National Forum: State Energy Workforce Consortia
November 6, 2013
The Joyce Foundation and CEWD Partnership
The Joyce Foundation

- The Joyce Foundation supports the development of policies and programs that improve the quality of life for people in the Great Lakes region and serve as models for the rest of the country.
- Joyce representatives approached CEWD with a proposal to strengthen and improve the energy workforce consortia in the Great Lakes States by helping them implement:
  - a comprehensive strategic plan for state energy workforce development that balances supply and demand
  - sustainable alliances and partnerships to implement the plan
  - a defined career pathway for key jobs
The Joyce Foundation

- Grant period – 2 years (Aug. 2012 –July 2014)
- CEWD’s role:
  - Develop support tools and material for consortia application
  - Provide technical support
  - Provide an overall Project Manager
  - Provide a Regional Project Coordinator
  - Organize annual Regional Meetings for information exchange
  - Provide individualized one on one coaching to develop and implement strategic plans
States Involved in The Joyce Foundation/CEWD Partnership

- Illinois
- Indiana
- Michigan
- Minnesota
- Ohio
- Wisconsin
Joyce Foundation Grant

Expected Outcomes:

- Increased leadership and organization capacity to develop a talent pipeline for key in-demand energy positions.
- Expanded strategic partnerships between industry, education and government agencies in each state to develop educational programs built on industry competencies and supporting credentials.
- The ability to implement scalable solutions to assessing and credentialing skills that are the foundation of skilled occupations in Energy, Manufacturing and Construction.
Great Lakes States - Progress to Date

- Surveys conducted in December/January to determine current state of each consortia
- Work plan developed
- Facilitated 18 face-to-face meetings since January
- 5 states have identified strategic objectives
- 5 states have assigned task forces to develop high level action plans
- 1 state is in consortium development mode
Great Lakes States – Progress to Date

- Three consortia have identified Executive Sponsors (Illinois, Indiana, and Ohio)
- Regional Meeting held in August with all 6 states sharing their strategic objectives
- 2nd Regional Meeting being held this afternoon
Strategic Objectives – Key Themes

- Career Awareness of energy industry and its jobs
- Increase the diversity of applicant pool
- Grow a larger “qualified” applicant pool
Essential Elements of Strategic Workforce Planning

**Business Unit Planning**
- Link Workforce Needs to Corporate Business Strategies
- New Skill Requirements
- Productivity Requirements
- Future & Current Critical Skills/Jobs
- Employee Redeployment
- Demand Analysis

**Workforce Analytics**
- Attrition and Skill Losses (short-term and long-term forecast)
  - Knowledge Risk Assessment
  - Hiring Lead Times
  - Job Feeder Analysis
  - 5 Year Hiring Plan

**Execution & Metrics**
- Performance Management
- Actual vs Forecast Hiring (Entry level & Experienced)
- Quality of Hire
- Actual vs Forecast Attrition
- # Student enrolled and completing training program
- % passing each stage of process
- Reward and retain processes

**Workforce Development**
- Recruitment Strategy
- Supply Analysis
- Balance Supply and Demand
- Succession Planning
- Employee Deployment
- Knowledge Capture/Retention
- Pipeline Programs
  - 2 & 4 Year Colleges
  - Technical Institutions
  - Secondary Schools
  - Outreach Programs

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Corporate Business Strategies

- Business Imperatives
- Growth Implications
- Technology Improvements
- Business Down-Turns
- Financial Requirements
Strategic Planning Phases

- Phase 1 Outline
  - Collect and analyze industry demand data
  - Identify “game changers” in the industry and state
  - Identify other workforce planning gaps
  - Develop SWOT analysis for consortium
  - Define strategic areas of focus/ objectives for the consortium
  - Identify other industry partners and key stakeholders who need to be involved in planning
  - Review and confirm consortium structure and roles
  - Identify and involve an Executive Sponsor
Tools – Phase 1

- Demand Survey
- Executive Interview Questionnaire
- Workforce Planning Questionnaire
- Business Case presentation/ toolkit
- Executive Sponsor Role Description
- Consortium Structure and Governance
Strategic Planning Phases

