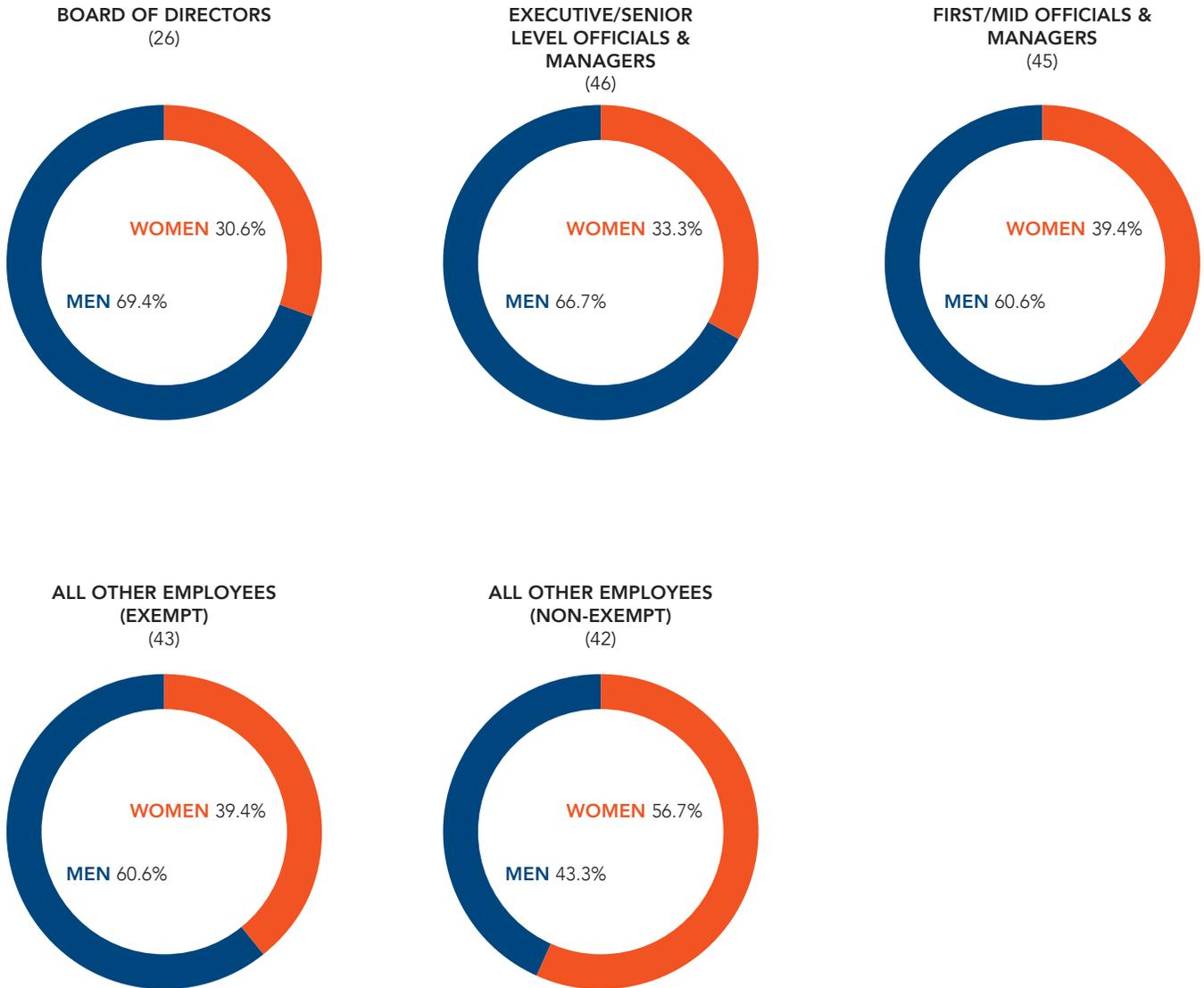
Same definition as in the EEO-1 Job Classification Guide
(<https://www.eeoc.gov/employers/eeo1survey/jobclassguide.cfm>)

ALL OTHER EMPLOYEES (SPLIT INTO EXEMPT AND NONEXEMPT)

This category rolls up the following EEO-1 categories: Professionals, Technicians, Sales Workers, Administrative Support Workers, Craft Workers, Operatives, Laborers and Helpers, Service Workers. Exempt/Non-exempt status is defined by the Fair Labor Standards Act (<https://www.dol.gov/whd/regs/compliance/hrg.htm#8>).

- Respondents were given the opportunity to leave comments with each set of questions they answered.
- Each question in the survey has an associated time window associated with it. Respondents were allowed to report for a different but similar time period if it reduced the burden on them to participate. A summary of the time windows reported is available at request.

% OF EMPLOYEES THAT ARE FEMALE BY CLASSIFICATION

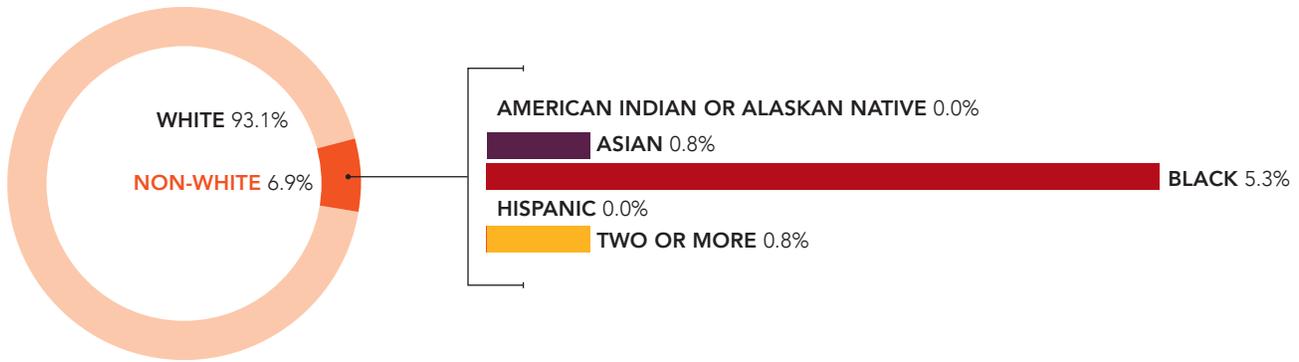


The figures above show the percent of employees at participating EPIC members in September 2017 that are female by job classification. The numbers below each job classification label indicate the number of EPIC members that responded for that classification; for instance, 46 members responded for Executive/Senior Level Officials & Managers. The "Exempt" and "Non-Exempt" differentiation for the "All Other Employees" classification refers to their status related to the Fair Labor Standards Act -- non-exempt employees are entitled to overtime pay whereas exempt employees are not.

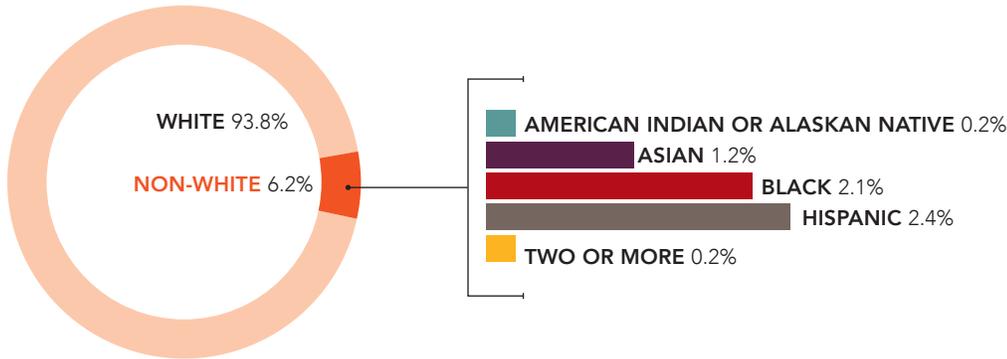
Among participating EPIC members, 56.7 percent of non-exempt and 39.4 percent of exempt sub-manager employees are female. Female representation gets smaller higher up the organization chart, as 39.4 percent of First/Mid Officials & Managers and 33.3 percent of Executive/Senior Level Officials & Managers are female. 30.6 percent of Directors on participating EPIC member boards are female, slightly lower than representation on the executive level.

RACE/ETHNICITY DISTRIBUTION OF FEMALE EMPLOYEES BY CLASSIFICATION

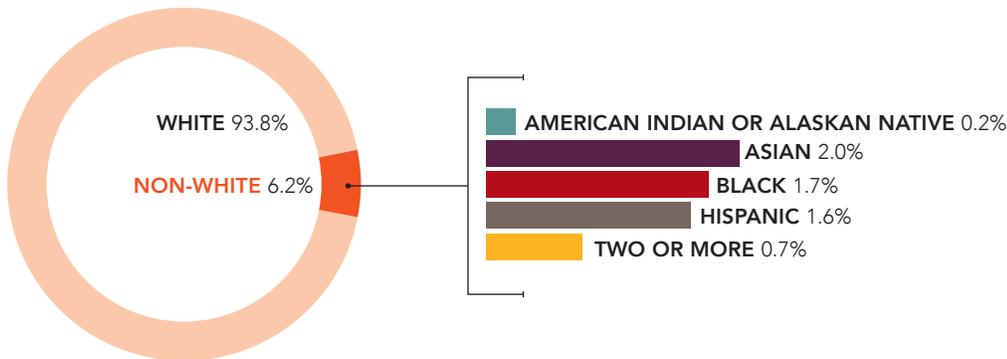
FEMALE BOARD OF DIRECTORS
(26)



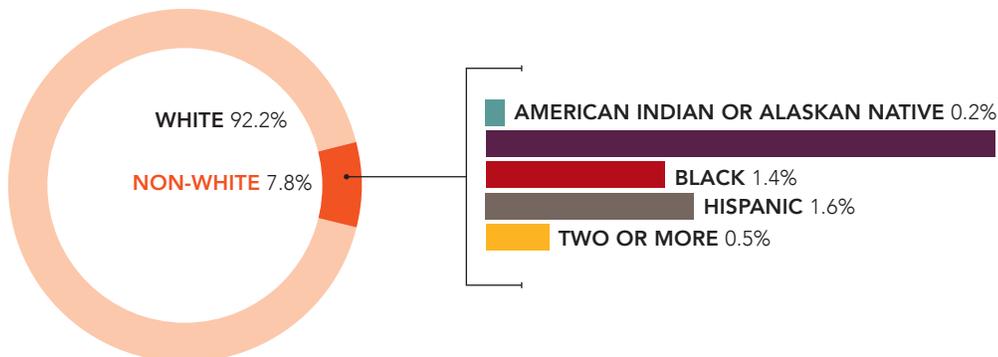
FEMALE EXECUTIVE/ SENIOR LEVEL OFFICIALS & MANAGERS
(44)



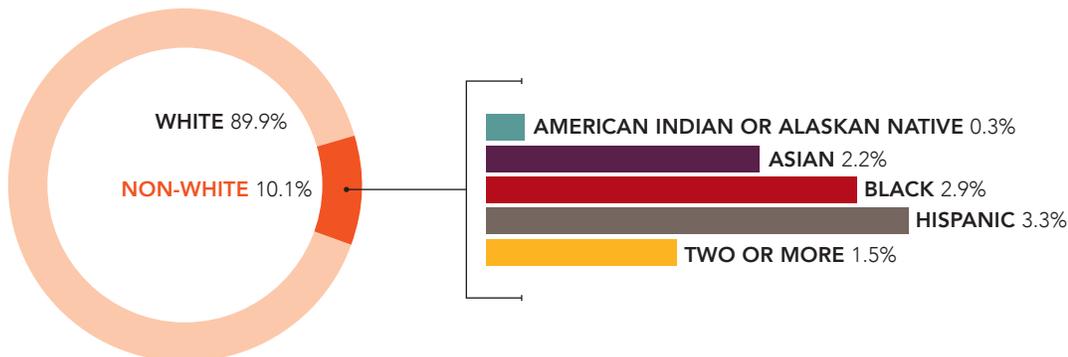
FEMALE FIRST/MID OFFICIALS & MANAGERS
(45)



ALL OTHER FEMALE EMPLOYEES (EXEMPT)
(42)



ALL OTHER FEMALE EMPLOYEES (NON-EXEMPT)
(42)

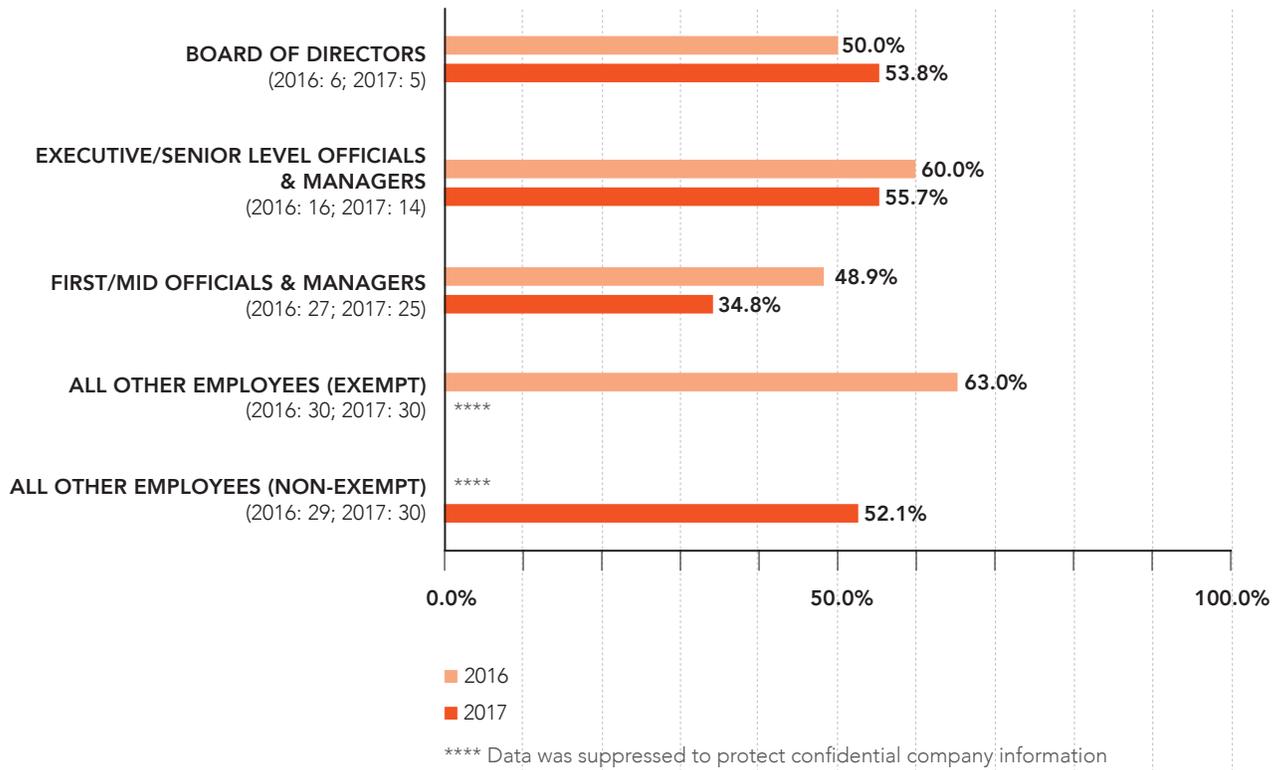


The figures above show the percent of female employees at participating EPIC members in September 2017 in each race/ethnicity category by job classification. The race and ethnicity categories used in data collection are consistent with those collected/reported by the U.S. Equal Employment Opportunity Commission.

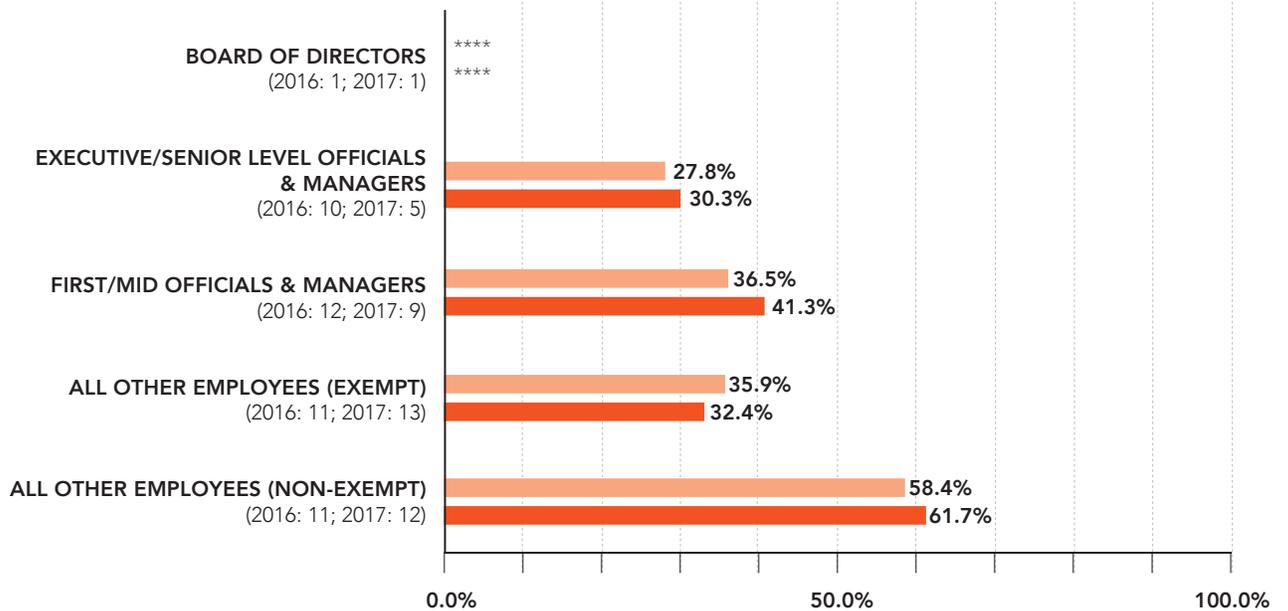
The large circles show the percentages of female employees that are in the racial/ethnic minority and white non-Hispanic categories. The racial/ethnic minority category includes American Indian or Alaskan Native, Asian, Black, Hispanic, and Two or More Races. Minority women have slightly lower representation at higher-level roles than they do at lower-level roles within the participating members. For instance, 6.2 percent of female executives are racial/ethnic minorities compared to 7.8 percent of exempt and 10.1 percent of non-exempt sub-manager employees. Minority women have slightly higher representation on participating members' boards than on executive teams, though, with 6.9 percent of female Directors being racial/ethnic minorities.

The bar charts show all of the race/ethnicity categories represented in the racial/ethnic minority category broken out individually. Due to the detail and smaller sample sizes, there is a higher variance in these percentages, so any inferences should be taken with a grain of salt. With that said, one deviation from the overall racial/ethnic minority data is with black women in higher roles among participating members. 5.3 percent of female Directors on member boards were black, which is higher representation among females than at the executive level or any other job classification.

% OF NEW HIRES THAT ARE FEMALE BY CLASSIFICATION, 2016 & 2017*



% OF JOB APPLICANTS THAT ARE FEMALE BY CLASSIFICATION, 2016 & 2017*



The top figure on page 8 shows the percent of new hires at participating EPIC members in 2016* and 2017* that are female by job classification. The percent of female hires is defined as the number of female hires within the time period divided by the total number of new hires within the time period. Some data has been suppressed to protect confidential company information.

