

Making the Connection to a Diverse, Qualified Workforce



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We all know the importance of having a diverse workforce. Let's begin with some fundamental beliefs:

- Everyone benefits when our workforce mirrors the communities we serve.
- Diversity of thought broadens our problem solving, creative thinking, and innovative capabilities, all of which help our companies prosper.
- Real progress in improving diversity, like quality and safety, must start at the top and be reinforced company-wide.

But how are we doing as an industry, and as individual companies, on this critical issue? And what will it take to make real progress?





What Will It Take to Make Progress?

If diversity and quality of our workforce is truly crucial to the success of our companies and our industry, then we need to treat it with the same unwavering imperative that we do safety.

How do we instill safety into our cultures? We talk about it. We begin meetings with it. We train for it, hire for it, measure it, reward it, and have zero tolerance for those who don't observe it. So, a focus on ensuring safety is integrated into everything we do.

How do we make equal progress with diversity? We treat it as a strategic imperative: we analyze our company processes, including the "production cycle" to find the breakdowns, and we embed the importance of increasing—and retaining—diverse talent in all of our systems and processes that influence behavior.

And, just like safety, it begins with truly understanding the need to change and the risk if we don't.

Voices from Our Members: Why Is a Diverse Workforce Important?

Exelon – When something is very important—when it is a business imperative—strategies and goals are assigned to it and progress gets tracked. An imperative means it is critical to the company’s success. Sound serious? It is. Our strategy is to integrate diversity and inclusion in everything we do.

Southern Company – To anticipate and meet customers’ needs and make their lives easier and more comfortable, it takes innovation—and every one of our 27,000 employees. Innovation is impossible without diversity and inclusion. By providing an inclusive work environment, the company will utilize the diverse backgrounds of the workforce to drive results, performance, engagement, and innovation.





PG&E – We define diversity as all of the ways in which people are different. It is present in our job functions, work styles, and experiences. Diversity promotes the exchange of ideas in the workplace, supports collaboration, inspires innovation, and encourages inclusion. Inclusion enables the collaboration of different talents, thoughts, and energies. Diversity and inclusion allow PG&E to achieve our business strategies and goals, be better corporate citizens, and to be the best in our industry.


Ameren – Our workforce is dedicated to keeping the lights on and the gas flowing—24 hours a day, 365 days a year. We focus that same kind of dedication on building a diverse culture where opinions are shared and the best solutions are put into action. At Ameren, diversity is about accepting people with different backgrounds, cultures, abilities, and experiences and allowing them to contribute in their own special way.

Critical Elements for Change

Change must come from the top. There are three overriding principles that will drive success.

- **Leadership** to articulate the vision for diversity and inclusion, and to reinforce it at every level of the organization.
- **Communication** to clearly convey the vision, gaps, plan, and accountability.
- **Data-Driven Management** to measure, provide feedback, and reward progress in diversity efforts.



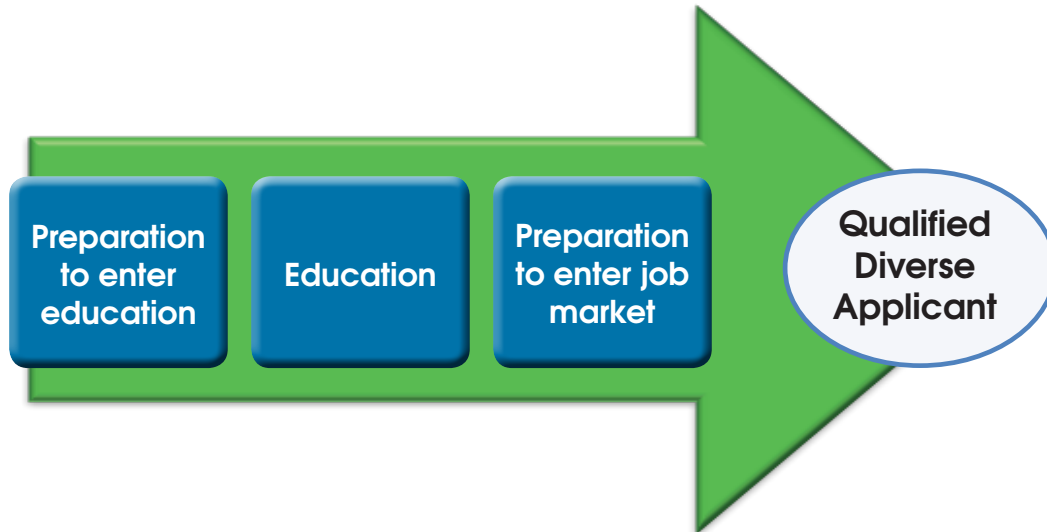


Diversity Readiness Questions to Ask:

1. Does your company have a clear vision for diversity with short- and long-term strategies?
2. Does your corporate communication strategy reinforce diverse values?
3. Does your company have a diversity dashboard with clear metrics?
4. Are managers held accountable for creating and retaining a diverse workforce?
5. Are diversity goals part of your company's performance management process?

