

# CEWD | ANNUAL SUMMIT

*Industry Solutions—Regional Implementation*

November 12 - 14, 2019 | Arlington, VA



# Thank You To Our Sponsors

## PLATINUM



## GOLD



## SILVER



## SUPPORTERS





# Summit Opening

**Ann Randazzo**

Executive Director, CEWD



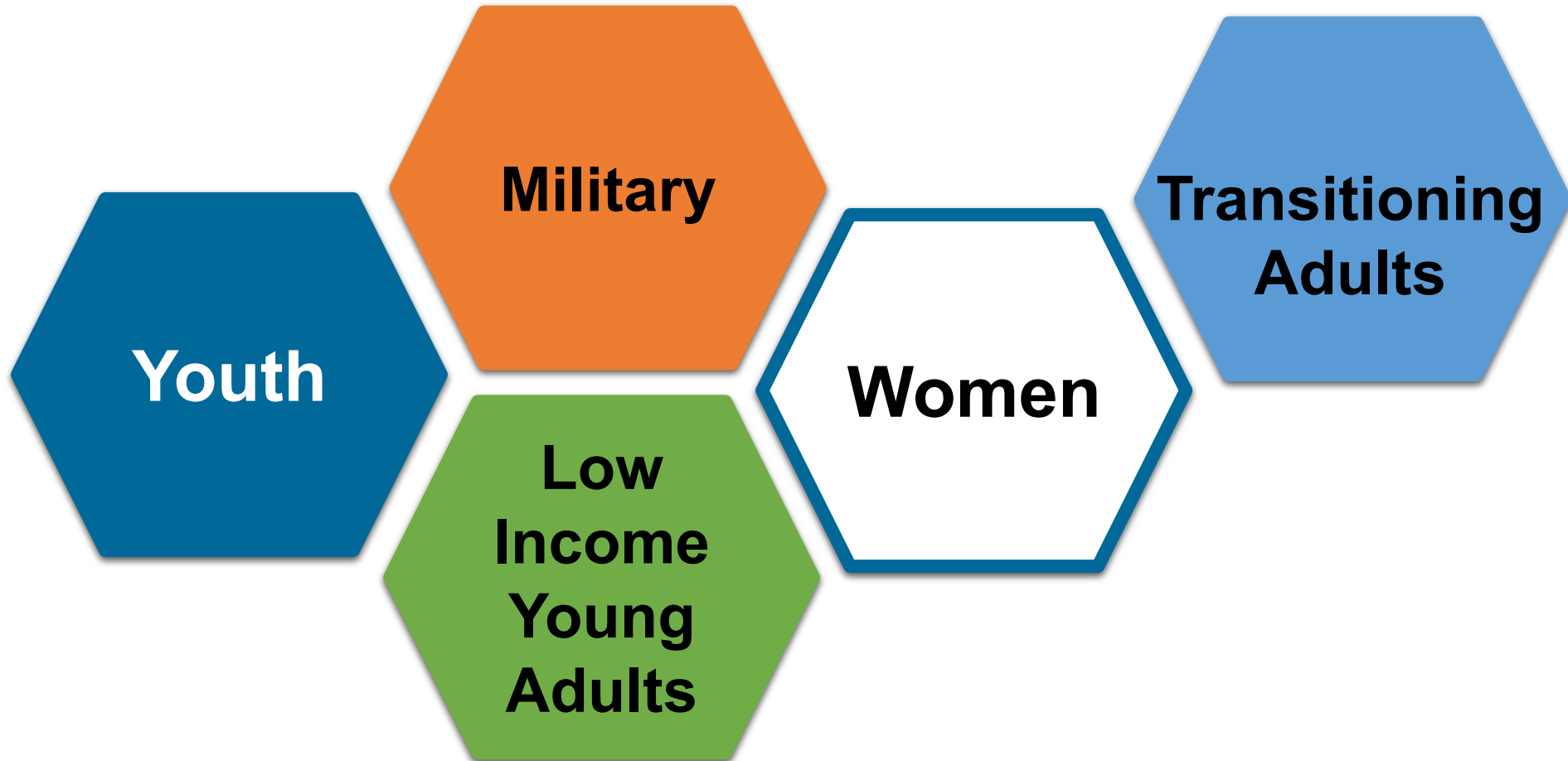
# CEWD Update





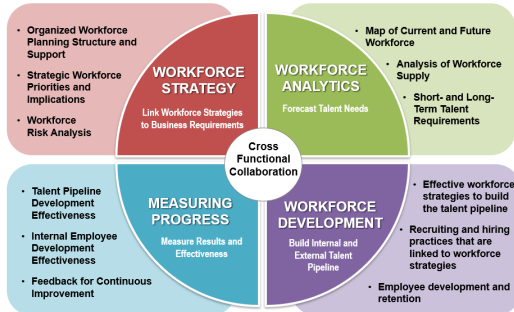
# 2019 Annual Summit

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# 2019 Accomplishments

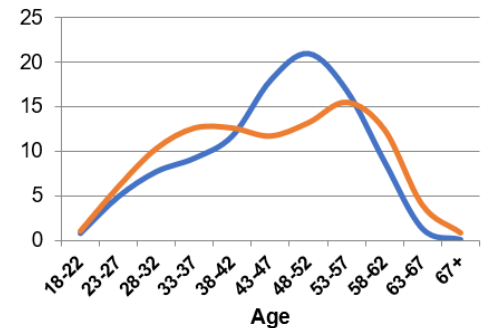
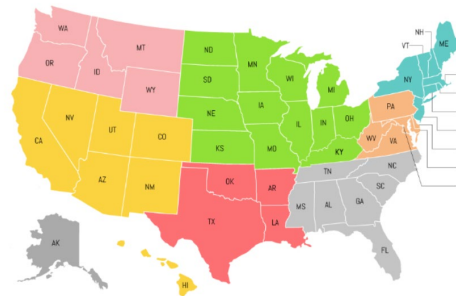
## Essential Elements of Workforce Planning



