



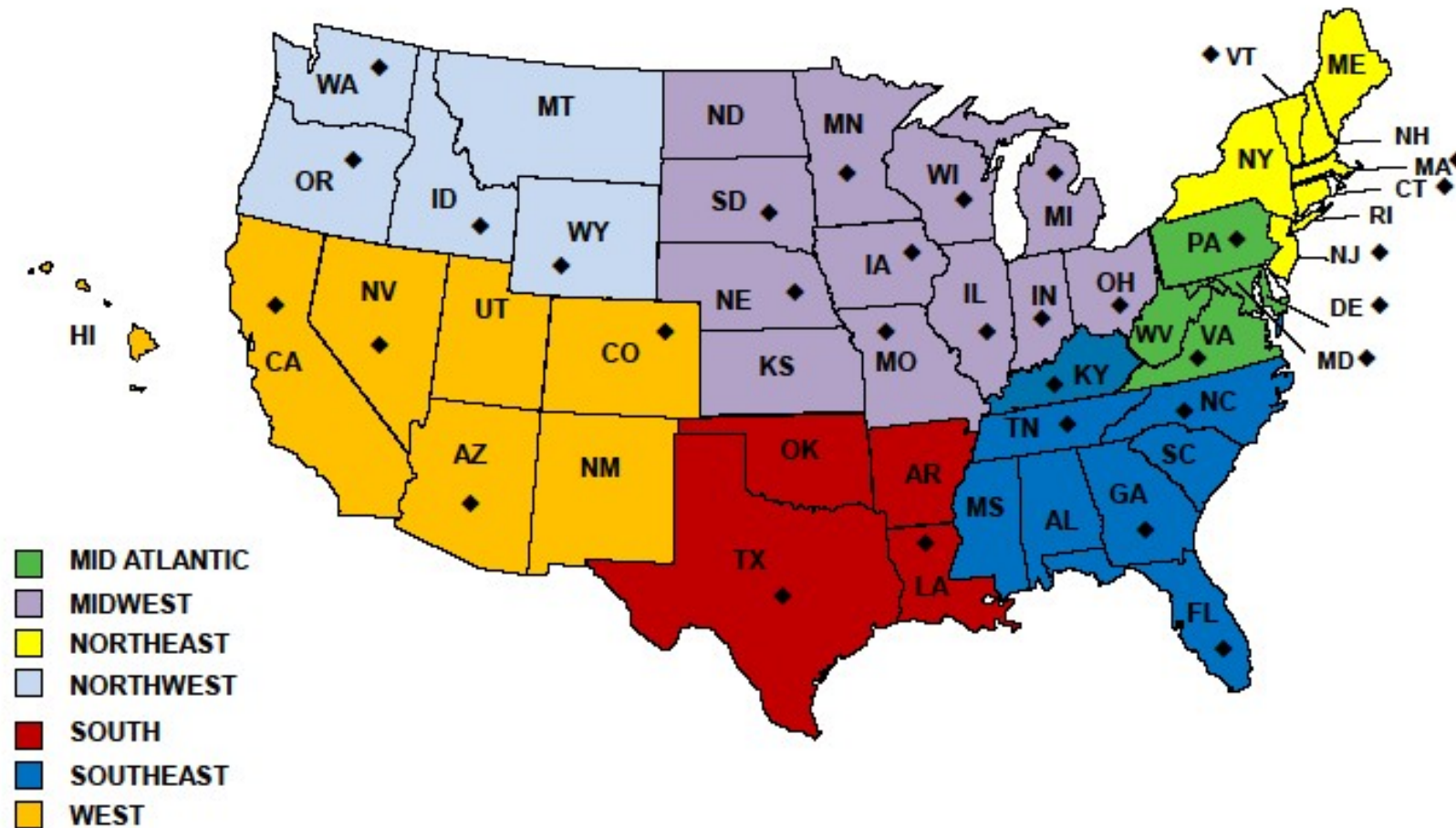
The Nuts and Bolts of Workforce Planning

Rosa Schmidt
Center for Energy Workforce Development

About CEWD

- First partnership between utilities and their associations – EEI, AGA, NEI, APPA and NRECA to focus solely on workforce issues
 - Incorporated as a non-profit in March 2006
 - CEWD's members number more than 100, representing approximately 85% of the nation's utility workers with a combined revenue of more than \$450 billion
 - Utilities, associations and supplemental labor contractors join as members
 - Members partner with educational institutions, workforce systems, and unions to create mutually beneficial employment solutions
-

(CEWD Regional Map



CEWD Vision

Where the industry speaks with one voice
for a single purpose –

Companies adequately staffed

with a diverse workforce

with the right skills

to safely keep the energy flowing

CEWD Member Value



Strategic Workforce Planning for the Energy industry at the National, State and Company level.