Since female representation among current Boards of Directors, executives, and managers is far below fifty percent, female new hire rates need to be above current representation rates to get closer to parity. This is the case for Boards and executives as the female new hire rate was at or above fifty percent in both 2016 and 2017 in these classifications among participating EPIC members. The female new hire rate for First/Mid Officials & Managers, however, was 48.9 percent in 2016 and 34.8 percent in 2017 (lower than the 39.4 percent female representation). This manager job classification is important since it serves as a recruiting base for executive positions.

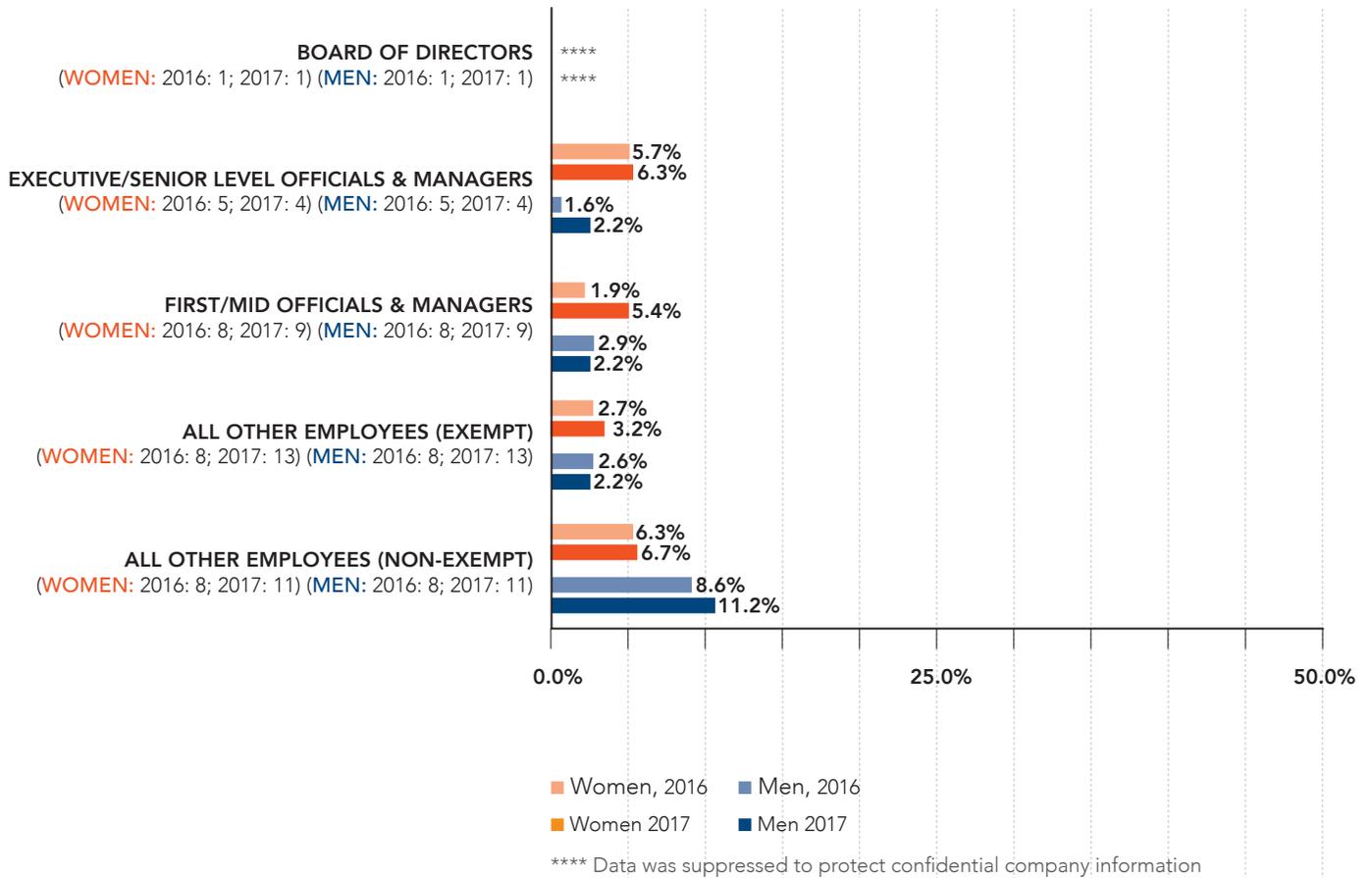
* 2016 is defined as October 1, 2015 – September 30, 2016;
2017 is defined as October 1, 2016 – September 30, 2017

The bottom figure on page 8 the percent of job applicants at participating EPIC members in 2016* and 2017* that are female by job classification. The percent of female applicants is defined as the number of female applicants within the time period divided by the total number of applicants within the time period. Fewer EPIC members have the data to track applicants by sex, so the sample sizes for this measure are smaller than previous measures. Some data has been suppressed to protect confidential company information.

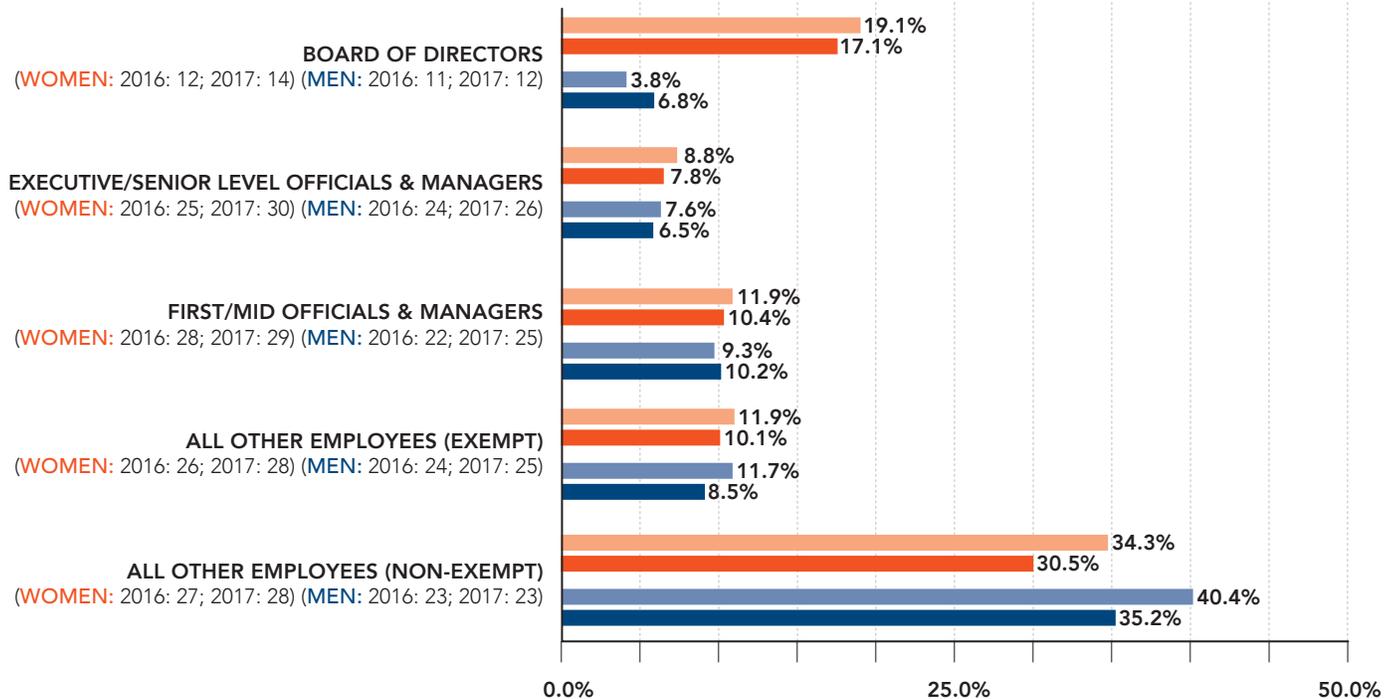
The first step in hiring more women in upper-level management positions is to encourage and attract more women to apply for those positions in the first place. In 2017, 30.3 percent of Executive/Senior Level Officials & Managers applicants at participating EPIC members were female, compared to 41.3 percent of First/Mid Officials & Managers.