Revised 2019



Making the Connection to a Diverse, Qualified Workforce Playbook

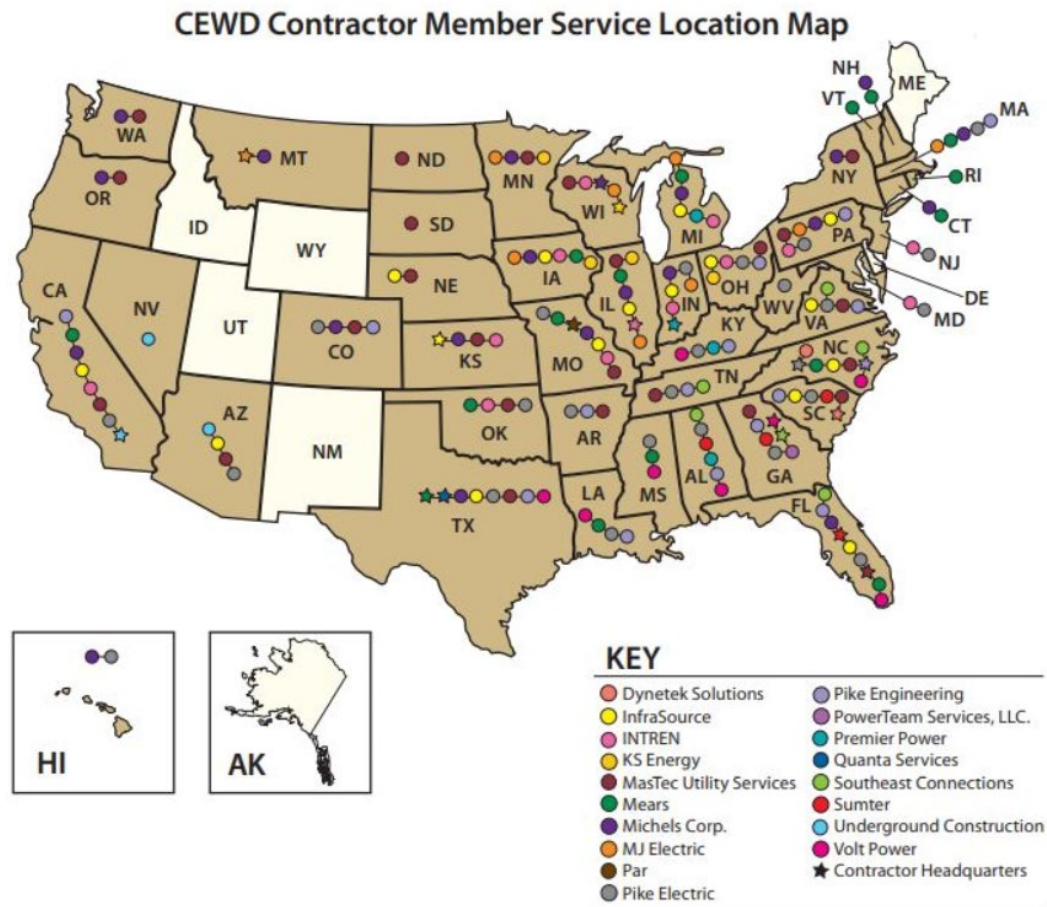


# Relationships

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# Contractors



# Making a Difference

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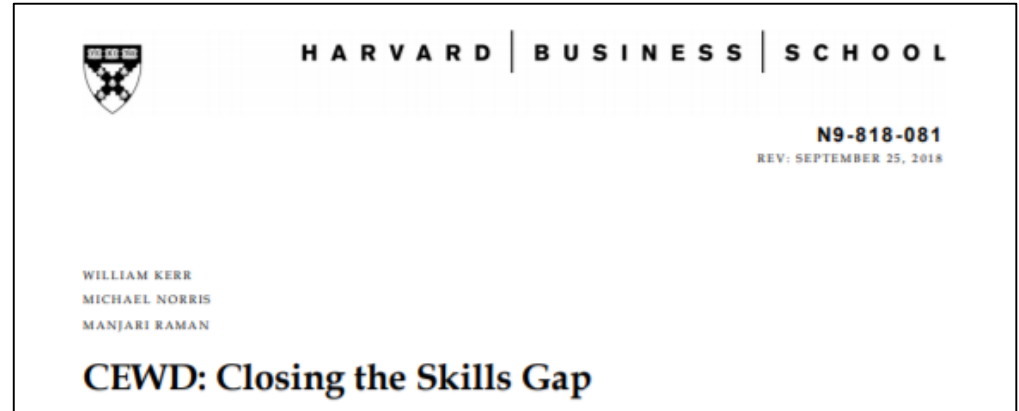
**Building  
the Talent  
Pipeline**

**Recruiting  
and Hiring**

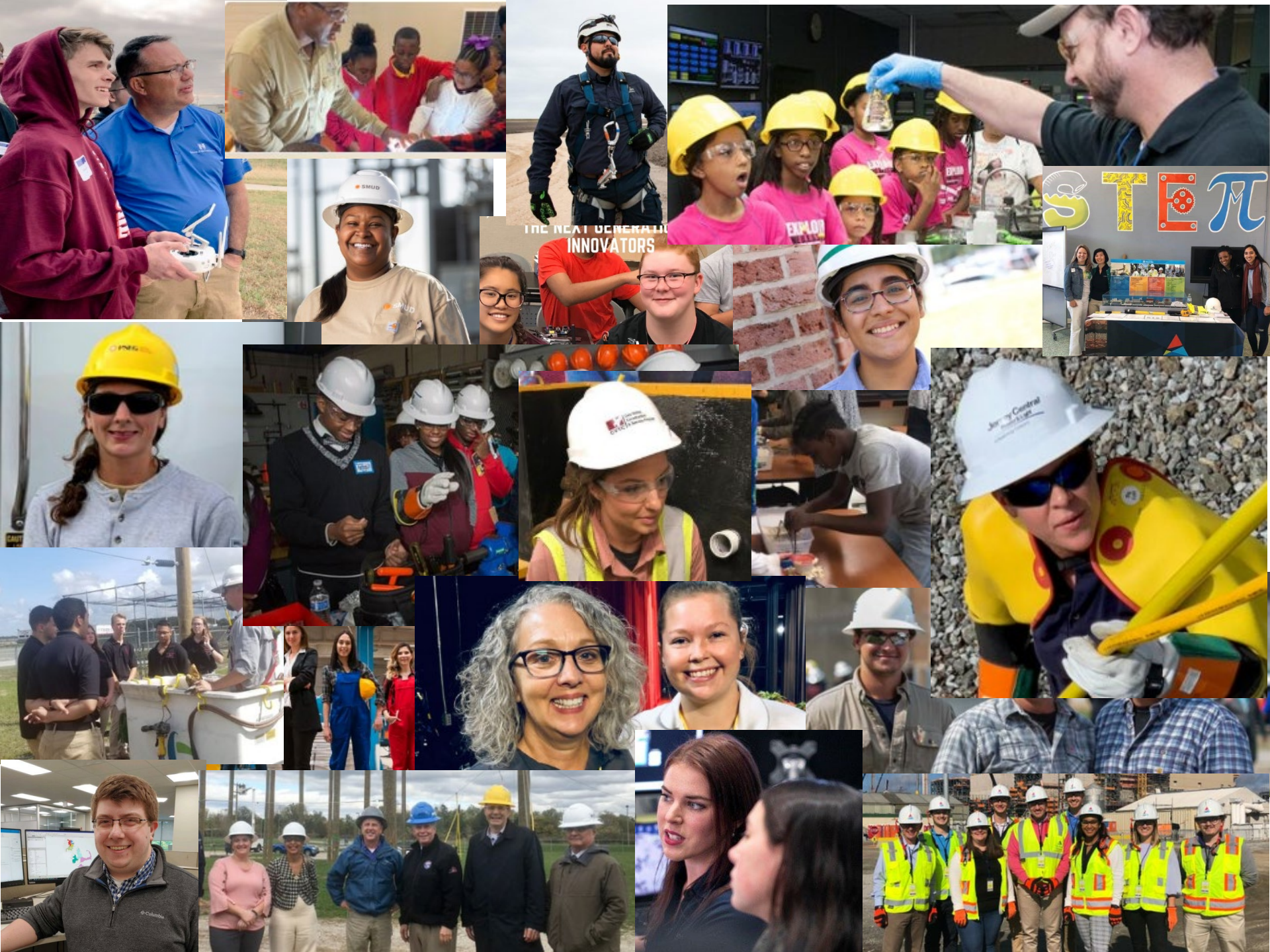
**Employee  
Development  
and  
Retention**

