

CEWD Midwest Regional Meeting Wednesday, May 16

Welcome

Rick Legleitner, Manager of Employee Development & Skilling, Consumers Energy

Rick welcomed the group with a little background information on the ups and downs of workforce planning efforts in Michigan. He expressed his appreciation that throughout this process CEWD has been involved as a supportive organization bringing groups together for networking and continues to move forward.

Introductions and Agenda Review

Ann Randazzo, Executive Director, CEWD

CEWD Update – review of the purpose and work of CEWD – four strategic pillars.

Drivers for Workforce Development

- Green wave – Smartgrid wave.
- Constantly looking at new technologies to see how they will impact our workforce needs.

What's New (see presentation)

Energy Industry Fundamentals – background – Florida's quest for a 17th career Cluster in Energy. This prompted the creation of the Energy Industry Fundamentals. This is a free curriculum with instructor and student guides available to all. The ANSI accredited certificate is now available.

Math Boot Camp – Many students can't do the most basic math functions. Working with Allannah Thomas, we developed the 6-day math boot camp. It is available free from the CEWD website to all CEWD members.

The statistics on the math boot camp are not available at this time. When implementing the boot camp, we found that it is important to get a commitment from the students prior to the start of the classes. Using a contract stating that they will do the pre-work and homework helps to get buy-in and a more effective outcome.

Troops to Energy Jobs resources

Hope to have a National Careers in Energy Week.

WISE Pathways for Women – done in collaboration with Hard Hatted Women.

What is happening in this region?

Many students are coming out of high school and spend so much of their time in remediation. There is a lot of work that needs to be done.

Not much hiring going on in region but there is hiring in nuclear.

Construction – DTE has wind farm construction.

Workforce efforts are now focusing on elementary school interventions to keep kids focused in math and science. Many feel that it may be too late for middle and high school students.

Students just don't have the basic skills - Many students coming into the community college are testing sometimes at the 6th grade level and are spending a year and a half just to get to the college level.

EIF are at an 11th grade level. You must be able to read and comprehend at that level to complete.

We need to better promote the value of education. If you are hiring people off the street into jobs and training them, then what is the point for those students that spend money for a two-year degree prior to entering a job? We need to stress the value of education.

Some companies require you to have an associate degree to be hired into jobs such as technicians and plant operators. For engineers more education is required.

Many individuals don't think about long-term careers. They just want a job. If hired prior to the completion, they will complete the minimum needed to get a job but often will not complete a program.

In the past, our practice was to hire high school graduates and teach them everything they need to know. We no longer do this.

What industry wants

Today we can't afford to bring in folks and allow them time to mature and learn on the job. They need to be brought in with more knowledge. Reduction in time and money to recruit is a key objective for employers now.

One challenge is that turnover is relatively low but the workforce is aging. We have helped develop curriculum for entry level positions. Applicants in program aren't guaranteed a job and there are more applicants than jobs.

Welding and machine techs – hard to fill positions. Even with low turnover, it is still hard to find replacements for these positions.

Hoping to develop or find best practices in developing a workforce plan?

Challenged at the plant helper level. What collaboration is needed with unions to meet objectives? Often unions and management are moving in a different direction.

We are standing on edge of a demographic cliff trying to do the best we can. Finding the right number of students at the right time is a challenge. Finding a reduction in time to recruit is a challenge.

Just announced closing of 9 generating plants across several different states. Affecting leadership

What we know for a fact is that a partnership between one school and one company cannot be sustained. If you partner with other companies – you can sustain a program so that someone is always hiring and everybody gets a job. Being a part of a consortium is critical.

through craft level. Priority is to place people – not recruit new people.

Working with community colleges and getting the numbers right for hiring.

We need to jump back a few steps into the education system – likely the elementary level. How do we do that?

There are so many great jobs in the industry. We need to let students and parents know about these jobs.

When we think about customer centric organizations and the rate-payers. We need to keep the rates down and the service up. We need people with technical abilities and mechanical abilities. We need to invest more in the educational system to insure that we have the students available that industry is willing to pay for. Regionally we need to figure how we are going to deal with the needs. What's common, what's different?

Has anyone thought of adopting a middle school?

We need to reach into the middle school level prior to the kids getting off the path.

Utilities contribute a great deal to education - \$188 million a year through utility foundations. Money goes out as charitable contributions. It is not connected to strategic goals.

Business needs behaviors and competencies to fit the culture of the workplace. Key behaviors needed – ownership.

Employees who blame and skirt the issues are not needed.

Union and management goals are the same: Getting qualified people into jobs. We need to work together to make this happen.

Key role in getting people to take ownership is how they are lead. If leadership takes ownership then generally people feel more comfortable taking ownership.

What Education Wants

Completion by design college – Bill and Melinda Gates funded. Revamping remedial pieces of program and looking at how we connect to labor market information to be more responsive to the real needs of industry. We must address student's need so that there will be more completion.

Lansing Community College - Utility line worker training program (year 3) partnered with Consumers Energy. Developing a metering program and substation operator program

Need strong partnership with industry partners to result in jobs for graduates. If we invest the dollars, it is critical to have these partnerships.

Industry needs to be involved at the very beginning prior of the development of programs so that industry's needs are met.

Need to know what it is that the utility is looking for? What is your culture? What is the work environment?

How do we make sure that we can engage in Industry partnerships?

Southern State Community College - Industry partner with DPL
Electro-mechanical engineering program. Would like to start a welding program.
Holds energy awareness events for students.

Kalamazoo Valley Community College - Utility line worker career academy program
Select students into program. Students must apply like they would for employment.
Reference checking, math test, looking at using the CAST test. Preliminary pole climbing test and an interview as well as a physical fitness test. It is a full-time training program 9-5 for 26 weeks.
This is a non-credit program but credit is assigned at the back end of the program.
This was created with industry and is a new program.

Seems that every industry group is worried about the same things. Energy industry has been proactive in moving forward instead of sitting and wringing their hands. We need to focus our dollars in education. Focus where we can get tangible results. There are diagnostics that can intervene prior to graduation. The Explorer assessment can help do that

When students see presence of industry on campus that is incentive to students to complete.
Partnerships with local utilities are critical to success of programs.

Ivy Tech Community College - Electric line, Power plant, Natural gas technical certificate and degrees.
Utility partner – NIPSCO
All instructors are NIPSCO employees or retired NIPSCO employees. 1/3 of classes are offered at NIPSCO training facility – climbing class. 50% make it through climbing school. Most people want to be lineman initially, and then change to power plant operator or some other instruction once they find that climbing isn't for them. Many need two developmental math courses prior to reaching the college level math courses.

Monroe County Community College - Nuclear tech program – worked with DTE.

Power Technology Institute - Gas & Steam, Power plant operations - recruits nationally.

The Workforce Perspective

Looking at ways to partner with industry. Seeing similar dilemma across industries in problems with education.

Focused on pipeline building. Has worked with DTE, Consumers and others to help do this. Employer lead organizations.

Hard Hatted Women / Guidestone

Currently running three Wise Pathways in one month. 40 hours. Need employer help and support to be successful.

Guidestone - Have developmental programs to assist women with additional needs. Wrap-around services to support women.

Career Pathways

Each group has different needs - this contributed to the development of our pathways model. CEWD is in the process of developing the physical conditioning piece.

Low Income Young Adults

We are in the 3rd of 4 years. Focus is on 16-26 year olds in 9 states. Objective is to move them into good paying utility jobs. Recruit 5000 – get 500 into jobs.

Student path to Success

Generational Disconnect

Companies are still being managed by the baby boomer generation who think you need to know information. Youth thinks they need to know where/how to access information.

Develop game to assist in test preparation to make it fun. Ultimately applicants need to be able to take the rigorous test to get the jobs.

Employability preparation - Hard hatted women has a training to prepare applicants for the change in culture of the workplace and developing a work ethic.

Military - Troops to Energy Jobs

How do you get the military into these positions?

We've developed coaching process and boot camps.

We are testing if they need to take the NCRC and trying to identify what training they have.

We have found that the MOS codes don't translate

Example: 12P – Prime Power – an elite group of people that set-up generation and grid. (12Q – Reserves – T&D; 12O Alpha feeds into 12Q) This job class translates to laborer. We are pulling out job-by-job what training that is related to our jobs currently exists in the military. Part of this is building in getting credit for prior learning.

Troops video is available for all members to use. You may add your company information to it.

Credentialing

Core curriculum may be the way to go to give students more flexibility in completing programs and adding new skills (snap-on credentials).

WECM – Workforce Education Course Manual

How do you know if students have the right levels of Math, Reading and other academic skills to begin training? That is what the CEWD stackable credentials are all about.

How long does it take to cover the entire pyramid – from level 1-8 of the stackable credentials?

Arizona is bundling tiers 1-5 with a boot camp into a summer academy. College credit will be earned.

What's Next?

State Energy Career Clusters for Energy Programs of Study

Florida – started here.

Georgia – picked it up

Indiana and Virginia are working on it.

Promising Practices

If you are an energy company and a member of CEWD – you received a promising practices survey. Those education partners named were sent the survey to complete.

If you have not completed the survey, please let us know and we will send you the link to complete the survey.

Supply/Demand

Supply and demand can be balanced through partnerships. State consortia of utilities can determine how many workers are needed and coordinate efforts with local educational partners to build and sustain pipeline programs that will be used on an as needed basis. When they are not hiring they don't run the programs.

Supply numbers are hard to get. Need members to complete the promising practices survey!

Nine states have half of all utility jobs. Michigan, Illinois and Ohio are in this region.

After reviewing the workforce survey data, it was determined that:

Workforce Planning Model

Business unit planning – drives the decision made about people.

Linking the needs to workforce strategy is difficult because business unit managers often can't tell you how it is linked to strategic planning. You must gather information and make the determination.

Example - Smart Grid training – a lot of the work that went into smart grid training went back to basic training – not necessarily new training.

Workforce Analytics

How low in your employee numbers can you go before you start to endanger reliability? You can make a case for hires by looking at these numbers. We cannot continue to hire 1:2 indefinitely.

Execution and Metrics

All of this grounded in corporate business strategy.

Two things missing from Workforce Planning Model:

- **Business Unit Planning - Controller and financial picture painted clearly should be included. You need this financial piece.**
- **Workforce Analytics - Job feeder component is under emphasized. Can be significant if overlooked for too long.**

Supply/Demand – This is a continuing juggling act. Only the educators know what programs they have. Only industry knows what their needs are – and it is constantly changing.

CEWD survey numbers are macro – the best supplier of the more precise planning is from the companies involved.

How are companies handling the double headcount needed for knowledge transfer?

If someone gives intent to leave and it is within a year, then we get permission to fill that position in advance for up to a year. Hire ahead – overlap jobs for a limited time period.

Brought employee back as a contractor after retirement to share job knowledge. Develop videos with older employees to share knowledge.

Reliability and customer service are priorities. At some point, reliability will be at risk if we don't hire in time. This is a hard number to pinpoint. Education at the executive level is a challenge - communicating this information to executives.

The demand report does not report the split in hiring between experienced and entry level hiring. So many of the hires are experienced (5:1), not entry level. It is critical for consortia to work together to get accurate numbers to support programs for entry level hiring.

Looking at the jobs posted can be misleading as well since the posted position may have been a feeder position for the original job opening.

BLS numbers are totally off base.

We looked at several systems (VIMO) regarding workforce planning and knowledge transfer. There is no easy way to do this. It takes a lot of effort and a lot of time.

Potential Strategic Impacts

Energy Industry Trends

Response to EPA

Trends were to spend a lot of money to add scrubbers to units or shut units down. Now they are being further evaluated.

Coal plants are being converted to gas plants

Renewables are still just a tiny slice of the fuel mix. It is not reliable enough for base load.

Natural gas is a threat to coal. Where will the price of gas go? Uncertain gas prices

A lot of companies' coal contracts are expiring. Rising cost of coal.

Huge uncertainty – in so many different areas. Companies are going to be lean. What technological advances will assist in productivity?

We can't predict what technological skills will be needed in the future.

Manufacturing, Construction and Energy have the same competencies in tiers 1-3. If we all worked

together we could build a strong pipeline base.

What is the purpose of the workforce system?

The purpose is to partner with industry to help with screening and to recruit to help people move forward into good paying jobs.

Measuring Progress

Education - you may need to look at placement as an indicator.

Workforce can track information on candidates post-employment. Candidates must sign release.

In the GIECP – students sign a release to track their progress through employment.

If your plan is to hire experienced people – then where are they going to come from? What is your source? Hiring experienced ultimately drives up the labor cost.

Consortium Updates

Michigan – Still working with the FOI grant activity. Attempted to coalesce in the state. Have not done that because the interest doesn't seem to be there for a broader consortium. Smaller utilities throughout states were either not hiring or felt they had effective hiring strategies and didn't need to participate. A few are interested in participating.

Consortia work together for more than just recruiting and hiring. They work together on educational issues such as securing the 17th career cluster.

Ohio- having same struggles of getting employers to participate.

5 Things CEWD needs you to do:

1. Complete the Skills for America Models of Success request
<http://www.aspeninstitute.org/policy-work/economic-opportunities/skills-americas-future/models-success/submit-model-success>
2. Sign the Energy Industry Fundamentals (EIF) commitment letter
<http://www.cewd.org/> - Member Resources
3. COMPLETE the Promising Practices Survey
For Educators: <http://www.surveymonkey.com/s/PromisingEducation>
For Utilities: <http://www.surveymonkey.com/s/CEWDPromisingPractices>
4. Complete the 2012 Workforce Metrics Survey
<http://www.cewd.org/metrics/index.asp>
5. 'Like' the Center for Energy Workforce Development and Get Into Energy on Facebook!
Go to <https://www.facebook.com/> and search CEWD and Get Into Energy!