* 2016 is defined as October 1, 2015 - September 30, 2016;
2017 is defined as October 1, 2016 – September 30, 2017

% OF APPLICANTS HIRED BY SEX BY CLASSIFICATION, 2016 & 2017*



TURNOVER RATE BY SEX BY CLASSIFICATION, 2016 & 2017*



The top figure on page 10 shows the percent of applicants that were hired at participating EPIC members in 2016* and 2017* by sex and by job classification. The percent of female applicants hired is defined as the number of female hires within the time period divided by the number of female applicants within the time period (defined similarly for males). Data was only included if the respondent entered both new hire and job applicant data, so the sample sizes for this measure are smaller than previous measures. Some data has been suppressed to protect confidential company information.

Analyzing hiring rates by sex can help determine if there are drastic differences in the probability that female and male applicants are hired at participating EPIC members. In 2017, the female hiring rate is higher than the male rate for both Executive/Senior Level Officials & Managers (6.3% to 2.2%) and First/Mid Officials & Managers (5.4% to 2.2%). Although the sample size is smaller for this measure, this would seem to indicate that the problem lies more with there being a smaller pool of female applicants and fewer women in the positions that feed into upper management than female applicants being hired at a lower rate than male applicants for upper-level positions.

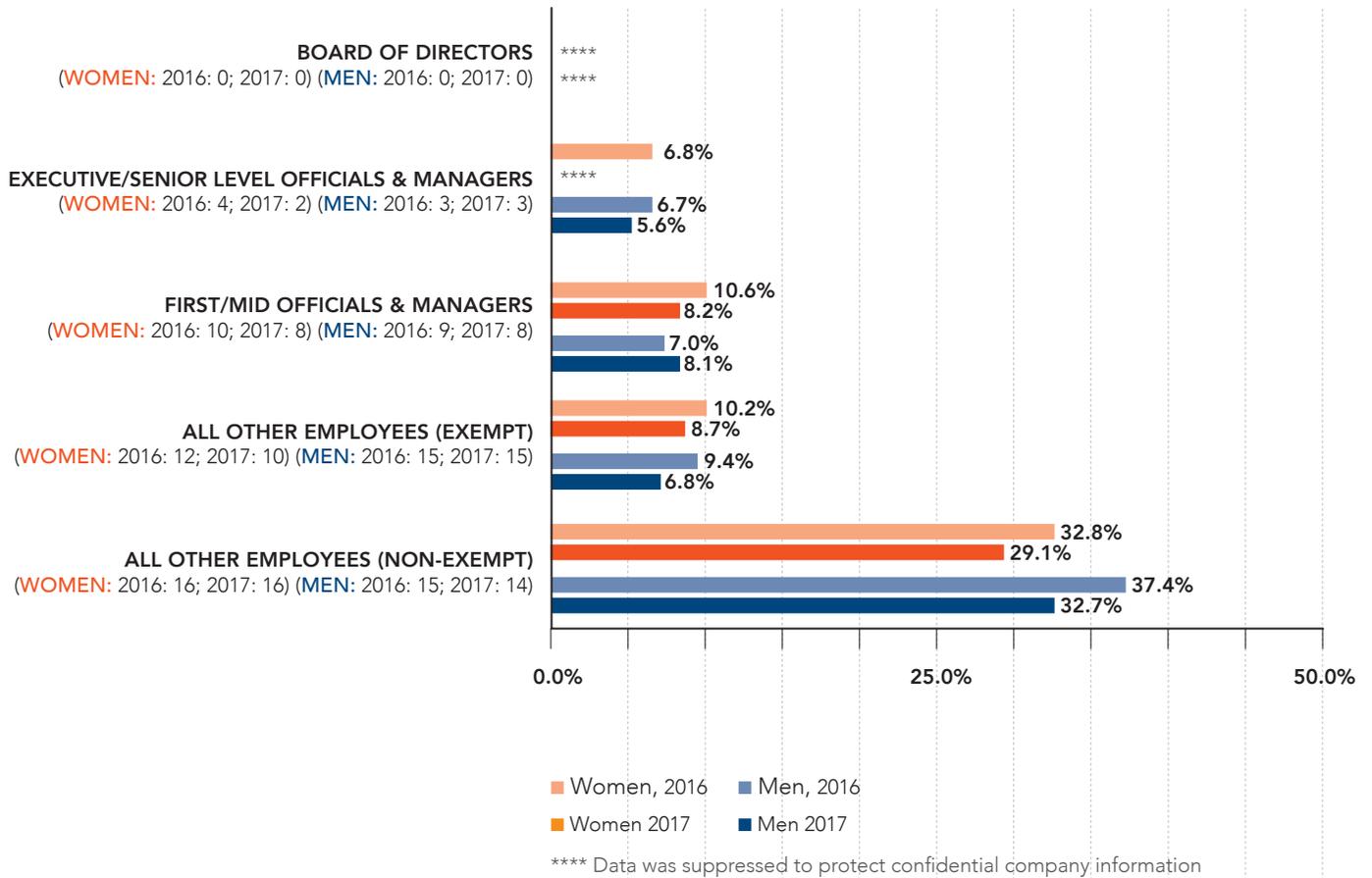
* 2016 is defined as October 1, 2015 – September 30, 2016;
2017 is defined as October 1, 2016 – September 30, 2017

The bottom figure on page 10 shows the turnover rate at participating EPIC members in 2016* and 2017* by sex and by job classification. The turnover rate for females is defined as the number of females that left the organization within the time period divided by the number of females employed at the organization on the first day of the time period (defined similarly for males).