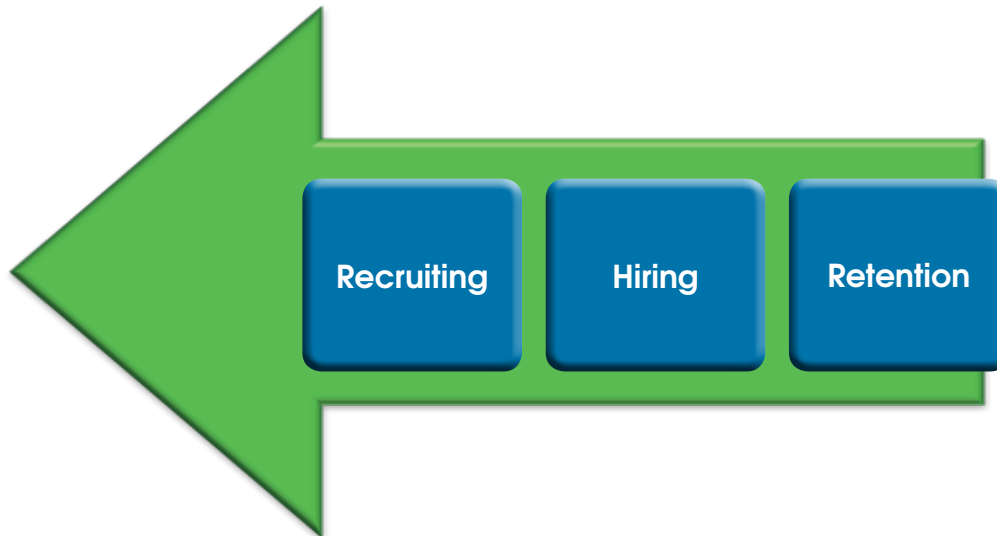
Building the Talent Pipeline

CEWD has developed the Get Into Energy (GIE) Career Pathways Model, a roadmap for entry into careers in the Electric and Natural Gas energy industry. Successful implementation is dependent on partnerships between energy companies, educators, and other training providers to ensure that youth, women, military, and transitioning workers can successfully enter energy careers.



The Search for Talent

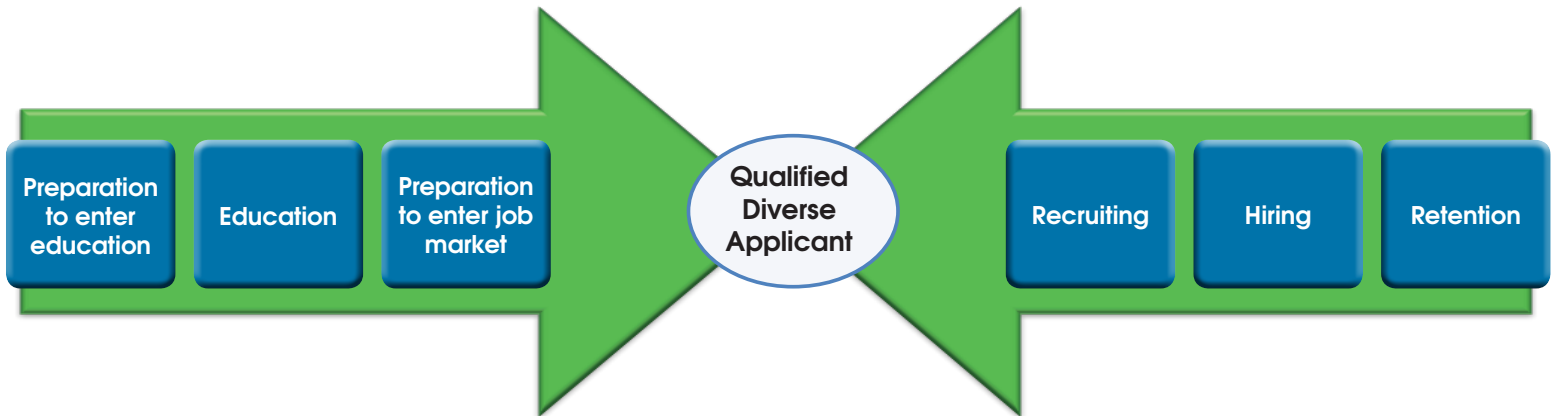
Equally important is the work that happens internally as companies search for qualified talent. Applicant tracking systems and recruiters screen thousands of applicants to find those who can meet company requirements, while management searches for ways to keep employees engaged and retained.