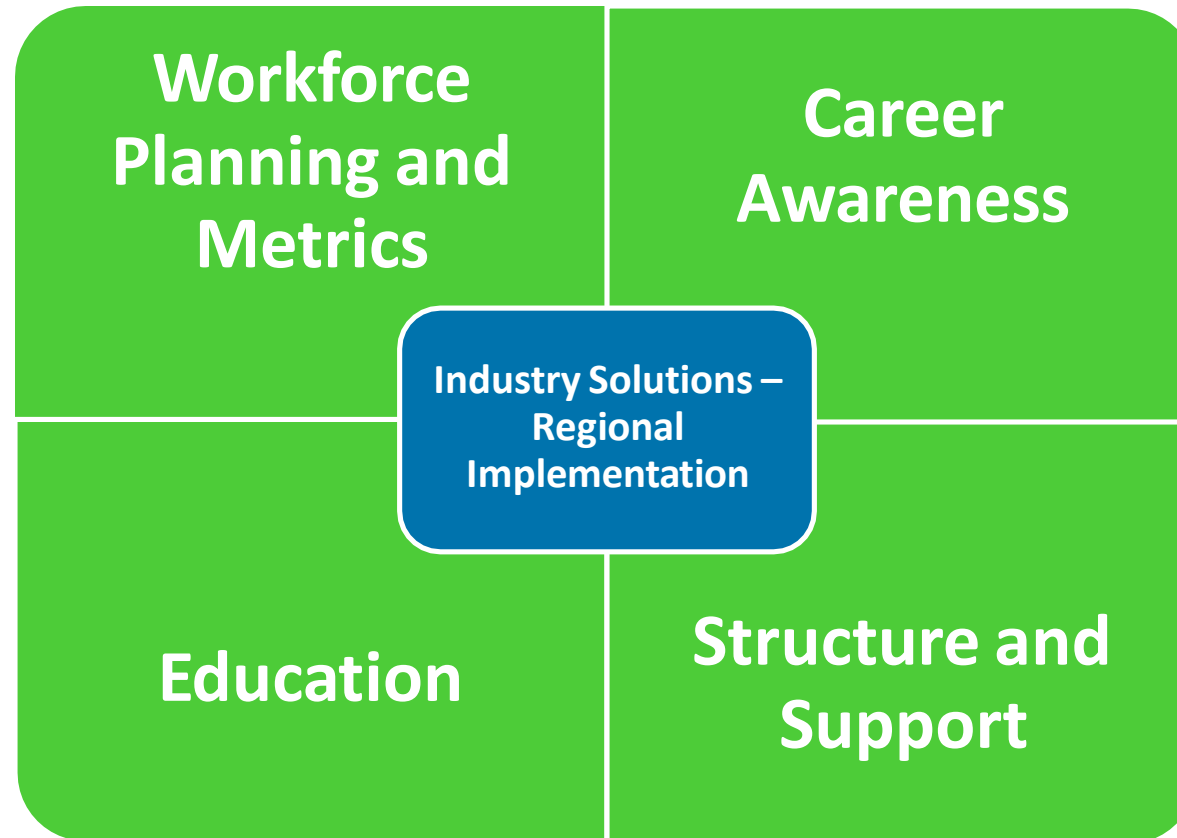
Common workforce solutions that can be tailored, scaled, and implemented locally.