- **Phase 2 Outline**
  - Orient new consortium members by reviewing core work to date and explaining rationale for areas of focus
  - Break out into groups assigned to each strategic objective (groups should include representatives from industry, education and workforce)
  - Identify specific actions to address assigned area of focus
  - Review breakout group recommendations, using Activities Prioritization Matrix, and identify long-term and short-term actions, including low hanging fruit
  - Assign task forces and Identify task force leads and members
  - Develop future consortium meeting schedule
Tools – Phase 2

- New member webinar – understand strategic planning process to begin data gathering
- Activities Prioritization Matrix
- Task Force Description
- Sample Strategic Plan
- Consortium Checklist
- List of Best Practices
Workshops (draft form)

- Strategic Planning Workshop-Phase 1
- Strategic Planning Workshop-Phase 2
- Credentialing 101
- Building Partnerships
- Implementing a Get into Energy Careers Pathway – to be developed

Each contain Facilitator’s Guide, presentation material and tools/templates
Key Learnings to Date

- Strategic planning is hard work, especially in the absence of a “burning platform”
- Data collection and analysis takes time; a strategic planning “day” becomes a “phase”
- Frequent changes in membership can slow progress
- The energy industry must be the customer of the strategic plan and drive its development
- Consortium leadership is best shared
Key Learnings to Date

- Executive Sponsorship helps sustain momentum
- Engaging management from operations in the work of the consortium is critical
- Rebuilding and re-engaging consortium structure and membership before doing strategic planning work is important.
TROOPS to ENERGY JOBS
Connecting Veterans to Rewarding Energy Careers
Webinar Series # 3:
How to BUILD a veteran outreach, recruitment, and support infrastructure


What we learned

- It’s not just about recruiting and hiring, it’s about supporting the needs of veterans along the way.
- There is a “language barrier” that makes it extremely difficult for veterans to translate skills, earn the right credential, and find a job that fits.
- There is work to be done within the company, with education partners, and with veteran support organizations to fix the problem of veteran employment.
- Veterans need a “reverse boot camp” to prepare for civilian jobs in our industry.
What can we do to help?

- Make it easier for veterans to find our jobs and to translate their skills and training
- Accelerate the time it takes veterans to earn required credentials or degrees
- Provide full value for military training and experience when hiring
- Create a military friendly environment within the company
- Increase the number of veterans who are recruited, hired, and retained
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Where can I find info on Troops to Energy Jobs?

www.cewd.org
The National Template

- **Printed document** complements the website with information on the initiative, the business case, and checklists of company actions.

Troops to Energy Jobs Website

- Step by step Roadmap for Veterans
- Virtual Coach at any point in process
- Jobs Microsite for all CEWD member company positions with exclusive occupation translation

www.troopstoenergyjobs.com
The Veteran’s Roadmap

Need more Education → Ready Now

www.troopstoenergyjobs.org
Template Structure

Phases – Prepare, Build, Implement, Measure

Company Actions

Steps to Take for Each Action
The National Template

- Action Steps and tools for companies
- Prepares the way for veterans to use the Roadmap
- Each company defines initiative based on need, timing, resources and current state

Whether a company is interested in enhancing current efforts or building a military initiative from scratch, all four elements should be used to ensure effective outcomes.
Build

Action 1: Build veteran focused communication and career services structure

Action 2: Define education pathways and partner with education to accelerate time to credential

Action 3: Develop training to prepare Ready Now veterans to enter workforce

Action 4: Establish recruiting sources and modify hiring practices to provide full credit for military training

Action 5: Create Veteran Friendly company culture for new and existing veteran employees

Implement

Action 1: Provide support for Veterans exploring energy careers

Action 2: Provide support to Veterans needing further education and training

Action 3: Provide support to Veterans preparing to enter the job market

Action 4: Recruit and hire Veterans who are Ready Now for energy careers

Action 5: Provide Support to Veteran Employees
Questions to Consider:

✓ Is it easy for veterans to find your jobs and to translate their military skills, training, and experience to civilian terms?
✓ Do you have partnerships and processes in place to support veteran career coaching and guidance?
✓ Are the education pathways and credential requirements for your jobs clearly laid out so that veterans can understand whether they are Ready Now or need more education?
✓ Do you have partnerships and processes in place with selected education providers to accelerate the education pathways and credentialing?
Build Veteran-Focused Communication and Career Services Structure
Define education pathways and partner with educational institutions to accelerate time to credential
FIND MILITARY-FRIENDLY SCHOOLS THAT MEET YOUR NEEDS AND GIVE CREDIT FOR MILITARY EXPERIENCE

Making a decision to go to school is an important one, so finding the school that has the right training program for the energy industry and supports veterans like you through completion of education goals is critical. Find schools that have student veteran organizations that can help provide peer-to-peer support. Also consider non-traditional programs that are flexible, such as accelerated, distance learning, and weekend programs.

- FIND COMMUNITY COLLEGE PROGRAMS THAT TRAIN FOR ENERGY JOBS.
  Use our Training Locator tool

- LOCATE SERVICEMEMBERS OPPORTUNITY COLLEGES (SOC) AND G.I. JOBS MILITARY FRIENDLY SCHOOLS
  SOC functions in cooperation with 15 higher education associations, the Department of Defense, and Active and Reserve Components of the Military Services to expand and improve voluntary postsecondary education opportunities for servicemembers worldwide.
  Find SOCs in your area or for your branch of the military.

- FIND OUT IF THE PROGRAMS YOU ARE PURSUING CAN PROVIDE CREDIT FOR YOUR MILITARY TRAINING AND EXPERIENCE to accelerate your time to completion and a rewarding energy job.

  American Council on Education (ACE) provides a Military Guide for recognizing learning acquired in the military.
Build
Company Action 3

Develop training
to prepare Ready Now veterans to enter workforce
GET SUPPORT AND GUIDANCE TO HELP WITH YOUR JOB SEARCH

- FIND VETERAN SUPPORT ORGANIZATIONS (VSOs) FOR GUIDANCE. There are many VSOs that can help serve as an advocate for you and help to support you as you prepare for employment. You can also explore VetNet, featuring resources and career tracks from leading organizations in veteran career development.

- VISIT YOUR LOCAL VETERANS’ EMPLOYMENT REPRESENTATIVE (LVER) OR DISABLED VETERAN OUTREACH PROGRAM REPRESENTATIVE (DVOP) AT A CAREER ONE-STOP CENTER FOR JOB SEARCH TOOLS AND ASSISTANCE. Visit the U.S. Department of Labor’s CareerOneStop website for an American Job Center Locator and other Veterans Resources.

previous:  
« GO TO SCHOOL!  
	next:  
PREPARE FOR APPLYING TO A CAREER »
LOCATE AND APPLY FOR AN ENERGY JOB

You are a "Ready Now" candidate, so it is time to locate and apply for promising energy jobs at one of our nation’s electric and gas industries.

Find openings in the energy industry by using our TROOPS TO ENERGY JOBS Search Engine

Enjoy your fulfilling new career in energy!

previous:
PREPARE FOR APPLYING TO A CAREER »
Potential Consortia Actions

- Implement a state communication initiative focused on Veterans, including focused workshops, career fairs, orientations.
- Update education options on GIE.
- Implement a common PLA for veterans at partner schools.
For more information, contact:

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Get Into Energy Career Pathway for Low Income Young Adults: Final Report
Bill and Melinda Gates Foundation awarded a grant to the Center for Energy Workforce Development (CEWD) to pilot specific components of the Get Into Energy Career Pathways (GIECP) model in eight states.

- 9 states were involved in GIECP
  - California
  - Carolinas – North and South
  - Florida
  - Georgia
  - Indiana
  - Minnesota
  - Ohio
  - Washington
Focus of the grant:
- development of student support system and industry-recognized post-secondary credentials specifically focused on low-income young adults (LIYA), ages 16 – 26 over a three year period.