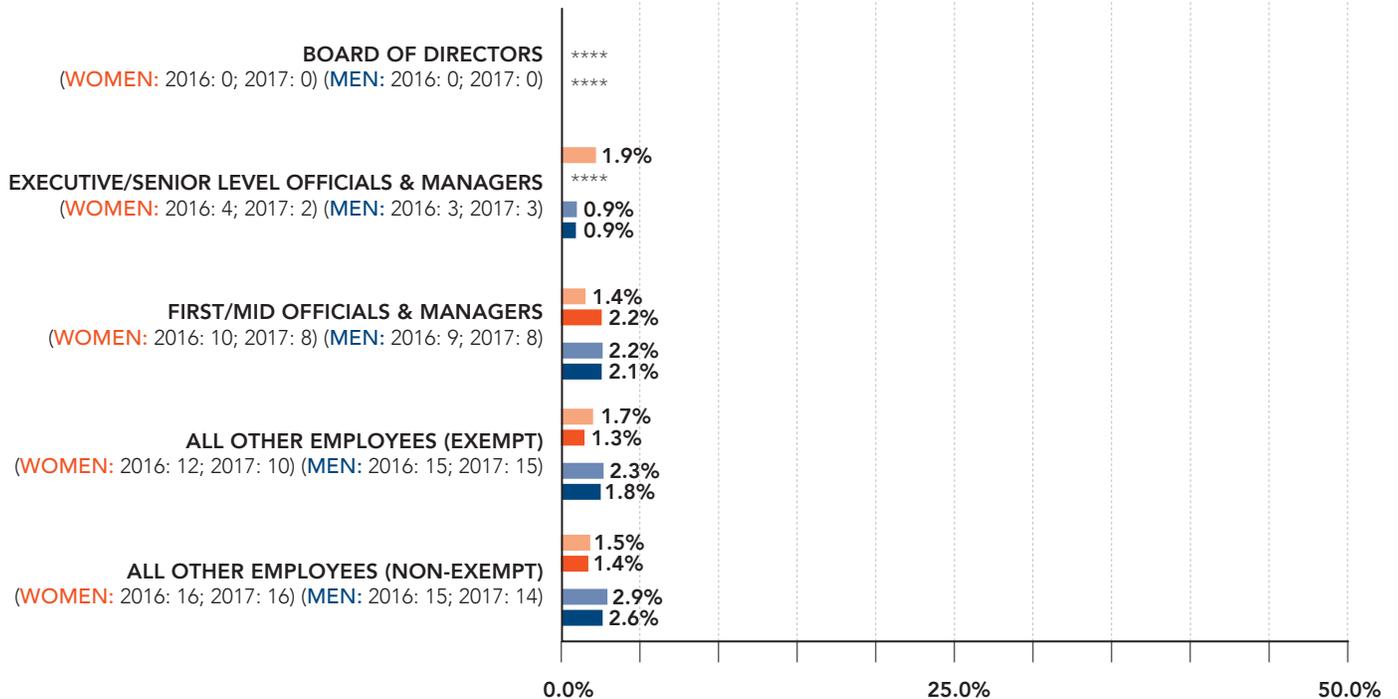
Along with hiring practices, turnover is another important measure to consider when analyzing factors impacting female representation in management and executive positions. These figures analyze overall turnover, while the next set of figures break turnover out by whether it was voluntary or involuntary. In 2017, turnover rates for female and male First/Mid Officials & Managers were very similar (10.4% and 10.2%, respectively), while turnover rates were slightly higher for female executives (7.8%) than male executives (6.5%). The biggest gap between females and males in turnover rate in both 2016 and 2017 was in the Board of Directors. In 2016, females had a 19.1 percent turnover rate compared to a 3.8 percent turnover rate for males, while in 2017 it was 17.1 percent and 6.8 percent, respectively.

* 2016 is defined as October 1, 2015 – September 30, 2016;
2017 is defined as October 1, 2016 – September 30, 2017

VOLUNTARY TURNOVER RATE BY SEX BY CLASSIFICATION, 2016 & 2017*



INVOLUNTARY TURNOVER RATE BY SEX BY CLASSIFICATION, 2016 & 2017*

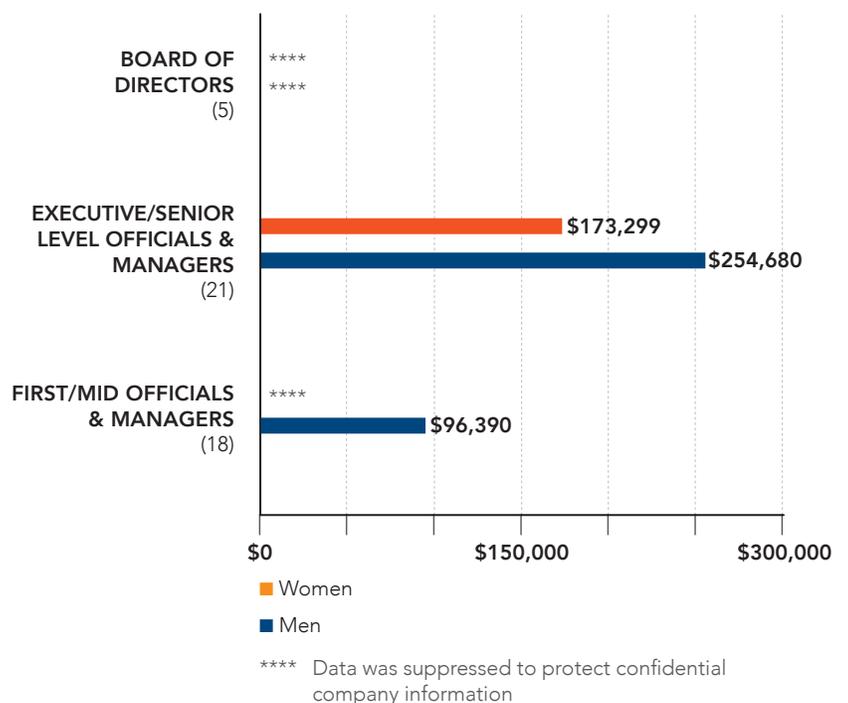


AVERAGE SALARY BY SEX BY CLASSIFICATION

The figures on page 12 show the voluntary and involuntary turnover rates at participating EPIC members in 2016* and 2017* by sex and by job classification. The voluntary turnover rate for females is defined as the number of females that left the organization voluntarily within the time period divided by the number of females employed at the organization on the first day of the time period (defined similarly for males). The involuntary turnover rate for females is defined as the number of females that left the organization involuntarily within the time period divided by the number of females employed at the organization on the first day of the time period (defined similarly for males).