# Harvard

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THE NEXT GENERATION  
INNOVATORS

STE $\pi$





# CEWD Leadership Panel

# Panel Members

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- Terri Oliva (moderator)

- CEWD Interim President, and Executive Director, Human Resources and Assistant Treasurer, Edison Electric Institute

- Melissa Anderson

- CEWD Board Vice-Chair, and Executive Vice President, Administration & Chief Human Resources Officer, Duke Energy

- Ann Randazzo

- CEWD Executive Director

- Beth Reese

- CEWD Board Immediate Past Chair, and Executive Vice President, Shared Services (SCS), Southern Company Services

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# Break



# Transitioning Workers in a Changing World

# Our Panel Today...

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## **Keynote Speaker:**

- Johnny C. Taylor, Jr.
  - SHRM-SCP, President and CEO, Society for Human Resource Management (SHRM)

## **Panel:**

- Conrad Samuels
  - Manager, Talent Acquisition, Pepco Holdings, An Exelon Company
- Christine Carpenter
  - Director, Energy Providers Coalition for Education
- Tracy DiSanto
  - Manager, Workforce Planning, DTE Energy





BETTER WORKPLACES  
BETTER WORLD™

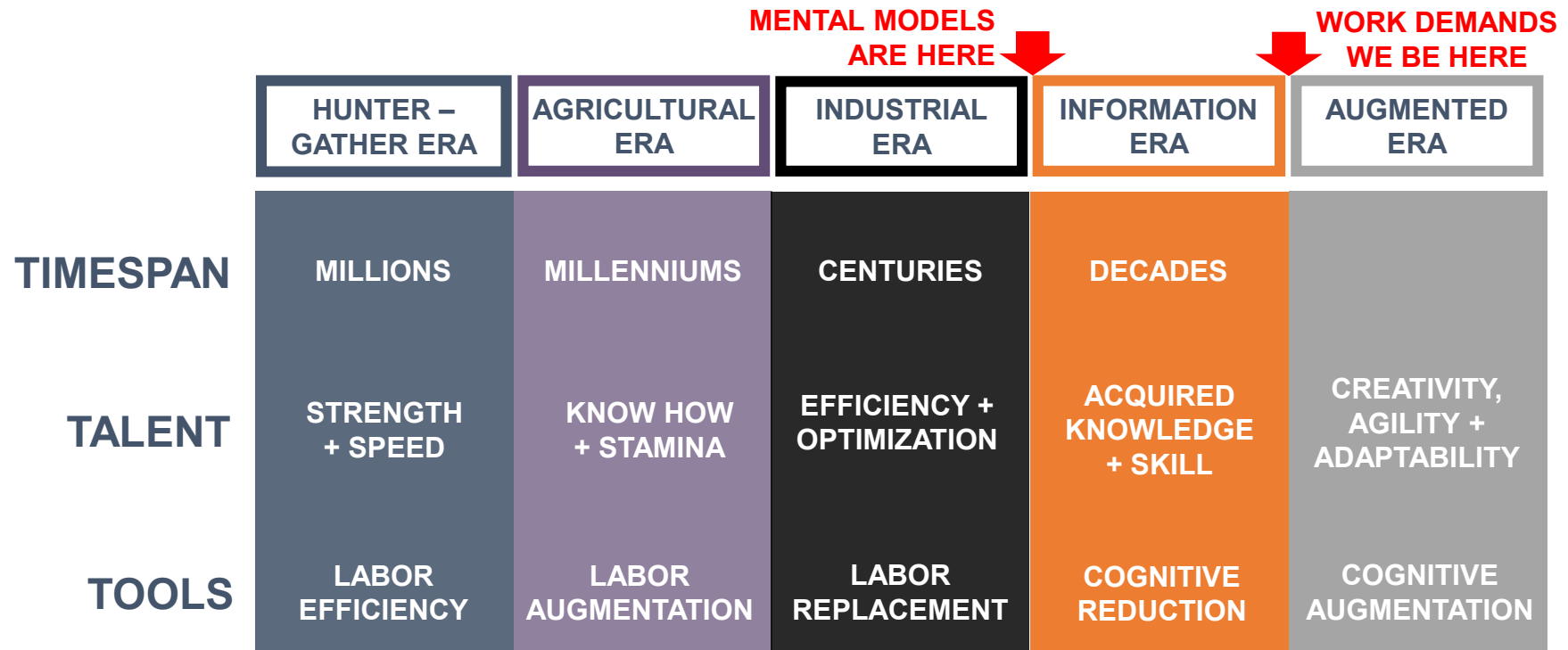
## THE 7 “NEW NORMS” OF THE FUTURE GLOBAL WORKFORCE

Johnny C. Taylor, Jr.



## NEW NORM #1:

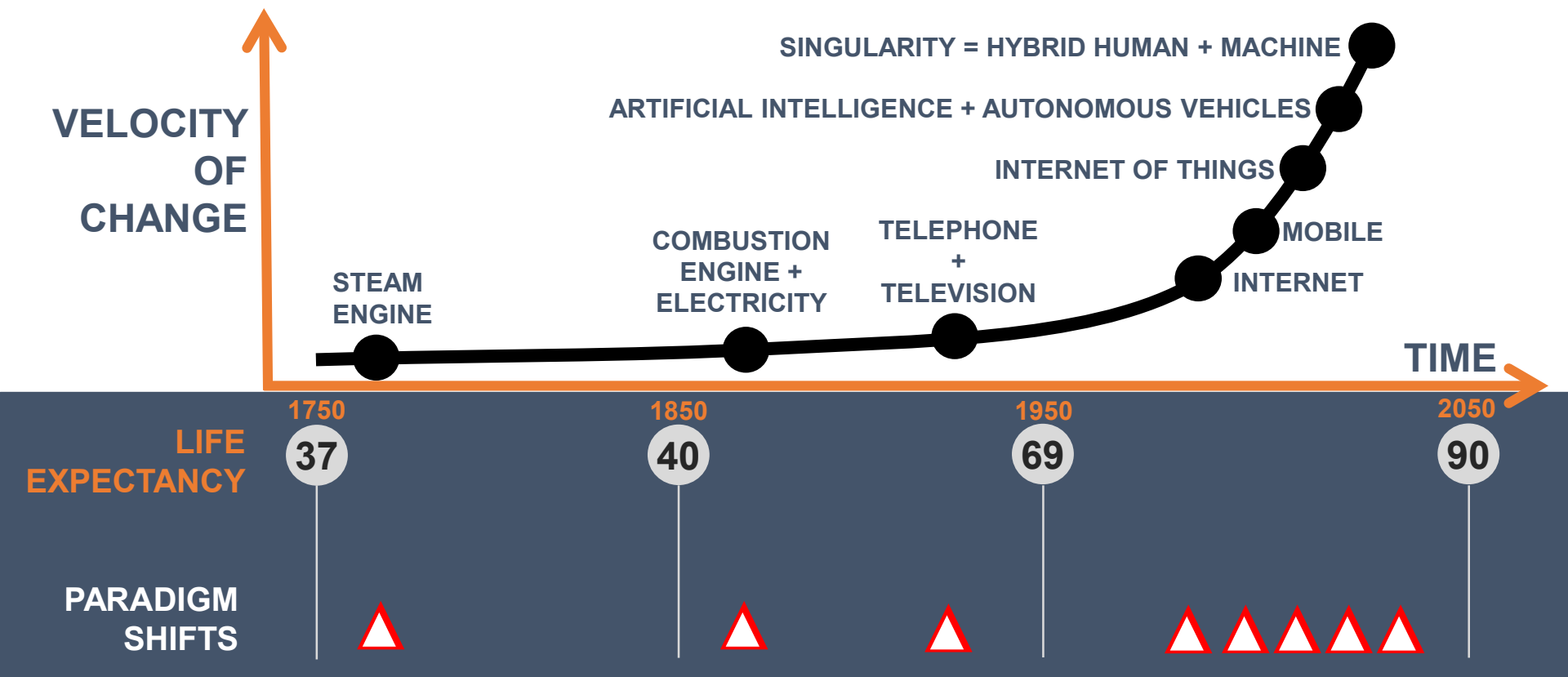
### “THE TALENTED” DEFINED VERY DIFFERENTLY