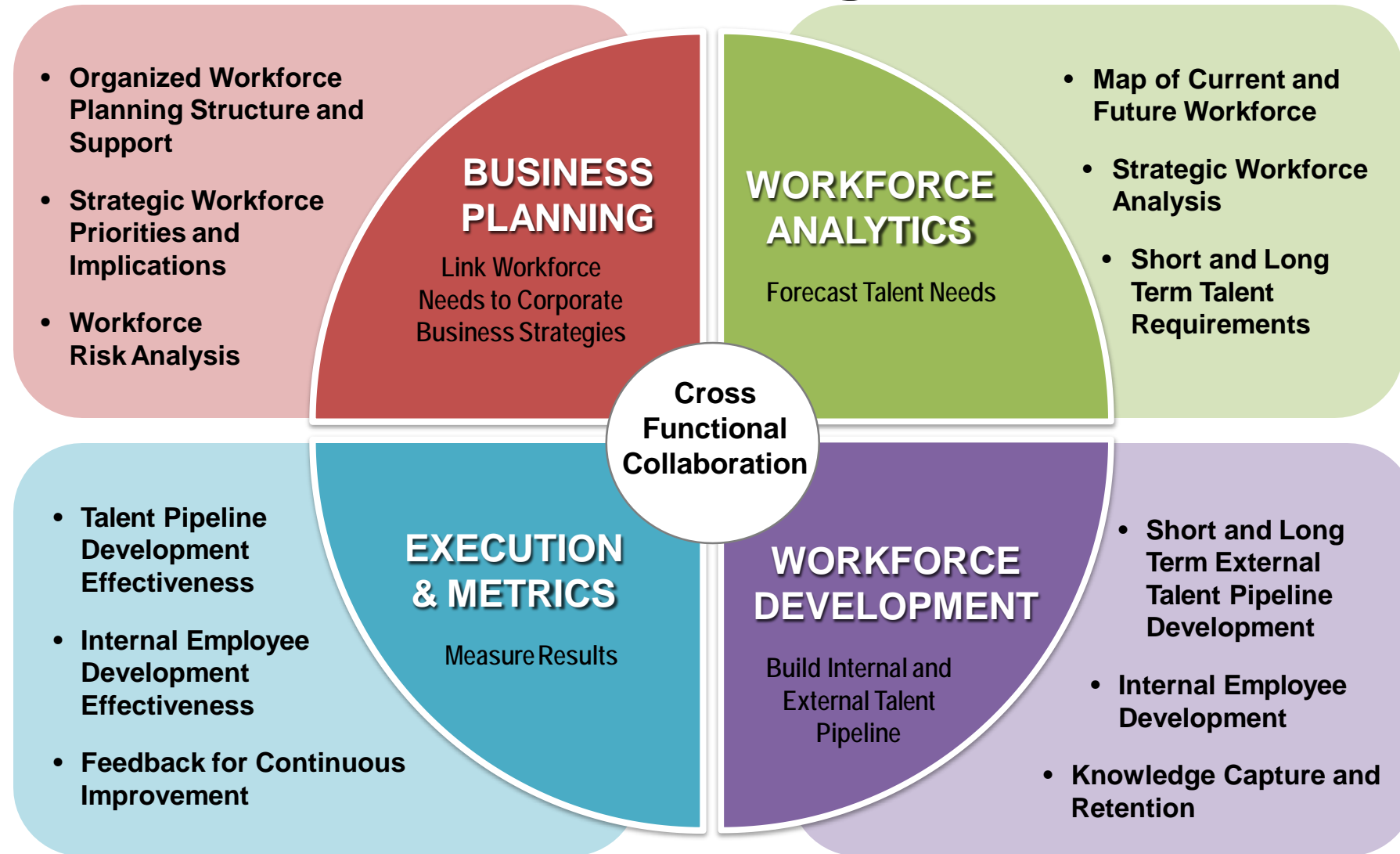
National, state and individual networks that can be mobilized for strategic implementation of workforce solutions.

CEWD Mission

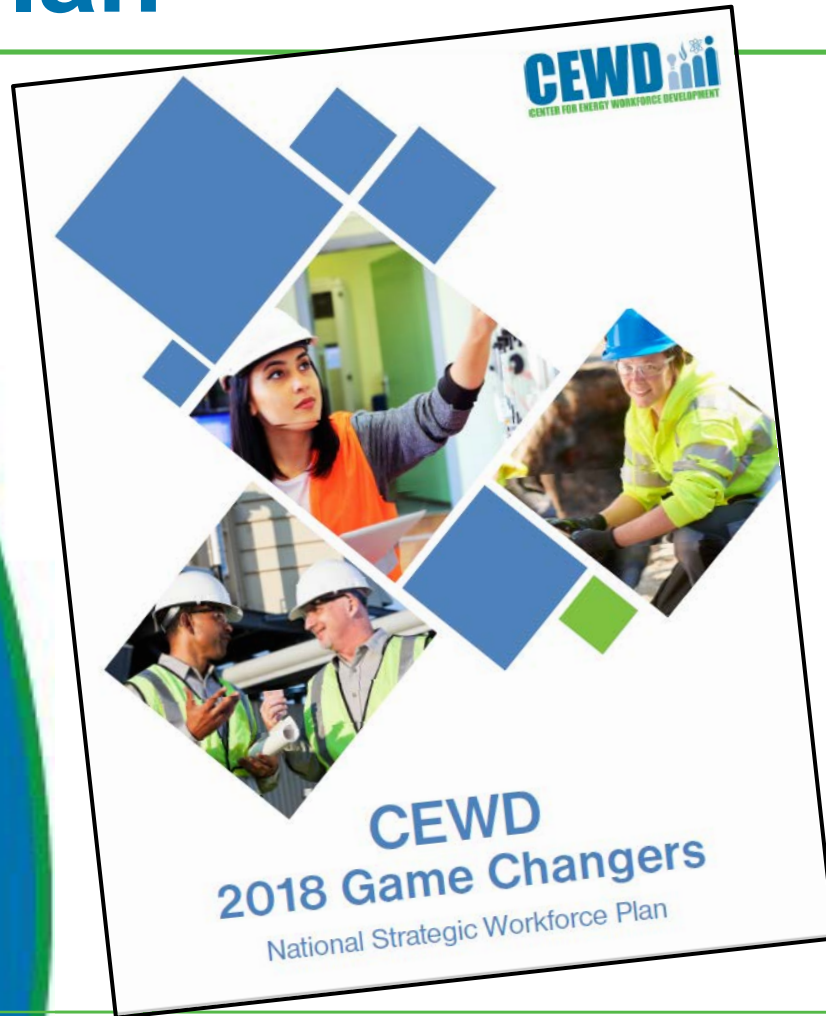
Build the alliances, processes, and tools to develop tomorrow's energy workforce



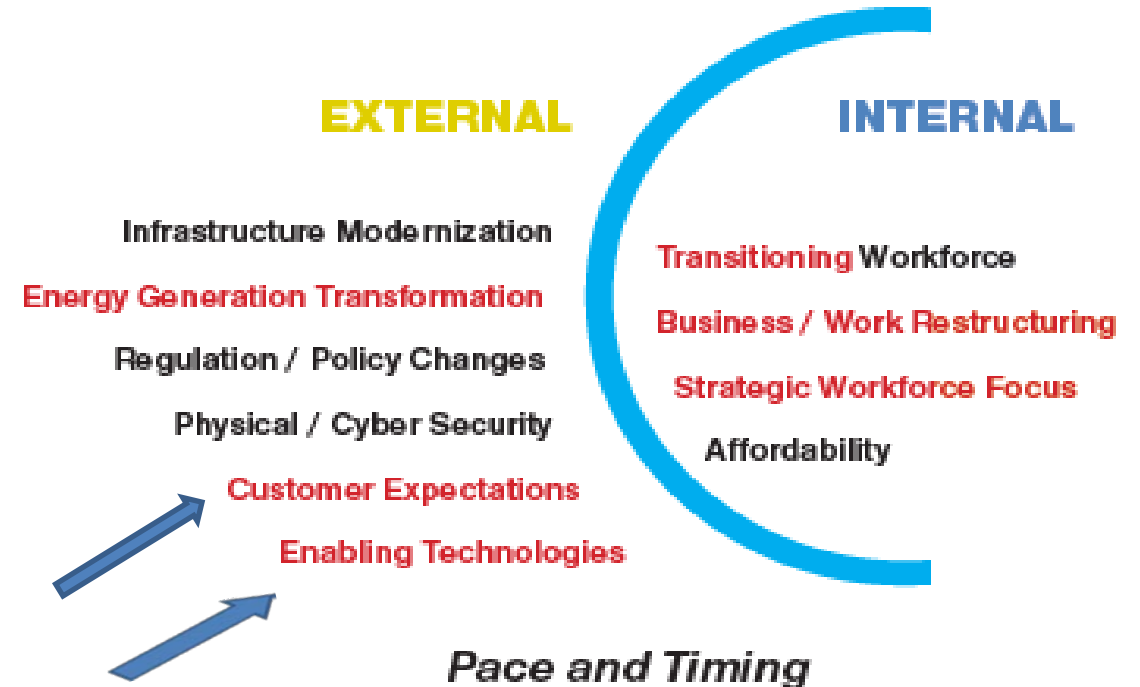
Essential Elements of Workforce Planning



National Strategic Workforce Plan



Energy Industry Game Changers with Implications for Workforce



Game Changers – Workforce Risk

Job Category	Lineworker	T&D Technician	Generation Technician	Plant/Field Operator	Engineer	Support Services	Contractor
Infrastructure Modernization							
Size Impact	Green	Green	Green	Green	Red	Red	Red
Skills Impact	Red	Red	Green	Green	Red	Red	Yellow
Energy Generation Transformation							
Size Impact	Green	Green	Yellow	Yellow	Red	Red	Red
Skills Impact	Green	Yellow	Red	Red	Red	Red	Yellow
Physical / Cyber Security							
Size Impact	Green	Green	Green	Green	Red	Red	Yellow
Skills Impact	Yellow	Yellow	Yellow	Yellow	Red	Red	Red
Customer Expectations							
Size Impact	Green	Green	Green	Green	Red	Red	Yellow
Skills Impact	Yellow	Yellow	Yellow	Yellow	Red	Red	Red
Enabling Technology							
Size Impact	Green	Green	Green	Green	Red	Red	Green
Skills Impact	Yellow	Red	Yellow	Yellow	Red	Red	Yellow
Transitioning Workforce							
Size Impact	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red
Skills Impact	Red	Red	Red	Red	Red	Red	Red

Workforce Strategy

Linking Workforce Strategies to Business Requirements

- Organized Workforce Planning Structure and Support
- Strategic Workforce Priorities and Implications
- Workforce Risk Analysis

BUSINESS PLANNING

Link Workforce Needs to Corporate Business Strategies

What questions should you ask:

- Has your company defined the internal and external game changers affecting your business?
- Has your company identified the workforce impacts of these changes on critical jobs in terms of size and skill?
- Has your company identified short and long term workforce risks?

Workforce Strategy

Objective:

A clear understanding of the short and long term workforce risks and priorities for your company.

Outcome:

- Defined strategic workforce priorities and future workforce implications.

Who needs to be involved:

- Planning should be done with a cross function team that will serve in advisory capacity.
 - Human Resources, Operations, Finance, Communication, Community Development

- Organized Workforce Planning Structure and Support
- Strategic Workforce Priorities and Implications
- Workforce Risk Analysis

BUSINESS PLANNING

Link Workforce Needs to Corporate Business Strategies

Workforce Strategy

Steps:

- Conduct a readiness assessment
- Identify Gaps and priorities
- Create a Strategic Workforce Planning Advisory Council
- Analyze Strategic Game Changers
 - Interview key decision makers
 - Determine workforce implications of these on critical jobs
- Analyze and identify workforce risks
- Identify critical workforce priorities

- Organized Workforce Planning Structure and Support
- Strategic Workforce Priorities and Implications
- Workforce Risk Analysis

BUSINESS PLANNING

Link Workforce Needs to Corporate Business Strategies

Workforce Strategy

Tools:

- [Workforce Planning Readiness Assessment Tool](#)
- [CEWD Critical Job Categories and Definitions](#)
- [Workforce Implications Template](#)
- [Workforce Implications Summary Chart](#)
- [Executive Interview Guide – Game Changer Focused](#)
- [Critical Job Assessment Tool](#)

Resources:

- [CEWD 2018 Game Changers: National Strategic Workforce Plan](#)
- [Sample Workforce Planning Processes](#)
- [Strategic Workforce Planning Advisory Council Example](#)
- [Workforce Planning Lessons Learned](#)
- [Buy, Build, Borrow, or None of the Above?: New Options for Closing Global Talent Gaps](#)

- Organized Workforce Planning Structure and Support
- Strategic Workforce Priorities and Implications
- Workforce Risk Analysis

BUSINESS PLANNING

Link Workforce Needs to Corporate Business Strategies

Workforce Analytics

Forecasting Talent Needs:

What questions should you ask:

- Does your company have sufficient data (demographics, diversity, years of service) to make workforce decisions?
- Does your company have accurate workforce projections (demand) for critical jobs?
- Where will new employees and new skills come from (supply)?
- Is the organization prepared to fill workforce requirements?

WORKFORCE ANALYTICS

Forecast Talent Needs

- Map of Current and Future Workforce
- Strategic Workforce Analysis
- Short and Long Term Talent Requirements

Workforce Analytics

Objective:

Informed decisions on who, what (skills), when, Where, and how many will be needed.

Outcome:

- Map of current and future workforce demand (number/skills)
- Analysis of current and external labor supply and sources
- Short and long term talent requirements.

Who needs to be involved:

- Human Resources (those responsible for analytics/ HRIS and reporting), Operations leaders, Human Resources business partners.

WORKFORCE ANALYTICS

Forecast Talent Needs

- Map of Current and Future Workforce
- Strategic Workforce Analysis
- Short and Long Term Talent Requirements

Workforce Analytics

Steps:

- Determine data to be collected
- Develop a staffing level forecast method
 - By job/ by organization
- Forecast staffing attrition – retirements and non- retirement attrition, and transfers
- Develop a job feeder analysis, if appropriate
- Assess knowledge/ skill transfer risk
- Inventory current supply pipelines
- Identify gaps to supply and demand
- Make build–buy–borrow decisions based on lead time and cost.

WORKFORCE ANALYTICS

Forecast Talent Needs

- Map of Current and Future Workforce
- Strategic Workforce Analysis
- Short and Long Term Talent Requirements

So, what's the problem?

CEWD has identified the three most common



GAP 1:

There is not enough diversity in the energy education and talent pipeline.

GAP 2:

Diverse candidates exist, but recruiting and hiring systems aren't aligned to sources.

GAP 3:

We bring in diverse talent, but they leave.

Workforce Analytics

Tools:

- [Staffing Level Forecasting Model](#)
- [Scenario Planning Example](#)
- [Diversity Planning Tool \(sample workbook\)](#)
- [Gap Analysis Tool](#)
- [Gap Analysis Workbook](#)
- [Contractor Demand Analysis Overview](#)
- [Supply and Job Feeder Fishbone Analysis](#)
- [Workforce Knowledge Risk Analysis Tool](#)
- [Workforce Knowledge Risk Analysis Summary Table](#)

WORKFORCE ANALYTICS

Forecast Talent Needs

- Map of Current and Future Workforce
- Strategic Workforce Analysis
- Short and Long Term Talent Requirements

Workforce Analytics

WORKFORCE ANALYTICS

Forecast Talent Needs

- Map of Current and Future Workforce
- Strategic Workforce Analysis
- Short and Long Term Talent Requirements

Resources:

- [Gaps in the Energy Workforce Survey Executive Summary and Presentations](#)
- [Sample Dashboards, Data Streams, and Simple Displays](#)
- [CEWD Demand Reports](#)

Workforce Development

Build internal and external talent pipelines:

What questions should you ask:

- How are company policies aligned with your workforce strategies?
- How will your company provide support for jobseekers to find your company, understand your jobs and complete education?
- What education pathways / credentials will lead to jobs in your company?
- What external partnership are needed to support your strategies?
- What development, support and training are needed to grow and retain a qualified, diverse workforce?

WORKFORCE DEVELOPMENT

Build Internal and External Talent Pipeline

- Short and Long Term External Talent Pipeline Development
- Internal Employee Development
- Knowledge Capture and Retention

Workforce Development

Objective:

Short and long-term workforce development initiatives.

Outcomes:

- Effective workforce development efforts to build a sustainable talent pipeline.
- Recruiting, hiring practices, and internal training linked to your development efforts.
- Quality employee development and improved retention

Who Needs to be Involved?

- All departments who are stakeholders in talent attraction and development.

WORKFORCE DEVELOPMENT

Build Internal and External Talent Pipeline

- Short and Long Term External Talent Pipeline Development
- Internal Employee Development
- Knowledge Capture and Retention

Workforce Development

Steps:

- Engage and communicate workforce development efforts.
- Align company personnel, systems, policies to support your efforts
- Build partnerships and create awareness and support for job seekers.
- Establish education pathways/ credentials
- Engage in an existing State Energy Workforce Consortium/ partner with other employers
- Engage hiring managers and recruiters with defined talent pipelines.
- Recognize candidates who have required credentials.
- Implement training, knowledge transfer and retention initiatives

WORKFORCE DEVELOPMENT

Build Internal and External Talent Pipeline

- Short and Long Term External Talent Pipeline Development
- Internal Employee Development
- Knowledge Capture and Retention

Closing the Gap



GAP 1:

There is not enough diversity in the energy education and talent pipeline.

GAP 2:

Diverse candidates exist, but recruiting and hiring systems aren't aligned to sources.

GAP 3:

We bring in diverse talent, but they leave.

Workforce Development

Tools:

- [Get Into Energy Career Pathway Documents](#)
- [Get Into Energy Pathways Assessment Tool for Employers](#)

Resources:

- [CEWD 2018 State of the Energy Workforce](#)
- [Get Into Energy Website and Branding Material](#)
- [Putting STEM to Work \(flyer\)](#)
- [Troops to Energy Jobs Website](#)
- [NEEN Webpage](#)
- [6 Steps for Building an Inclusive Workplace](#)

WORKFORCE DEVELOPMENT

Build Internal and
External Talent
Pipeline

- Short and Long Term External Talent Pipeline Development
- Internal Employee Development
- Knowledge Capture and Retention

Measuring Progress

Measure results and effectiveness:

What questions should you ask:

- Does the organization have a reporting process that focused on projected attrition and hiring?
- Does the organization have metrics that measure both internal and external workforce development results?
- Are actions taken to provide feedback and adjust efforts based on results?
- Is employee retention acceptable in your priority areas?

- Talent Pipeline Development Effectiveness
- Internal Employee Development Effectiveness
- Feedback for Continuous Improvement

EXECUTION & METRICS

Measure Results

Measuring Progress

Objective:

Measuring process and outcomes to improve talent pipeline effectiveness, candidate quality, and diversity.

Outcomes:

- Measures to assess progress of workforce development initiatives.
- Measures to evaluate the results of internal and external workforce development initiatives.

Who should be involved:

- Departments that are stakeholders.

- Talent Pipeline Development Effectiveness
- Internal Employee Development Effectiveness
- Feedback for Continuous Improvement

EXECUTION & METRICS

Measure Results

Measuring Progress

Steps:

- Identify current metrics used to evaluate workforce development efforts.
- Determine which workforce development initiatives will be measured.
- Develop measurement structure/ identify gaps and develop reporting requirements/ finalize reports.
- Measure, communicate and provide feedback.
- Make adjustments, as necessary.

- Talent Pipeline Development Effectiveness
- Internal Employee Development Effectiveness
- Feedback for Continuous Improvement

EXECUTION & METRICS

Measure Results

CEWD Strategic Workforce Planning Metrics

Readiness: Workforce Development Assessment Tool

Building the Talent Pipeline

Value: Increased effectiveness of talent pipeline initiatives

Metrics:

- Number of graduates
- Number of applicants from pipeline programs
- Number of diverse applicants

Responsibility:

- Workforce Development
- Education Institutions

Recruiting and Hiring

Value: Improved candidate quality and diversity

Metrics:

- Pass rates on pre-employment screening
- % of diverse applicants to hires
- # of hires with industry credentials
- % of hires from pipeline programs

Responsibility:

- Human Resources
- Hiring Managers

Employee Development and Retention

Value: Increased employee retention

Metrics:

- Non-retirement attrition by years of service, critical jobs, demographics

Responsibility:

- Human Resources
- Management

Measuring Progress

Tools:

- [Workforce Development Value Metrics](#)
- [Veteran Hire Tracking Dashboard](#)
- [Diversity Counts Template](#)
- [Measuring Progress Framework](#)
- [Measuring Progress Spreadsheet](#)

Resources:

- [CEWD Value and Metrics Presentation](#)
- [Manufacturing Institute ROI Calculator](#)
- [Sample NAC ROI Report](#)

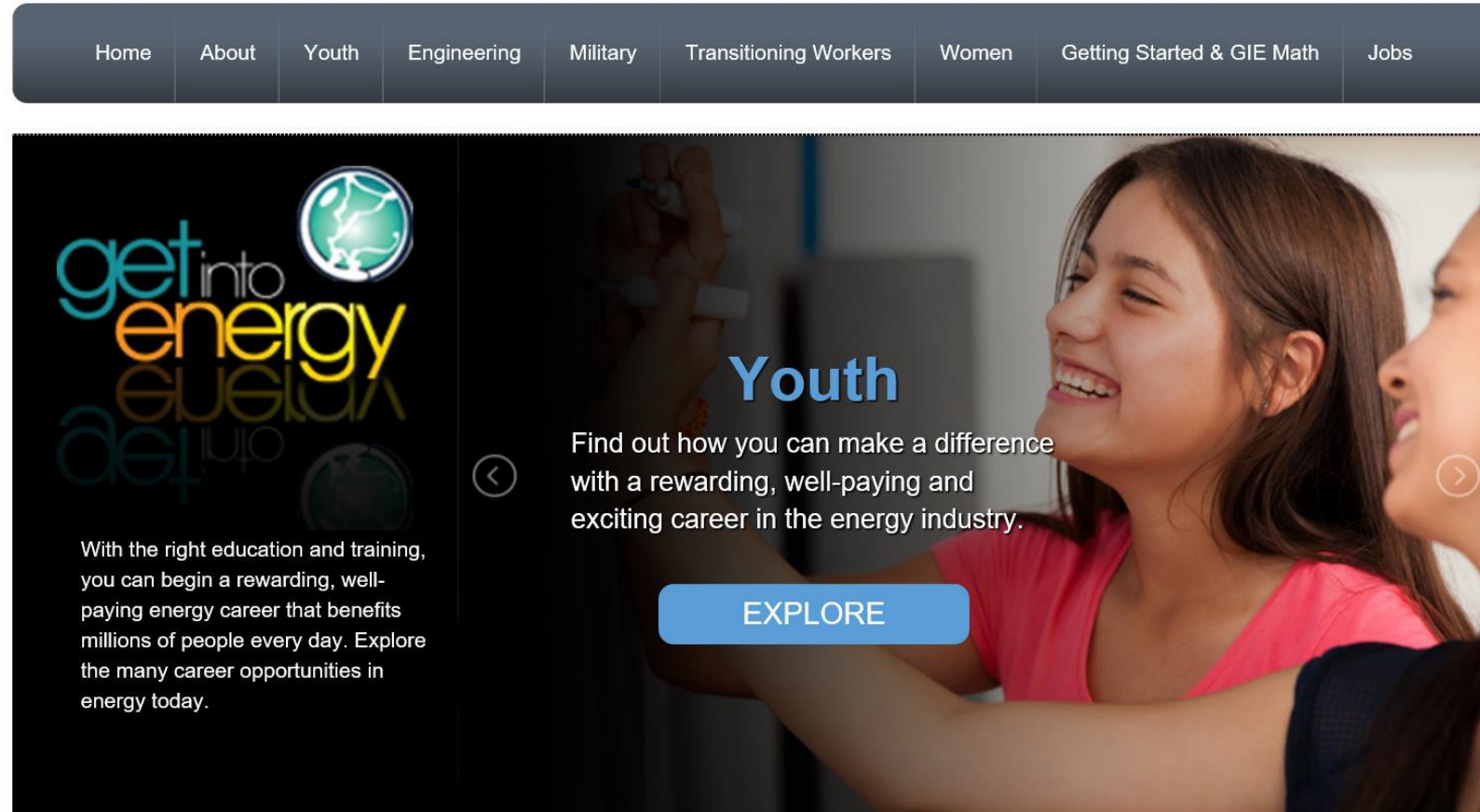
EXECUTION & METRICS

Measure Results

- Talent Pipeline Development Effectiveness
- Internal Employee Development Effectiveness
- Feedback for Continuous Improvement

CEWD's Career Awareness Brand

www.getintoenergy.com



CEWD's Veterans Website

www.troopstoenergyjobs.com

Step by Step
Roadmap
for Veterans

Get Support from a
VIRTUAL CAREER COACH

Virtual Coach at
any point in
process

SUCCESSFULLY TRANSITION FROM THE MILITARY TO A REWARDING CAREER
IN THE ENERGY INDUSTRY THROUGH TROOPS TO ENERGY JOBS.

GET THE RIGHT TRAINING
Use our Training & Program Locator to find approved programs around the country to prepare you for a career in energy.

FOLLOW YOUR ROADMAP TO A CAREER IN ENERGY
Troops to Energy Jobs provides veterans with a roadmap for entry into highly skilled energy and engineering occupations within the energy industry. The roadmap starts with exploring the energy industry and ends with applying for jobs.

FIND ENERGY COMPANIES IN YOUR STATE / TROOPS TO ENERGY JOBS EMPLOYERS
Our interactive map lists energy companies located in every state, and highlights those who have signed the commitment to be Troops to Energy Jobs Employers.

EXPLORE ENERGY JOB OPENINGS AT TROOPSTOENERGYJOBS
Find current job openings around the country. Sort by location, company, key word, military title, and more. Postings are updated on a daily basis.

REGISTER ON THE VETERAN DATABASE
Register and submit your resume to the Troops to Energy Jobs Veteran Database. Energy companies may also register and review potential job applicants' information.

CEWD
CENTER FOR ENERGY WORKFORCE DEVELOPMENT
1000 NEWPORT AVENUE, 4TH FLOOR
ARLINGTON, VA 22202-4302

Registration
site for Veterans
and Hiring
Companies

Job Posting site for
all CEWD member
company positions
with exclusive
occupation
translation

Overview

Before Hire

After Hire



Troops to Energy Jobs National Template and Implementation Wizard

<http://www.cewd.org/wizard/troops/index.php>



Roadmap for
Transitioning Military and
Veterans



Veterans in Energy

Professional Society to help new employees
transition and to provide professional
development opportunities for existing veteran
employees



energy_pathway
@GAEnergyPathway



#CareersInEnergyWeek ...you have to start talking to girls early about STEM @STEMcc2018

4:52 PM - Oct 18, 2018



3 See energy_pathway's other Tweets



Links to Related Social Media

Posts: <https://cewd.org/careers-week-social-media/>

Workforce Development Strategies

Readiness: Coordinate internally and align policies
Plan, measure and provide feedback

Building the Talent Pipeline

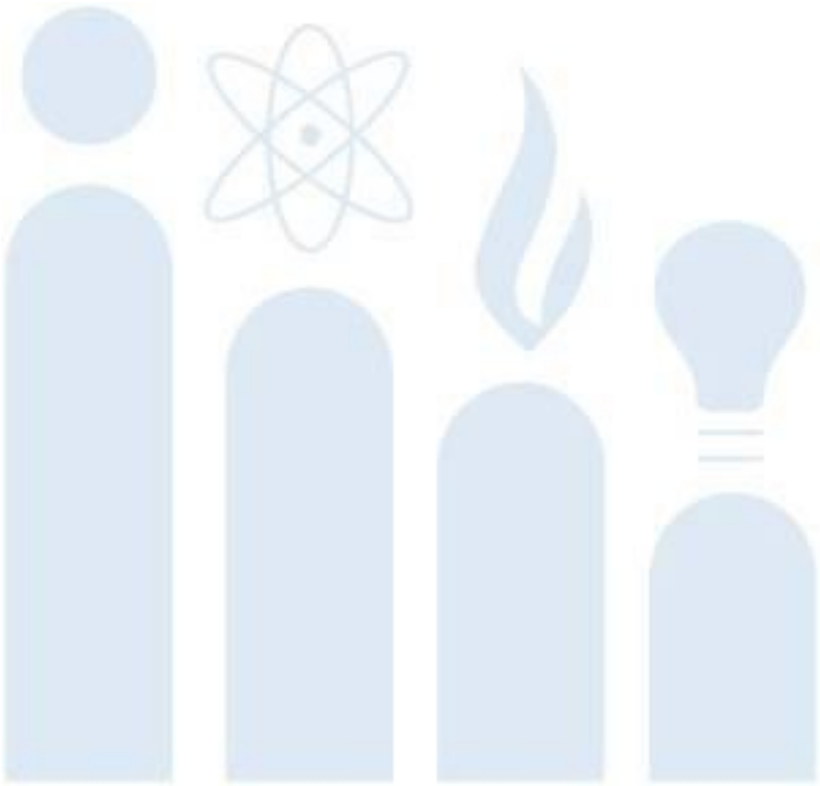
- Reinforce Career Awareness and Support
- Implement Education Pathways
- Develop External Partnerships

Recruiting and Hiring

- Connect Recruiting to Education Pathways and Talent Pipelines
- Recognize Industry Credentials
- Provide Support to Hiring Managers

Employee Development and Retention

- Define Career Progression
- Provide Training, Re-training and Upskilling
- Improve Employee Retention



For more information, contact:

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