Analyzing involuntary vs. voluntary turnover rates by sex and classification can help to dive a little deeper into the reasoning behind overall turnover. With that said, much fewer EPIC members have the data necessary to distinguish between voluntary and involuntary quits, so the rates in this section are not comparable to the overall turnover rates analyzed in the previous section. The sample sizes are also low enough for management positions that inferences should be made with a grain of salt. With that said, the involuntary turnover rate for managers in 2017 was similar between females and males (2.2% and 2.1%, respectively). Females in sub-manager positions had slightly lower involuntary turnover rates than males in 2017.

* 2016 is defined as October 1, 2015 – September 30, 2016; 2017 is defined as October 1, 2016 – September 30, 2017

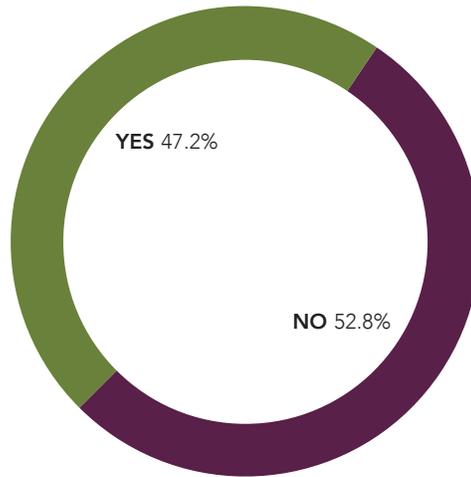


Pay equity is a very complex measure which cannot accurately be evaluated with the simple data that is reported here. This is just summary-level information provided to start a conversation. To do a rigorous analysis, organizations need to utilize their administrative human resources data to model and account for many factors including position, pay, experience, educational attainment, performance, demographics, and any other information that is relevant in their particular industry/field.

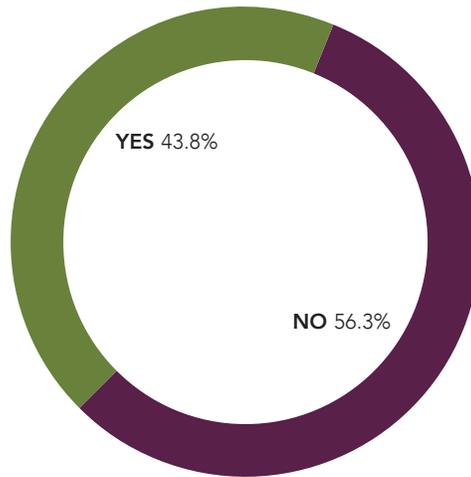
GENDER PAY EQUITY QUESTIONS

All EPIC members were asked the following question: "Have you evaluated gender pay equity within the last three years?" Of those that responded, 47.2 percent had indeed done a pay evaluation. Of those that answered yes, 43.8 percent responded that the analysis was conducted by a third party evaluator and 75.0 percent responded that the pay equity analysis was used to make adjustments to wages over time.

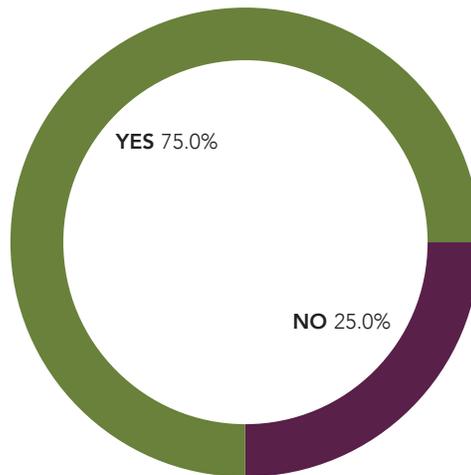
Have you evaluated gender pay equity within the last three years?
(36)



Was the analysis conducted by a third party evaluator?
(16)



Have you used gender pay equity analysis to make adjustments to wages over time?
(16)



EPIC ADVISORY COUNCIL

Honorary Chair
The Honorable Kim Reynolds
Governor of Iowa
Des Moines, Iowa

Co-chair
Diane Ramsey
Co-founder, Iowa Women Lead Change
Cedar Rapids, Iowa 52401
diane.ramsey@iwlcleads.org

Co-chair
Beth Townsend
Executive Director, Iowa Workforce Dev.
Des Moines, Iowa
Beth.Townsend@iwd.iowa.gov

Karen Boriskey
Vice President of Human Resources
Hy-Vee, Inc.
West Des Moines, Iowa
kboriskey@hy-vee.com

Carole Chambers
President and CEO
West Des Moines Chamber of Commerce
West Des Moines, Iowa
carole@wdmchamber.org

Debi Durham
Director
Iowa Economic Development Authority
Des Moines, Iowa
Debi.Durham@IowaEDA.com

Suzanne Heckenlaible
Vice President, Public Affairs
Delta Dental of Iowa
Johnston, Iowa
SHeckenlaible@deltadentalIowa.com

Catherine Huggins
Chief Advisor to the Governor
Des Moines, Iowa
catherine.huggins@iowa.gov

Roxanne Kanne-Roush
Vice President – Training and Development
Fareway Stores, Inc.
Boone, Iowa
rkanne@farewaystores.com

Cindy Nodorft
Program Manager, Diversity & Inclusion
Transamerica
Cedar Rapids, Iowa
cindy.nodorft@transamerica.com

Tiffany O'Donnell
CEO, Iowa Women Lead Change
Cedar Rapids, Iowa
tiffany.odonnell@iwlcleads.org

Karin Peterson
Vice President Human Resources
Pella Corporation
Pella, Iowa
kapeterson@pella.com

Janet Phipps
Director, Department of Administrative Services
State of Iowa
Des Moines, Iowa
Janet.Phipps@iowa.gov

Mike Ralston
President
Iowa Association of Business and Industry
Des Moines, Iowa
mralston@iowaabi.org

Ann Ruske
Senior Director, Commercial Systems HR
Business Partner
Rockwell Collins
Cedar Rapids, Iowa
ann.ruske@rockwellcollins.com

Barbara Sloniker
Executive Vice President
Siouxland Chamber of Commerce/The
Siouxland Initiative
Sioux City, Iowa
bsloniker@siouxlandchamber.com

Nancy Van Milligen
President and CEO
Community Foundation of Greater Dubuque
Dubuque, Iowa
Nancy@dbqfoundation.org

La Sheila Yates
Executive Director and Chief Diversity Officer
Civil Rights Commission
City of Cedar Rapids
Cedar Rapids, Iowa
l.yates@cedar-rapids.org

2017 EPIC AWARDS



“We are proud of the commitment to women by all of our EPIC companies. There are some, though, that stand out and deserve to be recognized. We celebrate their achievements!”

