

PEOPLE – OUR GREATEST ASSET

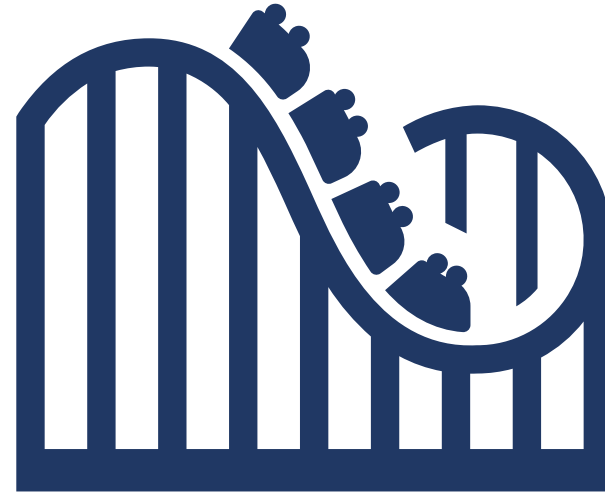
Melissa Miranda
Vice President, Human Resources

**What is different about today's
workforce in one word?**



National Workforce Trends

- The Great Resignation
- Talent shortages
- Remote and hybrid work
- Digital transformation
- Continued growth mindset
- Diversity, equity and inclusion
- Employee well-being



Source: Tech Funnel. (2022, February). *10 Future of the Workforce Trends for 2022.*



National Workforce Trends – Utilities



- Energy workforce continues to get younger
- Retirement attrition has reached lowest level since 2014
- Non-retirement attrition continues to increase, especially amongst younger workers
 - highest among 23–37 years old
- Slight increase in hiring women and minorities

Source: Center for Energy Workforce Development. (2022, February). *Gaps in the energy workforce: 2021 pipeline survey results*.

National Workforce Trends – Utilities

Did you know the trade, transportation, and utility sector is the **2nd largest** industry to LOSE workers to the pandemic? Hospitality and leisure industry is #1.



Source: Ditto, J. (2022, June 9). *Modernizing the Public Power Workforce*. American Public Power Association.



How many of you have changed how you approach attracting and retaining talent in recent years?



Retaining Our Workforce



Source: Nickerson, C. (2021, November 16). *Herzberg's Motivation Two-Factor Theory*. Simply Psychology.

People – Our Greatest Asset



Area of Focus: Planning for Our Workforce

STEP 1:
Assess

STEP 2: Lay
Foundation

STEP 3:
Implement

STEP 4:
Evaluate



Area of Focus: Planning for Our Workforce



- What's your **objective**?
- What skills and resources do you **need**?
- What skills and resources do you **have**?
- What market trends do you need to **consider**?

Area of Focus: Planning for Our Workforce



- How will you **find talent**?
- How will you **invest** in them?
- How will you **develop** them?
- What **programs, policies and procedures** do you need?

Area of Focus: Planning for Our Workforce



- Who will **lead**?
- What is your **timeline**?
- What are key **milestones**?
- What are potential **obstacles**?

Area of Focus: Planning for Our Workforce



- How will you measure **success**?
- What should you **stop, start, and continue**?

Area of Focus: Safety Culture

Did you know that Electrical Lineworkers consistently rank in the top 10-15 U.S. jobs with the **highest fatality rate** based on Bureau of Labor Statistics data?



Area of Focus: Safety Culture

Research shows a direct tie between a strong safety culture and employee engagement, satisfaction, and morale