Focus on Every Phase

The creation of a diverse, qualified workforce requires **focus in every phase of the talent pipeline to ensure diversity and quality of those coming in, and retention** of those already employed.

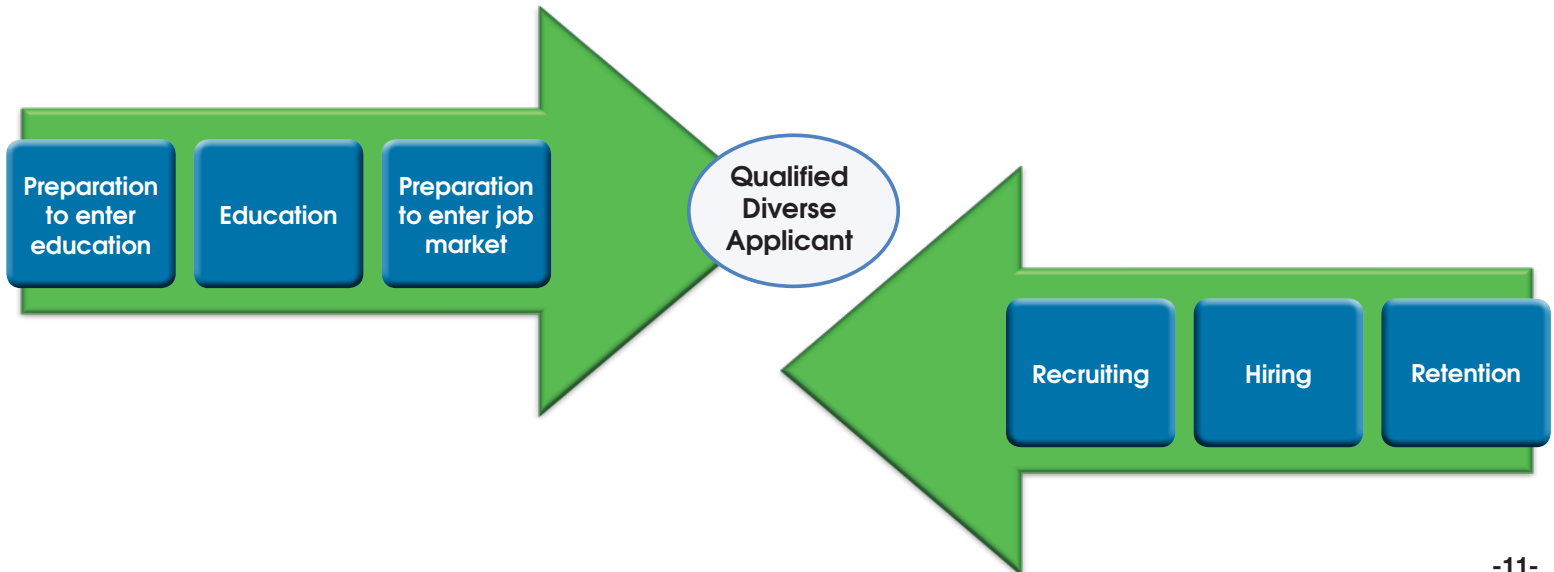
It's about **making the connection** between internal and external efforts to achieve the full impact of all initiatives and strategically linking all initiatives to diversity objectives.



When There's a Disconnect

Put simply, we lose students, potential applicants, and employees all along the way. To make real progress, we have to consider how our action—or inaction—affects the whole process.

Career awareness and extracurricular activities at the elementary and middle school levels that are focused on diverse populations must be strategically linked to energy pathways in high school. Then, those students should be supported to continue on their energy pathways into postsecondary programs. Finally, company recruiting systems and internal processes must be strategically linked to partnering postsecondary programs, all tying back to the organization's vision and strategies for a diverse, qualified workforce.