TIFFANY O'DONNELL, CEO, IOWA WOMEN LEAD CHANGE

In 2017, the EPIC Corporate Challenge Advisory Council created the annual EPIC Awards Competition. The awards are to acknowledge those EPIC members and their initiatives that foster innovative approaches to recruiting, developing and advancing women into leadership roles. The organizations value the contributions of women and men and seek to involve both men and women in their efforts to foster an environment of respect and equal opportunity.

2017 EPIC AWARD WINNERS

CHAMPION OF CHANGE MARK POLKING, TRANSAMERICA

Mark Polking, Director of Employee Services, was selected as the 2017 EPIC Challenge - Champion of Change. As an experienced, respected and influential leader, Mark's success includes increasing the visibility of women's initiatives and driving policy change. Mark was nominated by his peers at Transamerica because of his dedication to being a trusted mentor, an executive sponsor of the Women's Impact Network and a driver of policy changes that improve work/life balance including adding an additional week to Transamerica's parental leave policy.

MOST INNOVATIVE INITIATIVE PELLA CORPORATION — MOXIE

Moxie is under the larger Pella Women's Connections umbrella. A desire to empower young women before they enter the workforce inspired the founding of Moxie. Women's Connections research in Pella's high schools concluded that bullying and low self-esteem were impacting local girls, but not addressed. In 2009, the Moxie team entered area high-schools with a message of living out your brand vs. allowing yourself to be labeled. By 2012, six high schools were welcoming Pella team members several times a year to bring positive, empowering messages and personal stories to young women. It continues to be worthwhile for both the Pella women mentors and the high school students.

EPIC ENGAGEMENT — PUBLIC SECTOR IOWA NATIONAL GUARD

The Iowa National Guard has committed to increasing the recruitment and retention of female leaders in its formation, implementing a plan, and developing courses of action with measurable goals. It started with an operational planning team charged with examining recruitment and retention numbers, and developing a plan of action to address concern areas. The Iowa National Guard's first Women's Leadership Summit (WLS) is an outgrowth of the EPIC Challenge. The WLS addressed topics for all levels of leadership in the organization. WLS key takeaways included the desire for informal mentorship, continuing the annual summit, and coursework to assist female soldiers with career mapping, family planning and work-life balance. Leadership at all levels in the Iowa National Guard is active in the EPIC Corporate Challenge.

The award categories are:

CHAMPION OF CHANGE — male or female senior leaders who are truly committed and have implemented programs to advance women in leadership roles

MOST INNOVATIVE INITIATIVE — organizations that have taken innovative and/or unconventional approaches to achieve EPIC goals

EPIC ENGAGEMENT — organizations involved in EPIC programming and events

EPIC PINNACLE — the highest award given to an organization that through its embodiment of the EPIC mission is a role model for other organizations

EPIC ENGAGEMENT <500 EMPLOYEES DELTA DENTAL

Delta Dental's involvement in the EPIC Corporate Challenge includes active participation and advocacy from Delta Dental's senior leadership team and ongoing financial presenting sponsorship. From the statewide kickoff of the EPIC Corporate Challenge in early 2016, until the present, Delta Dental leaders have participated in the corporate, community and state level from participation in the EPIC Advisory Council to attendance at EPIC Peer Exchanges. They have communicated internally with all Delta Dental associates about the EPIC Corporate Challenge and why it aligns with the company's values and how it aligns with the economic vitality of the State of Iowa. In addition, Delta Dental has been a visible partner across the state to encourage organizations to take the EPIC Corporate Challenge.

EPIC ENGAGEMENT >500 EMPLOYEES UFG

UFG's EPIC involvement started with its CEO and COO attending the EPIC Corporate Challenge Rollout in Cedar Rapids. UFG kicked off its EPIC efforts with presentations to 211 employees. CEO Randy Ramlo advocated for the EPIC Challenge, answered questions and communicated his goal to increase the percentage of women among the top 10% of the company's senior positions. UFG employees applied to be on a special EPIC taskforce to help develop an action plan. Meetings/focus groups were conducted and ideas and actions were clearly communicated. The UFG team created a comprehensive EPIC action plan one year ago. An eight-member committee is implementing and updating the plan. UFG's Human Resources Vice President is leading the on-going initiative to support the EPIC philosophy throughout the UFG employee base.

EPIC PINNACLE ROCKWELL COLLINS

In Rockwell Collins' vision roadmap, a key piece of how they'll achieve their goals is through "helping others succeed." This organizational mindset has focused on creating an environment where every person can be their best. Examples of initiatives that embody EPIC's mission include "On the Spot" Female Hiring – managers are authorized to recruit for and fill open positions on the spot should they meet qualified candidates at conferences and meetings. In the past 2 years using this approach, Rockwell hired 23 women versus 17 in the previous five years. Rockwell Collins has created a Male Advocacy subcommittee to further support the development, promotion and development of women. Its employee ERGs are supported at the highest level in the organization; the Women's Forum is by far the organization's largest and most active Employee Resource Group with Financial Fridays financial literacy sessions; the gender intelligence learning series and speed networking events. Rockwell Collins encourages both formal and informal mentoring, including a recent Reverse Mentoring program where senior leaders are mentees and employees serve as mentors.

EPIC THANKS:

AMY COLBERT, UNIVERSITY
OF IOWA TIPPIC COLLEGE OF
BUSINESS

RYAN MURPHY AND JASON
CROWLEY, REGIONAL RESEARCH
AND ANALYSIS BUREAU LABOR
MARKET INFORMATION
DIVISION IOWA WORKFORCE
DEVELOPMENT

THE EPIC CORPORATE CHALLENGE
IS MADE POSSIBLE THANKS TO THE
GENEROSITY OF THE FOLLOWING
PRESENTING SPONSORS:

 DELTA DENTAL





IOWA
WORKFORCE
DEVELOPMENT

REGIONAL RESEARCH & ANALYSIS BUREAU
LABOR MARKET INFORMATION DIVISION
IOWA WORKFORCE DEVELOPMENT
1000 EAST GRAND AVENUE
DES MOINES, IOWA 50319-0209
TELEPHONE: (515) 281-7124
E-MAIL: UISTATS@IWD.IOWA.GOV