Concept of Augmented Era © Jeff Kowalski, CTO Autodesk



**NEW NORM #2:**  
**LIVING LONGER + CHANGING FASTER**



**NEW NORM #3:**

**VUCA**



**VOLATILITY**



**UNCERTAINTY**



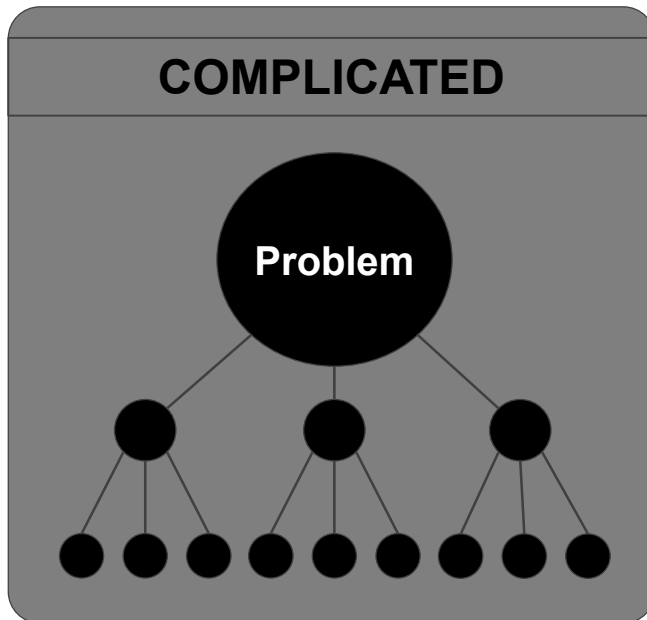
**COMPLEXITY**



**AMBIGUITY**

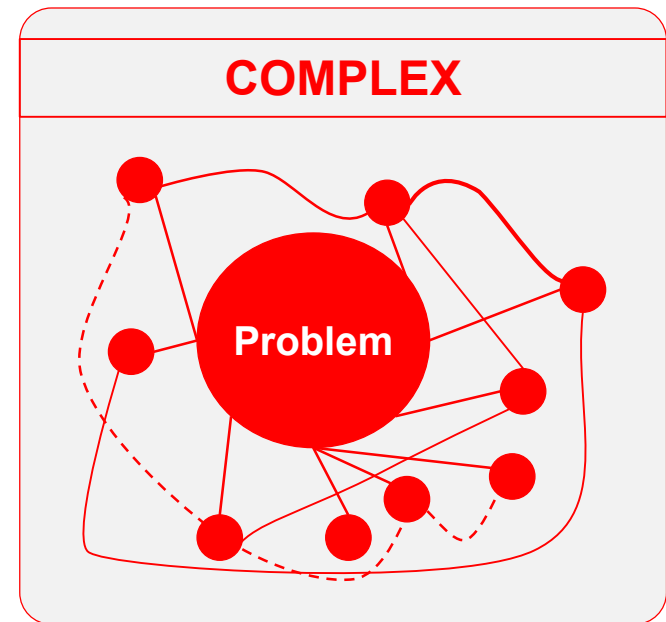
# COMPLICATED VS. COMPLEX

## YESTERDAY



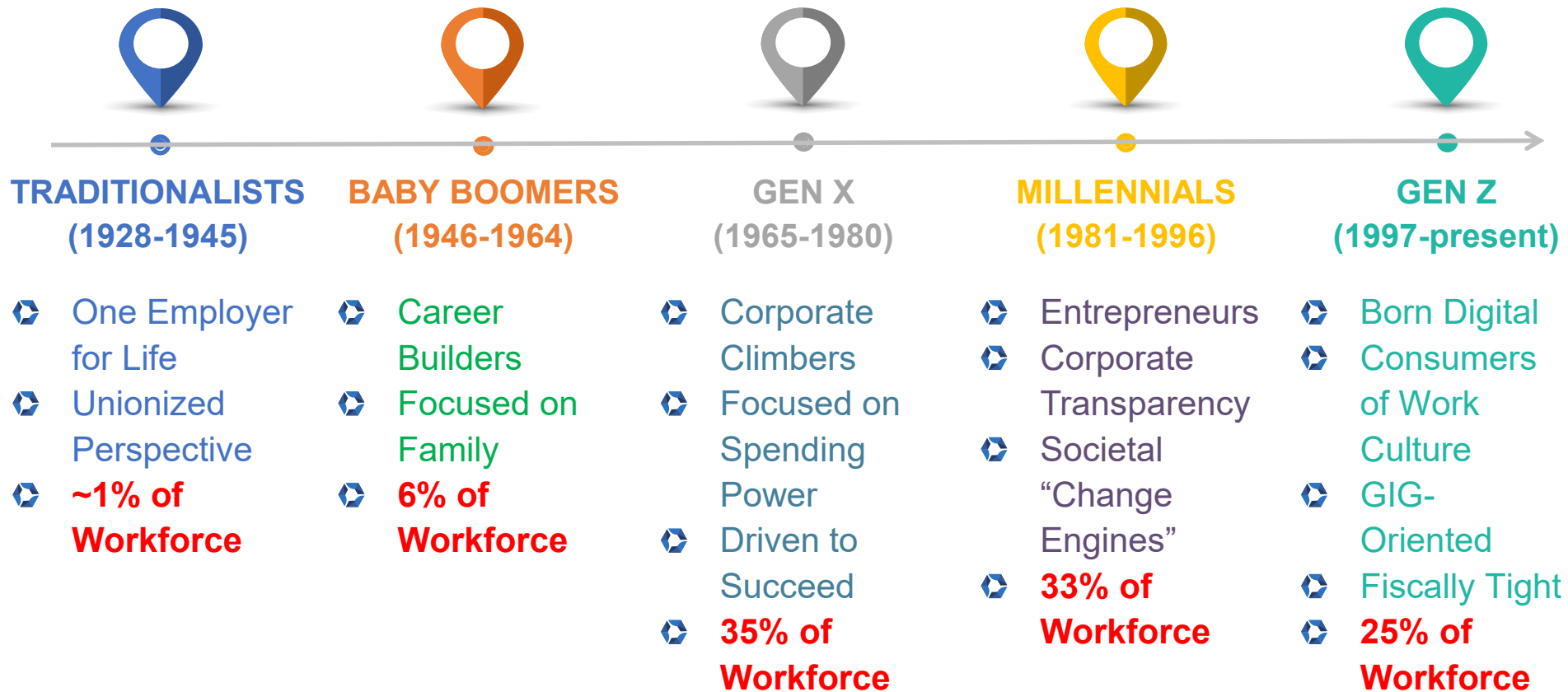
The World of Work Required  
Learning A Skill or Expertise with a Discrete  
Disciplinary Focus

## TODAY



The World of Work Requires **Constant Learning,**  
**Adaptation, Sense-making, Interdisciplinarity As**  
**Norm**

## NEW NORM #4: A MULTIGENERATIONAL WORKFORCE





## NEW NORM #5: THE EMPLOYEE ACTIVIST



## NEW NORM #6: CULTURE IS EVERYTHING

	Model/Examples Characteristics	Cultural
	<b>Evolutionary</b>	Self Management, Wholeness, Evolutionary Purpose
	<b>GREEN</b> Culture Driven Organizations	Empowerment, Value Driven Culture, Stakeholder Model
	<b>ORANGE</b> Large Corporation, Charter Schools	Innovation, Accountability, Meritocracy
	<b>AMBER</b> Governments, Churches, Public Schools	Formal Roles, Hierarchies, Processes
	<b>RED</b> Gangs, Mafias, Mercenaries	Division of Labor, Command Authority

Laloux Model from *Reinventing Organizations*, Image from Philippe Bailleux

NEW NORM #7:  
DIVERSITY IS A GIVEN... INCLUSION IS A MUST

I&D is replacing D&I

*Organizations  
lacking effective  
**inclusion** are ten  
times more likely  
to disappear within  
the next five years.*

# MAKING THE ENERGY INDUSTRY ATTRACTIVE



- ✓ Opportunities to Apply Skills
- ✓ Compensation
- ✓ Job Security
- ✓ Relationship with Supervisor
- ✓ Culture
- ✓ Purpose



@JohnnyCTaylorJr



@JohnnyCTaylorJr



# DC Infrastructure Academy Pepco Utility Training School Overview



David Vosvick  
Vice President, HR Operations  
Pepco Holdings



# Video – Pepco and Exelon Partner With DC to Boost Local Workforce Development

September 2017: Pepco, Benning Service Center



# About the DC Infrastructure Academy (DCIA)

Mayor Muriel Bowser launched the DC Infrastructure Academy, at the Department of Employment Services, to meet the needs for skilled infrastructure professionals in Washington, DC.