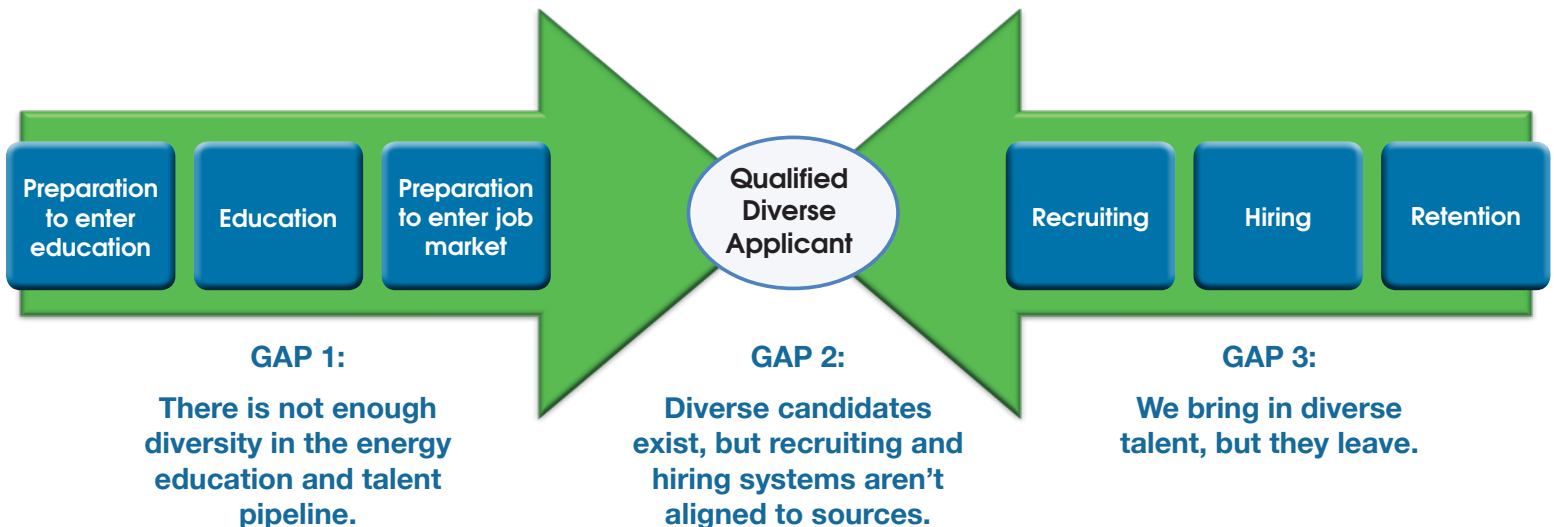


So, What's the Problem?

Often there is a disconnect between the people involved in the talent process—the people who are in workforce development or out in the communities aren't connected to the recruiters; the people in Diversity and Inclusion aren't connected to those who are working with the education systems; or the employee resource groups aren't connected to the onboarding of new employees.

But there can also be a disconnect in the systems used to identify diverse students in pipeline programs, or to flag diverse students from preferred pipeline programs in the recruiting process.

When these disconnects occur, companies won't realize the full benefits of efforts in the education, recruiting, hiring, and retention of diverse talent. CEWD has identified the three most common gaps in the process:



GAP 1: There is not enough diversity in the energy education and talent pipeline. This requires intentional efforts. If the education pathways set up to develop qualified candidates don't include the diversity we are looking for, then the graduates of those programs won't reflect the diversity we are seeking. Casting a wide net will not necessarily result in the diversity we want to achieve.

GAP 2: Diverse candidates exist, but recruiting and hiring systems aren't aligned to sources. While technology has made recruiting and hiring more efficient, sometimes this same technology can be a barrier to identifying diverse candidates. Companies must assure that their systems are aligned to the very programs they have set up to bring in qualified, diverse candidates or these individuals may not show up on the company's radar.

GAP 3: We bring in diverse talent, but they leave. While companies may have highly effective programs to recruit and hire diverse candidates, without a supportive environment where they can thrive, these individuals may leave. This makes all of the effort on the front end of building a qualified, diverse pipeline ineffective.

The **strategic linking** of workforce development strategies focuses on improving your results and strengthening the overall impact of your approach. As we look at creating diversity in our talent pipeline, there are things we can do at each stage of the pipeline. How do we ensure that these strategies are linked to the corresponding stage? And, how do we ensure once we have diverse individuals on board that they stay?

With Strategic Linkages, first we determine “why” and “where” the problem exists—the Gaps. Then, we move to the “how”—what can we do about it.

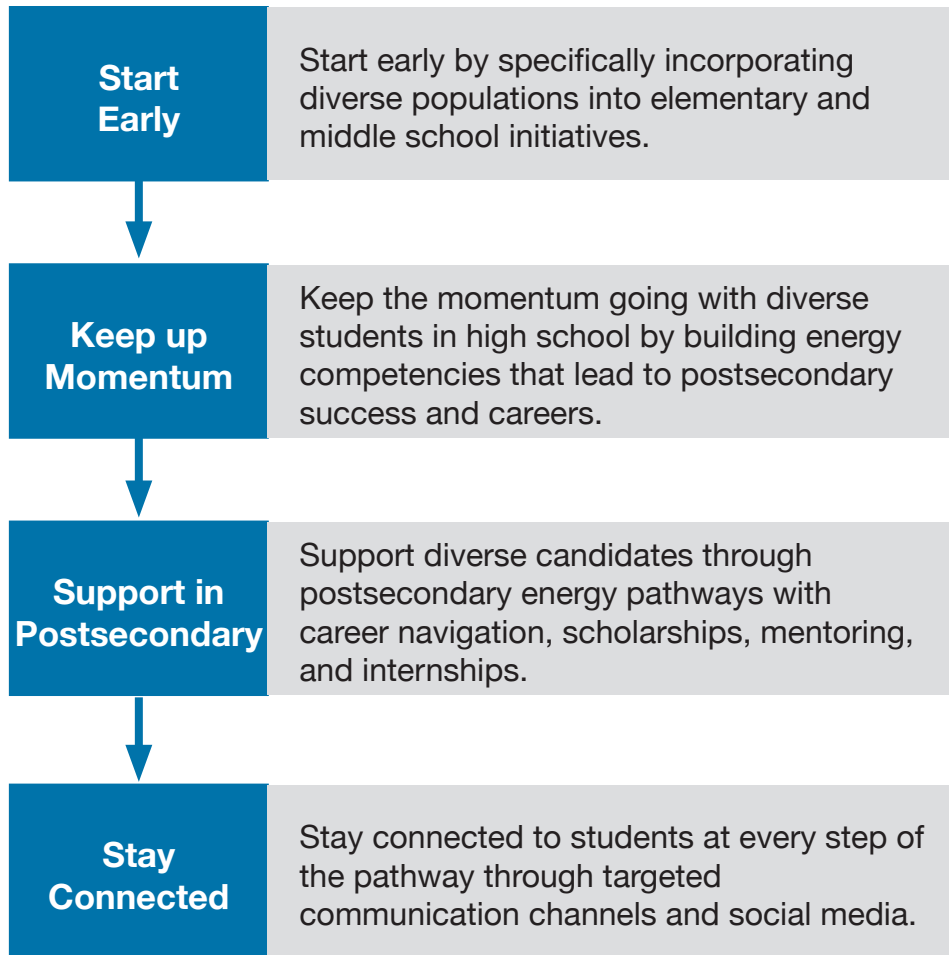
For each of these gaps, CEWD has identified ways for companies to assess their current efforts, and solutions and strategies to improve their process and results.

**Gap 1:
There is not
enough
diversity in the
energy
education and
talent pipeline**

Questions to Ask:

1. Are your education partners clearly identified and sponsored?
2. Do you have established energy education pathways?
3. Have you communicated your requirements for a diverse applicant pool to educators?
4. Are you actively supporting diverse students with focused extracurricular initiatives, internships, mentoring, and other supportive systems?
5. Does each step of the pathway mirror the diversity of the community you serve?

Strategies to Build Diversity into Every Step of the Energy Education Pathway

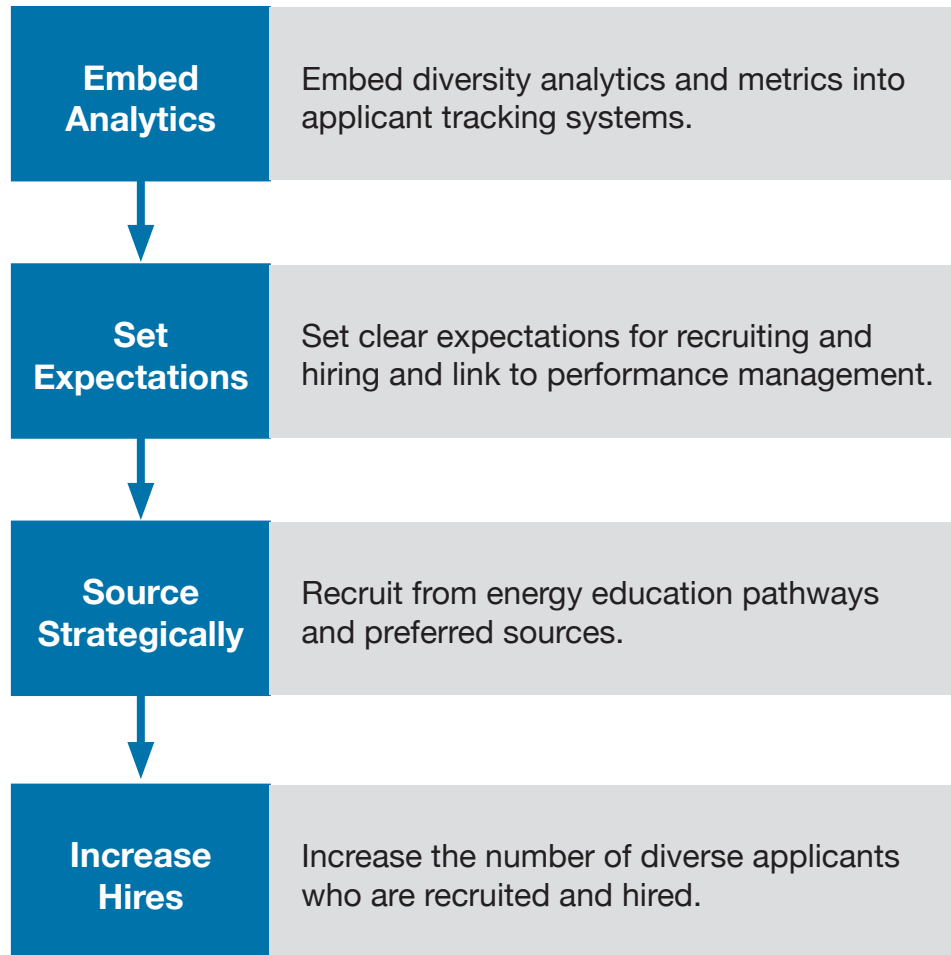


**Gap 2:
Diverse
candidates
exist, but
recruiting and
hiring systems
aren't aligned
to sources.**

Questions to Ask:

1. Are your recruiters connected to sponsored education pipeline programs?
2. Does your applicant tracking system identify candidates from partnered and preferred education programs?
3. Are recruiters accountable for creating a diverse candidate pool?
4. Are hiring managers accountable for diverse hiring?
5. Are results measured?

Strategies to Align Talent Acquisition and Sources

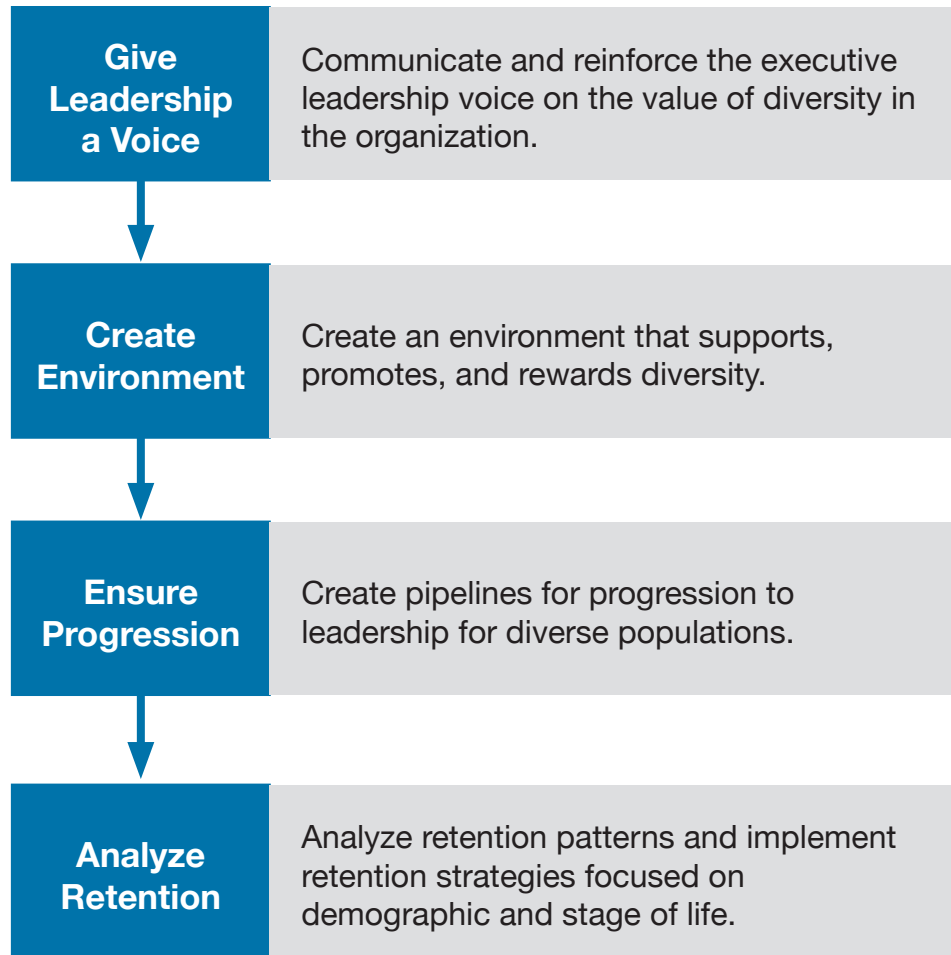


Gap 3:
**We bring in
diverse talent,
but they leave.**

Questions to Ask:

1. Does your company monitor retention data by demographic, stage of life, and years of service?
2. Are your Employee Resource Groups visibly championed by senior management and providing input into company strategy?
3. Have you audited your company policies and procedures for impact on specific demographic groups?
4. Does your company collect, analyze, and act on exit interview data?
5. Is the importance of developing a diverse workforce emphasized in new supervisor training?

Strategies to Retain Diverse Talent



Making Progress on Diversity and Inclusion

- ✓ Treat Diversity and Inclusion as a strategic imperative with Leadership, Communication, and Data-Driven Management supports in place.
- ✓ Identify gaps in the production cycle for building and keeping a diverse workforce.
- ✓ Implement initiatives that are strategically linked to workforce development efforts.
- ✓ Track progress and continually improve results with data and feedback in every step of the process.

CEWD has the tools, processes, and alliances to support your efforts at every step. Visit www.cewd.org.





A Sample of CEWD Resources

Women

- iCan Engineering Awareness Program for Girls
- Women in Sustainable Employment (WISE) Pathways
- Strategic Linkages Guide: Recruiting, Hiring, and Retaining Women Engineers

Individuals with Disabilities

- Strategic Linkages Guide: Recruiting, Hiring, and Retaining Individuals with Disabilities
- EARN/CEWD InfoBrief—Business Strategies that Work: Disability Inclusion in the Energy Workplace

General

- Get Into Energy / Get Into STEM FIRST® Initiative
- High School Energy Academy
- Scholarship Toolkit
- Internship and Co-ops Toolkit
- Workplace Mentoring Toolkit
- Solution Guide: Using Employee Resource Groups to Increase Diversity

Industry Solutions – Regional Implementation

CEWD was formed to help energy companies work together to develop solutions to build a diverse, qualified workforce.

These solutions focus on five key demographics—Youth, Low Income Young Adults, Women, Military, and Transitioning Workers—and the support, skills, and education they need to enter rewarding energy careers. Through initiatives like Troops to Energy Jobs, the Get Into Energy national branding campaign, and the Get Into Energy Career Pathways model, CEWD has created alliances, processes, and tools to build tomorrow's energy workforce.

CEWD's accomplishments are a clear illustration of the philosophy that we can create together what no one of us can accomplish alone.

For more information on CEWD, visit:

www.cewd.org

www.troopstoenergyjobs.com

www.getintoenergy.com



Formed in March 2006, the Center for Energy Workforce Development (CEWD) is a non-profit consortium of electric, natural gas, and nuclear utilities, contractors, and their associations—Edison Electric Institute, American Gas Association, American Public Power Association, Nuclear Energy Institute, National Rural Electric Cooperative Association, and Distribution Contractors Association.



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