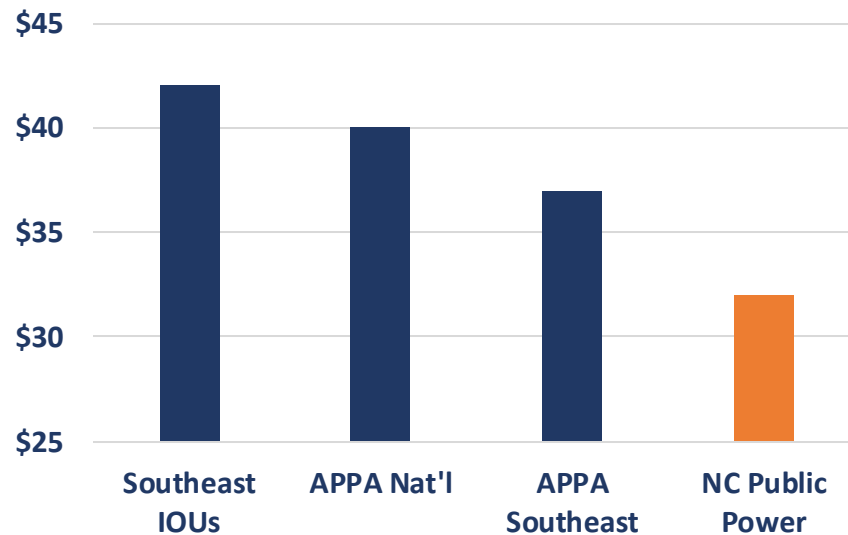
Factors that influence perception of safety:

- Safety policies and procedures
- Quality of safety training
- How equipment is maintained
- How and how often supervisors communicate about safety
- Visible safety presence

Source: Niemoller, John. (2021, November 30). *Staying Safe: How Safety Affects Employee Retention*. Perillon.

Area of Focus: Investment Strategy

Hourly Rate for Journey Lineworker



Today's workforce seeks:

- Flexibility
- Learning
- Purpose-driven and meaningful work
- Innovation
- Values like their own
- Diversity and inclusivity
- Focus on mental wellness

Sources: 2021 Willis Towers Watson Energy Services Technical and Operations Support Survey, 2021 NCLM Municipal Salary Survey Report, 2021 APPA Public Power Utility Salary Survey.

Talent Management Institute (2022, March) *Gen Z In The Workplace: Expectations of the Future Workforce*

WeSpire, (2022) *10 Things Millennials Look for in a Job*

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Area of Focus: Diversity & Inclusion

People of color make up:

55%

of the NC K-12
student population

24%

of the electric
utility workforce

*How does your workforce
meet the needs and reflect
the demographics of your
community?*

Sources: NCDPI EDDIE Database (2021-22 school year for public, charter, and regional school student population)

Center for Energy Workforce Development. (2022, February). *Gaps in the energy workforce: 2021 pipeline survey results.*

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What success stories can your utility share in the following “people” areas:

- Learning & Development
- Succession Planning
- Recruitment for Tomorrow



Area of Focus: Learning & Development



Brownsville Public Utilities Board (TX)

- **Strategy:** Emerging leaders scouting program to enroll individuals in leadership academy to help them grow into a supervisory role. Topics include emotional intelligence, conflict management, coaching, mentoring, critical thinking, decisiveness, and strategic thinking. Also offers a leadership book club and lending library for informal learning opportunities.

Source: Loeff, B. (2022, June 9). *Succession Planning: How Utilities Build the Bench to Keep Team Rosters Full*. American Public Power Association.

Area of Focus: Succession Planning



Paducah Power System (KY)

- **Strategy:** HR and supervisors collaborated to identify who may leave in next 5 years. Assessed knowledge, skills, and experience of current staff. Identified gaps. Implemented training to foster knowledge transfer, business continuity, and offer opportunities for growth and learning.

Source: Loeff, B. (2022, June 9). *Succession Planning: How Utilities Build the Bench to Keep Team Rosters Full*. American Public Power Association.

Area of Focus: Recruitment for Tomorrow



River Falls Municipal Utilities (WI)

- **Strategy:** Offers paid internships for local college students with financial support from APPA DEED program. Helps address gaps in staffing, recruit future energy workers. Areas may include engineering, GIS, social media marketing, graphic design, grant writing, etc.

Source: Partain, S. (2022, June 9). *Engaging the Next Class: Making the Most of Utility Internships*. American Public Power Association.

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