- Goal: Create a “pathway to the middle class “
  - By fulfilling the needs of the DC infrastructure industry and private sector infrastructure careers with leading companies
  - Services include coordinating, recruiting, screening, and training District residents from the all 8 Wards

## DCIA Partners / Programs

- Pepco Utilities Training
- Washington Gas
- WMATA/Metro Commercial Driver’s License (CDL) Training
- DC Water
- Solar Panel Installation Training and Credential
- Automotive Mechanic Training
- Foundational Workplace Safety Certification
  - OSHA 10
  - First Aid/CPR/AED



# Evolution of the DCIA Pepco Utility Training School

- The DCIA Pepco Utility Training School evolved from the Quick Path to Energy Program which focused on preparing local residents to successfully complete the Construction and Skills Trades (CAST) Exam.
- The Utility Training School offers local residents wrap around services, comprehensive training. It's a customized curriculum designed to enhance Technical, Academic and Workforce Readiness skills.

## DC Quick Path to Energy Pilots (2017-2018)

- Pepco facilitated 5 cohorts with a total of 82 participants completed the 6-week CAST Math and Reading Comprehension Course
- The pilots focused on preparing residents for the CAST exam limited workforce readiness training
- Participants spent almost five hours a day in a classroom environment doing math and reading comprehension work
- 26 of 82 participants (32%) who enrolled in the combined pilot courses were successful on the CAST exam
- All participants who passed the CAST exam were interviewed by Pepco
- 17 participants from the Quick Path to Energy course were hired by Pepco between 2017-2018

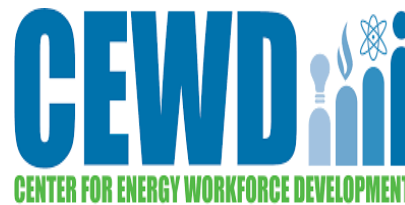
## Evolution of the DCIA Pepco Utility Training School

- Implement a Pepco/ DCIA "Intra-City Utility" Training School in the District of Columbia
- Added to CAST exam curriculum by offering:
  - Safety Training
  - Bucket Truck Operations
  - Overhead Training
  - Underground Training
  - Transmission and Substation Training
  - Employability Skills Training
  - Physical Fitness Training
- Pepco built a customized technical training yard to expose participants to line training in preparation for Physical Abilities Testing
- Pepco engaged four Contractors of Choice (CoCs) who joined us in making hiring commitments to all program graduates.
- All successful graduates will receive a job offer that propels them out of low-income

## Cohort 1: (May 2019)

- 26 participants started in the 12-week Utility Training School
  - 25 African Americans (1 Female)
  - 1 White Male
- 22 participants graduated from the program
  - 21 African Americans (1 female)
  - 1 White Male
- 15 of the 22 (68%) were successful on the CAST exam
- 87% of participants were successful on one, of both required physical tests
- All 22 participants were provided with at least 1 employment offer
  - Pepco made 13 offers (10 hires)
  - CoC's hired 8 graduates
  - 2 hires applied learned skills and were employed elsewhere (DC Water and UtiliQuest)

# Strategic Partners Including Pepco Contractors of Choice (CoCs)



# Key's to success

## **This is Pepco's business imperative**

- Define desired end-state, lean in, work plan, and be deliberate (education and employment)
- Engage NGO's and governmental agencies to support, as appropriate
- Allow key stakeholders or shine
- Significant Pepco Leadership engagement (CEO, COO, VP's, E06 – E03 FLS/Trainers)

## **Allocation of internal resources to the work**

- Operations, training, human resources, communications, governmental affairs
- Employee's engaged must have the "Will."
- Not treating the work merely as a "job assignment"

## **Engage Contractors of Choice**

- Curriculum, training yard build-out, facilitating training and interacting with participants
- Equal access to hires

## **Guaranteed employment offer for all successful participants**

## **Program participants receive a wage while in the training**

## **Overcoming barriers with partnering agency**

- Intra-city Utility Training school with "utility training yard"
- Hiring and quality of instructors
- Identifying applicants that are most likely to succeed
  - Pepco HR actively markets the program as well as sources, educates, and recruits to fill class openings

# Key's to success (continued)

## Overcoming barriers with participants.

- Many have no concept of what opportunities may exist at our company or how they may fit
  - This is an “alien world” to many
- Build Trust – “Create an environment where all feel welcome”

## Every participant will need individualized attention in order to maximize their potential, Most (if not all):

- Have experienced some sort of trauma
- Will get discouraged (i.e. missed bus or train, sick child, second job conflict with class, can not grasp an educational concept, failed a test, etc.)
- Cohort model and class manager creates a safe community

## Pull in experts as needed

- Fitness For Duty
- Employee Assistance Program
- External services and agencies

## Keep the end-game in front of them at all times

- Both sides are accountable, and,
- They can trust us that a job is guaranteed
  - Economic empowerment and financially self reliant

## Collaboration between Exelon HR, Legal, Security

- Navigate gaps in employment, criminal and driving records

# DCIA Pepco Utility Training School – What's Next?

## Reinforce the notion: “I am, in fact, welcome here”

- Provide ongoing support to new hires to ensure long-term career success
- Pair new hires with tenured employees and previous DCIA hires who can serve as mentors
- Meet with new hires to reinforce Pepco’s employee value proposition, total rewards package, career development opportunities and our commitment to a diverse and inclusive workplace

## In Process

- Increase number of Contractor’s of Choice
- Identify Employee Assistance Program (Social Worker) and Fitness for Duty resources to support the work with future cohorts
- Determine if there are other external services that might be helpful in future cohorts
- Deliberate effort to “Brand” the opportunity within the community
  - Focus on Latino community and Women in DC
  - Increase linkage to DC High-School “Get into Energy Program” graduates not going to college
- Continue to collaborate drive joint accountability with strategic partners

# Appendix



# Barriers to Entry

## **Legacy company policies are not designed to accelerate lifting people out of poverty**

- Employer induced restrictions, such as criminal record background standards, automobile moving violations, unstable employment history, and drug testing policy
- Monitor, understand, and adjust (as/if appropriate) the adverse impact versus operational necessity related job entry test.
- Lack of consistent approach to educate people in the community to help them prepare for the test

## **Lack of awareness of the opportunities and qualifications required to be considered as a viable applicant**

- Why me? I do not know anything about your company or jobs. That's for other people!
- Am I a viable candidate? Why or why not?
- Is this a real job or “good will”?
- Wage of job versus social services?
- What do you mean, career?
- Why should I trust you? I have been let down before by other companies
- WFD program(s) “Branding” is limited and not consistent
- Internal tracking of WFD and STEM efforts is not cohesive

# Barriers to Entry (continued)

**Not for Profit and Social Service job programs are often built from an “outside-in” lens and not designed to achieve optimal outcomes for constituents and/or employers**

- Work is typically done in silos and employer specific skills needs are not adequately integrated
  - Specific math or problem solving skills
  - Hand's-on skills training such as pipefitting, cable splicing, electrical skills
- Many people have lost trust in the services (over promise and under deliver) which makes it harder for corporations to build their trust
- Programs are designed for volume versus customization
- Many programs simply can't do it alone as they lack resources, competency, and capabilities
  - Need assistance, by corporations like Exelon, to help shape and drive the overall successes for external organizations (while giving them the credit)

**Internal workforce buy-in (Heart) and associated stigmas are not always where they should be**

- Exceptions made that prevents hiring of friends / family
- Lower the bar on quality hiring
- Placing co-worker safety at risk
- New hire integration mechanisms fall short

# Barriers to Entry (continued)

## **Integrated Transformational Model in Communities lacks clarity**

- Onboarding partners, such as other company's and Unions
- Delivering on commitment when hiring decisions are made lower in the organizations
- Pathway to the middle class is not understood and employers earmark of non-living wage (\$10.00) jobs for this population. This ends up perpetuating the problem.

## **Targeted population needs individualized attention and foundational 360 Wrap Around Services considerations**

- Digital deficiencies, such as minimal computer skills (i.e. ability to complete employment application)
- Income to live on while participating in a workforce development program
- Family support needs, such as day care and transportation
- Preparedness for structured employment daily requirements. such as arriving on time, being prepared for an 8-hour(+) shift, professional attire (if applicable)













# Leveraging Resources to Support a Transitioning Workforce

**Christine Carpenter**

Director,  
Energy Providers Coalition for Education



# STATE OF ADULT WORKING LEARNERS

**44 million Americans at risk of being left behind by the future of work\***

- Adult working learners are important to the nation's economy
- To achieve educational attainment goals we must focus on helping working learners with education-to-career pathways



# CAEL | EPCE

- Council for Adult Experiential Learning: 501(c)(3) Nonprofit ([www.cael.org](http://www.cael.org))
- 40+ Years: Focused on advocating for working adult learners with postsecondary, employers, and workforce and economic entities
- Every adult has a pathway to lifelong learning and meaningful work
- Affiliate in the Strada Education Network: Completion with a Purpose
- Employer-Education initiatives in Telecom - NACTEL and Energy - EPCE



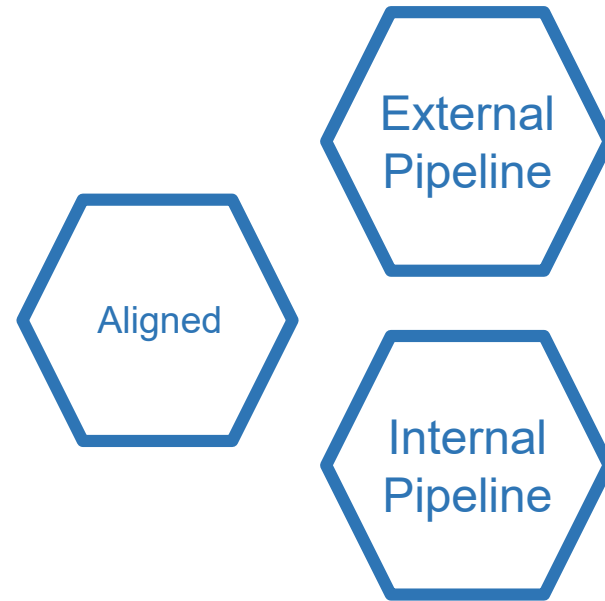
Energy Providers Coalition for Education  
**EPCE**   
**Educating the Energy Workforce**



[www.epceonline.org](http://www.epceonline.org)

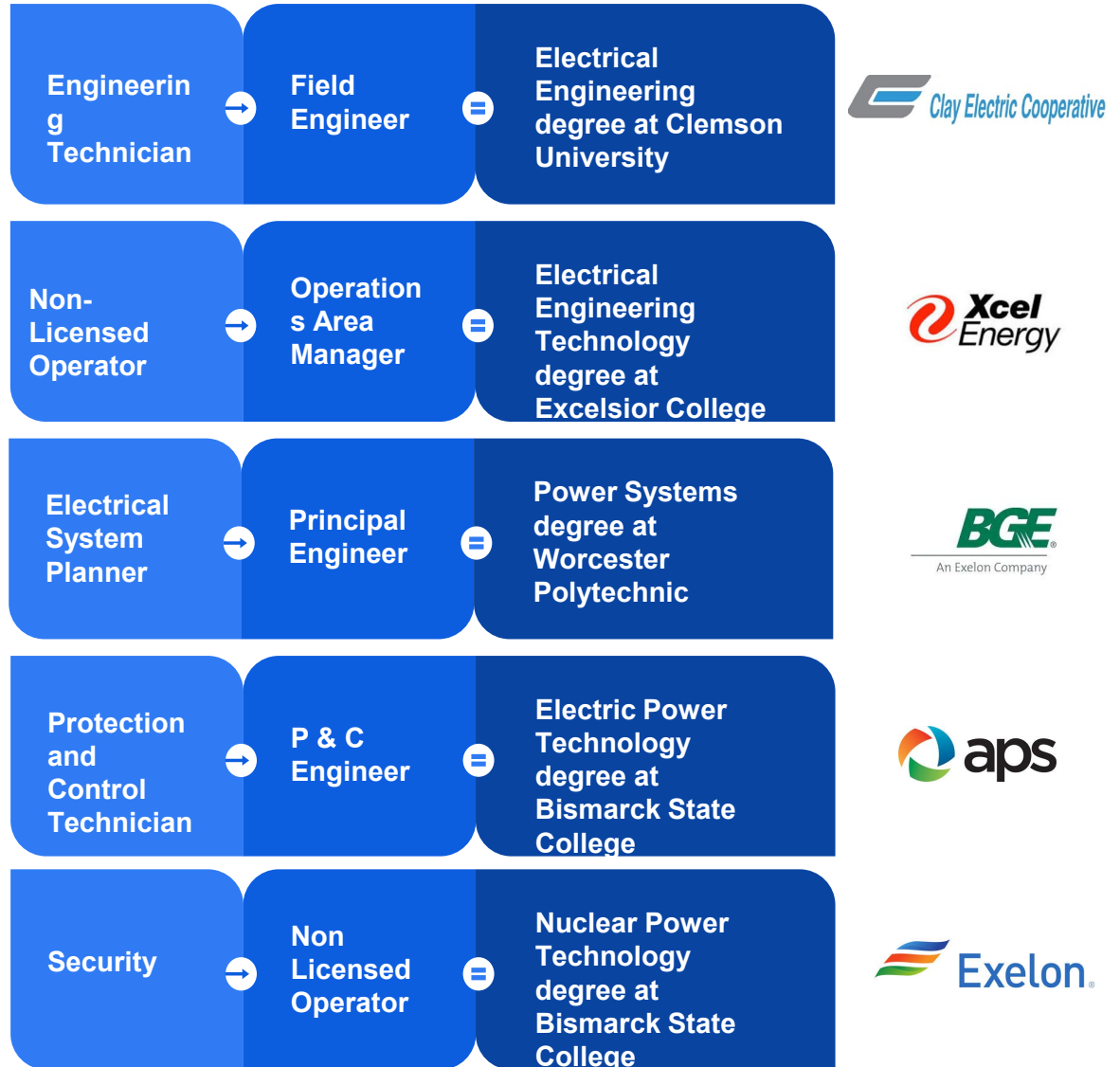
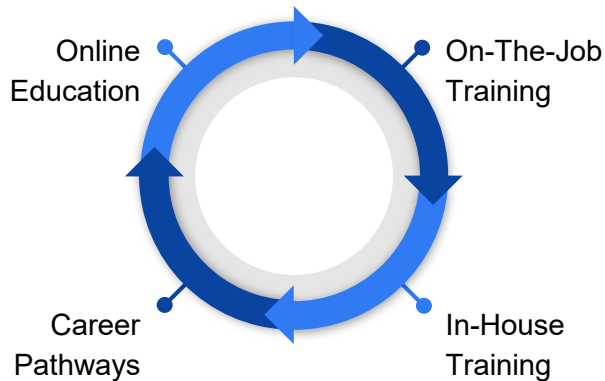


## New Energy Landscape requires New Skills



**Employees feel new skills  
are essential to their careers**

# Tying Workforce Pipelines with Internal Talent Pipelines





# DTE

## Preparing Qualified and Diverse Talent for an Energy Career

### Tracy DiSanto

Manager, Workforce Planning,  
DTE Energy



# a force for growth & prosperity



people

Improving lives and  
creating opportunity



places

Partnering with communities  
for growth



planet

Leadership toward cleaner energy and  
environmental stewardship



progress

Powering a brighter  
tomorrow

## With our energy, we're doing some good things.

DTE Energy aspires to be the best operated energy company in North America and a force for growth and prosperity in the communities where we live and serve. We're passionate about our work because Michigan is home. Our decisions not only allow us to lead the way in energy, but also engage with local communities to create jobs, grow our middle class, and make life better in our state. We want to be more than just an energy provider, we want to be a resource for the communities we serve and, together, become a transformational force for good throughout the state.

We are committed. We are bold. We are DTE.



## DTE's response to prepare qualified and diverse talent for an energy career by:

- Building foundational education programs through statewide collaboration with the MEWDC (Michigan Energy Workforce Development Consortium)
- Enhancing and providing meaningful employment opportunities annually for youth and adults facing barriers

- 
- Energy Industry Fundamentals (EIF) Programs
  - ▲ Career Technical Education High Schools
  - MEWDC Partnered Educational Institutions
  - Parnell Correctional Facility
  - Educational Institutions
  - ◆ Robotics Teams
  - ◆ Robotics Events
  - Primary Youth Employment Areas
  - Area of future programs
  - ★ DTE Energy Regions Service Center
  - ▲ Power Generation
  - Service area





**ENERGY  
INDUSTRY**

**WE'RE HIRING!**

Other Industries

Line Worker

Electrical  
Technician

Substation  
Technician

Natural Gas  
Technician

*High School Students  
College Students  
Energy Industry  
Employees*

**TIER 6-8**

## WHAT COMPETENCIES ARE THEY LEARNING?

- Job-Specific: Line Worker, Substation Technician, Engineering Technician, Relay Technician, Natural Gas Technology, Plant Operator, Electrical Technician, Mechanical Technician, Instrument & Control Technician, Alternate Fuel Technician

## WHAT DO THEY GET?

- Preferred Credentials
- Associate Degree
- Apprenticeship
- Assessment testing preparation
- Work-based Learning

## WHAT COMPETENCIES ARE THEY LEARNING?

- Industry-Specific Technical: Non-Nuclear Generation (Coal, Natural Gas, Oil, Hydro, Solar, Wind, Biofuel, Geothermal), Nuclear Generation, Electric Transmission & Distribution, Gas Transmission & Distribution
- Industry-Wide Technical Competencies: Safety Awareness, Environmental Laws & Regulations, Quality Control & Continuous Improvement

## WHAT DO THEY GET?

- Energy Industry Fundamentals Certificate
- **Dual Credit** (high school & college)
- Work-based Learning

*High School Students  
College Students*

**TIER 4-5**

Dual Credit

Problem  
Solving

Critical  
Thinking

Reading

Math

*K-12 Students*

**TIER 1-3**

## WHAT COMPETENCIES ARE THEY LEARNING?

- Academic Competencies: Math, Reading, Listening, Science, Information Technology, Critical Thinking
- Workplace Competencies: Planning, Organizing & Scheduling, Problem Solving, Ethics, Teamwork

## WHAT DO THEY GET?

- Energy Industry Employability Skills Certificate
- National Career Readiness Certificate

## Alternative Pathways

Non-traditional; provides training and re-skilling for returning citizens, veterans, and/or under-employed

### ENERGY INDUSTRY COMPETENCY MODEL



Center for  
**ENERGY**  
Workforce Development

get into  
energy

SkillsUSA

Henry Ford College,  
DTE Energy,  
and other partners are  
teaming up to prepare  
the next generation of  
skilled trades  
professionals  
to lead the way  
in the energy industry.



## Classroom to Career in One Year

◇ 110 Students    ◇ 6 Career Pathways    ◇ 10 Industry Partners Recruiting





Transformational experience leads to career!  
Preparation and tools to navigate the process  
were instrumental in successful employment





Tree Trim - Significant needs required us to reach outside our 4 walls



A criminal record shouldn't be  
a life sentence of  
unemployment





Partnerships, connections and learning from each other will make the difference in the effectiveness of our workforce development and community efforts



# Wrap-Up and Adjourn



# Reception

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Chesapeake Ballroom

5:30 pm – 7:00 pm

Sponsored by