Our hypothesis was that a focused system of assessments, credentials, coaching and monitoring implemented by State Energy Workforce Consortia will improve the efficiency and effectiveness of moving low income young adults into energy careers.
Student Path to Success

Energy and Education Partnerships

Preparation to enter education: Interest to Acceptance into program

Education: Enrollment to Completion of credential with Labor Market Value

Preparation to enter job market: Screening to Selection

Career in Energy

Center For Energy Workforce Development
Industry Solutions—Regional Implementation
Student Path to Success

Preparation to enter education: Interest to Acceptance into program

- Initial screening
- Career Coaching
- Career Assessments
- Administer Basic Credentials
- Wrap Around Services
- Connect Student to education
- Preparation to enter education
- Developmental education

Education: Enrollment to Completion of credential with Labor Market Value

Preparation to enter job market: Screening to Selection

Career in Energy
Student Path to Success

Preparation to enter education: Interest to Acceptance into program

Education: Enrollment to Completion of credential with Labor Market Value

Preparation to enter job market: Screening to Selection

Career in Energy

- Assisting with:
  - enrollment
  - financial aid

- Ensuring completion by:
  - removing obstacles
  - providing support

- Continued industry involvement
Student Path to Success

- Workplace Skills
- Resume writing
- Interviewing Skills
- Job Application Process
- Math Boot Camp
- Pre-employment testing
### Metrics

- **No. of students enrolled:** 1037
- **No. of students completing energy education programs:** 407
- **No. of additional credentials awarded**
  - Tiers 1 – 5: 858
  - Tiers 6 – 8: 728

A total of 1993 degree/credentials were awarded.
Metrics

- No. of students currently enrolled 216
- No. of students hired (47%) 192
GIECP – Tools Created by CEWD

- Get Into Energy Career Pathways Booklet
- Career Coach Job Description
- Step by Step Process Overview
- Young Adults Outreach Brochure
- Career Coaching Handbook
- Training Plan for Career Coaches
- Energy Industry Employability Skills Assessment
GIECP – Tools Created by CEWD

- National Career Readiness Credential Overview
- Work Readiness Credential Overview
- Interactive Career Pathway Road Maps for in demand jobs
- Energy Industry Fundamentals Program including all relevant materials
- Math Boot Camp including all relevant materials
GIECP – Tools Created by CEWD

- Lineworker Boot Camp Curriculum Outline
- CEWD/ American Association of Community Colleges Toolkit on Navigating Community College Academic Culture
- Workplace Skills Program including all relevant materials
- Pre-Employment Testing Summary
- Edison Electric Institute Practice Test Toolkit
What We Learned....

- Companies do not identify LIYA in their workforce plans like other demographics; the business case for supporting LIYA may be about economic development.
- Companies hire the most competitive candidates, so maximum effort needs to be put into helping LIYA become competitive for entering education and getting the job.
- Coaches are critical to the process.
Planning and advising needs to extend from interest to post-hire; just advising on education is not enough – more time should be spent on preparing for education and preparing for careers.

Most pipeline organizations are focused on short term training for immediate job placement; they are not equipped to provide services for longer term education and pathway support.

Job fit is critical; the initial screening process needs to be geared toward specific job requirements and then the best education pathway.
What We Learned….

- Curriculum, from foundation to job specific, needs to be bundled into smaller components with credentials that are transferrable and stackable.
- The earlier LIYA are engaged, the better; high school programs need to be linked to career pathways.
- LIYA are transient, and difficult to find once they have dropped out of the system.
- It truly takes a village (consortia).
Recommendations

- Establish the business case and ensure responsibilities of industry, education, and support organizations are understood and then reinforced with transitions.
- Recruit LIYA into specific programs of study so that academic, financial and support requirements are clear.
- Hire career coaches who can stay with the student from interest to post-hire and are passionate about meeting the needs of this population.
Recommendations

- Meet LIYA where they are; financial, education, and support services needs are different for each person.
- Establish a defined path between education programs, credentials, specific jobs and career paths, so students can move in and out of education without losing momentum.
Group Discussion & Wrap-up: