Workforce planning is a critical component of strategic planning, both at the corporate and business unit level. Having the right number of employees with the right skills when they are needed is imperative to the viability and profitability of a corporation. This document summarizes the essential elements of CEWD’s Strategic Workforce Planning process and the steps to be taken in each phase. The process can be used to develop a comprehensive workforce plan for a corporation, or to create a plan for a specific strategic initiative like increasing diversity or military veterans in the workforce.

Strategic Workforce Planning should be done with a cross-functional team that includes individuals currently involved in workforce planning, human resources, technical training, and recruitment, and executives from Operations, Human Resources, Finance, and Communications. The overall result of these efforts should be a clear understanding of what the company will need to do to create a skilled workforce to meet current and future demand.

**Essential Elements of Workforce Planning**

**Workforce Strategy**
- Organized Workforce Planning Structure and Support
- Strategic Workforce Priorities and Implications
- Workforce Risk Analysis

**Workforce Analytics**
- Link Workforce Strategies to Business Requirements
- Forecast Talent Needs

**Workforce Development**
- Build Internal and External Talent Pipeline
- Effective workforce strategies to build the talent pipeline
- Recruiting and hiring practices that are linked to workforce strategies
- Employee development and retention

**Measuring Progress**
- Talent Pipeline Development Effectiveness
- Internal Employee Development Effectiveness
- Feedback for Continuous Improvement

**Cross Functional Collaboration**
- Map of Current and Future Workforce
- Analysis of Workforce Supply
- Short- and Long-Term Talent Requirements

Revised 2019
Quadrant One: Workforce Strategy

Workforce Strategy in the first quadrant is most often missed in the overall workforce planning process. It is tempting to jump to the implementation of specific initiatives but, without an overall understanding of the workforce strategy for the company, workforce development initiatives may compete, duplicate other work, or fail to produce the desired results.

On a biennial basis, CEWD develops a National Strategic Workforce Plan called Game Changers that encompasses the elements of Quadrant One. The plan includes the identification of industry-wide game changers, an analysis of the workforce impact of each, and a workforce risk matrix for critical jobs. The plan also incorporates the responsibilities of each energy workforce development stakeholder in implementing workforce development solutions.

Quadrant Two: Workforce Analytics

The second quadrant is Workforce Analytics. Based on the workforce impacts identified in Quadrant One, companies should gather data to balance workforce demand and supply. That data includes an analysis of demographics, attrition and growth demand, and forecasted supply from talent pipelines, along with documented short- and long-term talent requirements that will drive the development of workforce development initiatives.

Since 2007, CEWD has conducted a comprehensive survey of Electric and Natural Gas Utilities every other year called the Gaps in the Energy Workforce Survey. This survey provides data at the national, regional, and state level on the demand for replacements in Key Jobs based on attrition, as well as demographic data. The survey results are used as a starting point in defining talent requirement by State Energy Workforce Consortia, as well as benchmarking for individual companies. The National Energy Education Network database provides supply data from partnered institutions and can be useful in determining the supply of specific talent pipelines.
Quadrant Three: Workforce Development

Workforce Development, the third quadrant of the CEWD Strategic Workforce Planning Process, is at the heart of your strategic efforts. Spanning the development continuum from attraction to retention, it requires a comprehensive enterprise-level effort. Each area has different organizations that are accountable for implementation and success and must be strategically linked to the other, making communication both inside and outside the company a key priority.

The CEWD Workforce Development Framework is comprised of four areas: Readiness, Building the Talent Pipeline, Recruiting and Hiring, and Employee Development and Retention. Through its work at the national and state level, CEWD has extensive resources in this area from national career awareness resources and branding with Get Into Energy and Troops to Energy Jobs to the creation of education pathways from elementary school through postsecondary institutions. Alliances and partnerships formed through State Energy Workforce Consortia are a critical element in workforce development success and, with state and regional support, the consortia have made significant inroads in building and sustaining the energy workforce for today and the future.

Quadrant Four: Measuring Progress

Measuring the effectiveness of the plan and revising it for continuous improvement is equally important, as illustrated in the fourth quadrant of the CEWD Strategic Workforce Planning Process. Companies often struggle with where to begin, who to involve, and what to measure. In 2018, CEWD’s Executive Council took a fresh look at which metrics truly matter to companies that are seeking to build a talent pipeline and retain their qualified and diverse employees. The CEWD Measuring Progress Framework is the result.

The metrics fall into the four same areas described in the Workforce Development Framework. In 2019, CEWD conducted a pilot with member companies who tested the metrics with various initiatives. The
pilots involved identifying processes and responsibilities for collecting data and whether the metrics identified trends and information that would be useful in measuring the success of workforce development initiatives.

The descriptions of the Strategic Workforce Planning quadrants that follow is a summary of the detail found on the [Strategic Workforce Planning Wizard](https://cewd.org/wizard/workforce-planning/). The Wizard, available to members on the CEWD website, provides resources, best practices, and tools to help with each step in the process. In addition, the CEWD member website provides additional tools, processes, and best practices aligned to workforce efforts.

**How to Get Started**

A great place to get started is to use the [CEWD Strategic Workforce Planning Assessment Tool](https://cewd.org/wizard/workforce-planning/), which provides an overall idea of the maturity of your company’s Workforce Planning efforts. The assessment will give you a high-level idea about the strengths and opportunities in your process and where to begin to make improvements.

CEWD has also developed a more detailed [Workforce Development Assessment Tool](https://cewd.org/wizard/workforce-planning/) that addresses each of the workforce development framework areas, with opportunity to identify strengths, weaknesses, and gaps in the overall process. The Workforce Development Assessment Tool helps you quickly gauge readiness of your company overall, as well as gaps and opportunities to strengthen your practices and processes. This tool is the first step in measuring progress of workforce development initiatives and processes and should be used year over year to track improvements.

The following pages provide a summary view of each of the quadrants and will give you an overview of what is required in each phase. Visit the Strategic Workforce Planning Wizard at [https://cewd.org/wizard/workforce-planning/](https://cewd.org/wizard/workforce-planning/) to find action steps, tools, resources, best practices, and copies of the assessment tools.
Quadrant 1: Workforce Strategy
Link workforce strategies to business requirements

The Workforce Strategy phase is designed to answer the following questions:

- Does your company have the people, processes, and support in place to implement Strategic Workforce Planning?
- What are the internal and external game changers affecting your business?
- What is the workforce impact from these game changers in terms of size, skills, and knowledge on critical jobs?
- What are the business and workforce risks?

Objective:
A clear understanding of the short- and long-term workforce risks and priorities for your company.

Outcomes:
- An organized Workforce Planning structure with appropriate support
- Defined strategic workforce priorities and future workforce implications
- An analysis of significant workforce risks

Who needs to be involved?
Planning should be done with a cross-functional team that will serve in an advisory capacity throughout the process and can help make the case for change. The team should include: Human Resources, Operations (including First Line Supervisors), Finance, Philanthropy, Communication, Community and/ or Economic Development, and External Affairs.

Strategies

1. Get ready.
   a. Conduct a **readiness assessment** of the organization capability to prepare a short- and long-term workforce plan. Identify **gaps and priorities** in the organization’s workforce planning process and organization based on the assessment.
   b. Create a **Strategic Workforce Planning Advisory Council**. The Advisory Council is made up of executives who can guide the process and provide valuable insight into strategic direction and effectiveness of workforce efforts. Use this Advisory Council to help define how game changers will impact the workforce, strategic priorities, stakeholders that you can leverage to build and communicate your plan, and resources required.

2. Analyze the impact of **Strategic Game Changers** on your workforce and on future talent requirements.
   a. **Interview key decision-makers** on the Game Changers and strategic priorities, including timing and potential impact on company operations.
   b. Determine the short- and long-term **workforce implications** of these strategic decisions and priorities on **critical jobs**.

3. Develop a Workforce Risk Assessment.
   a. Identify **key workforce risk areas** based on workforce size and skill requirements for critical jobs (low, medium, high).
   b. Identify **critical workforce priorities**.
Quadrant 2: Workforce Analytics

Forecast talent needs

The Workforce Analytics phase is designed to answer the following questions:

- Does your company have sufficient data (demographic, diversity, years of service) to make workforce decisions?
- Does your company have accurate workforce projections (demand) for critical jobs?
- Where will new employees and new skills come from (supply)?
- Is the organization prepared to fill workforce requirements?

Objective:
Informed decisions on who, what (skills), when, where, and how many employees will be needed, trained, and hired to implement the corporate strategic plan.

Outcomes:
- Map of current and future workforce demand, including demographics and skill requirements
- Analysis of current internal and external labor supply and sources
- Short- and long-term talent requirements

Who needs to be involved?
The team should include HR personnel responsible for development of analytics, responsible for HRIS and for reporting, HR business partners, and Operations leaders.

Strategies

1. Get ready.
   a. Develop data, processes, and reporting requirements along with responsibility for completion.
   b. Design or modify the dashboard or reports to display data.
2. Develop current and future state job demand levels.
   a. Develop a staffing level forecast method that maps staffing levels by job and by organization.
   b. Forecast staffing attrition from retirements, non-retirement attrition, and other transfers out.
   c. Forecast staffing additions based on workforce Implications (Q1), transfers in, new hires, and financial considerations.
   d. Develop job feeder analysis.
3. Develop Workforce Transition Analysis.
   a. Assess knowledge / skill transfer risk.
   b. Assess the gap information for lead time to develop, becoming proficient, reskilling, or upskilling.
4. Analyze potential sources / supply of talent for critical jobs.
   a. Inventory current talent supply pipelines (NEEN, Military, CBO, other).
   b. Make build-buy-borrow-bot decisions based on lead time and cost.
5. Identify gaps in supply and demand and develop talent requirements.
Quadrant 3: Workforce Development

Build internal and external talent pipelines

The Workforce Development phase is designed to answer the following questions:

- How are functions or departments in your company and company policies aligned with your workforce strategies?
- How will your company provide support for students and jobseekers to find your company, understand your jobs, and complete energy education programs?
- What education pathways and credentials will lead to jobs in your company?
- What external partnerships are needed to support your workforce strategies?
- How are recruiting and hiring managers connected to talent pipeline initiatives?
- What employee development, support, and training are needed to grow and retain a qualified and diverse workforce?

Objective:

Short- and long-term workforce development initiatives that are coordinated across the company and support your company’s Workforce Strategies.

Outcomes:

- Effective workforce development efforts to build a sustainable talent pipeline
- Recruiting, hiring practices, and internal training programs that are linked to workforce development efforts
- Quality employee development and improved retention

Who needs to be involved?

All organizations within the company that are stakeholders in talent attraction and development, including: Human Resources, Operations, Finance, Philanthropy, Communication, Community and/or Economic Development, External Affairs, and Technical Training.

Strategies

1. Get ready.
   a. **Organize and educate within your company** to communicate workforce development efforts, current progress, and expected outcomes.
   b. **Align company personnel, systems, policies, funding, and practices** to support the workforce development efforts.

2. Build the talent pipeline.
   a. Provide **career awareness and support** for students and jobseekers to find your company, understand your jobs, and complete well-defined energy education pathways.
   b. Establish **education pathways and credentials** that lead to energy jobs and provide feedback to stakeholders on success.
   c. Create or engage in an existing **State Energy Workforce Consortia**. Consortia include **partnerships** with other employers, educators, and community organizations to engage students and jobseekers from interest through employment.

3. Recruiting and hiring
   a. Assure **hiring managers and recruiters are connected** to energy education pathways and defined talent pipelines.
   b. Recognize and give preference to qualified and diverse candidates who have **required credentials**.
4. Employee development and retention
   a. Provide succession planning and employee development opportunities to grow a qualified and diverse workforce.
   b. Provide employee training, reskilling, and upskilling options to help incumbent employees adapt to knowledge and skill changes and progress in their careers.
   c. Implement Knowledge Transfer and Retention (KTR) initiatives to mitigate knowledge loss.
   d. Create a company environment of inclusion to retain employees at all stages of life and career.

   c. Provide support to hiring managers to understand your workforce development efforts and the importance of recruiting and hiring a qualified and diverse workforce.
Quadrant 4: Measuring Progress

Measure results and effectiveness

The Measuring Progress phase is designed to answer the following questions:

- Does the organization have a reporting process that focuses on projected attrition and hiring and that is regularly reviewed by management?
- Does the organization have metrics that measure both internal and external workforce development results?
- Are actions taken to provide feedback and adjust programs based on measurement results?
- Is employee retention acceptable in your focus or priority areas?

Objective:

Measuring process and outcomes to improve talent pipeline effectiveness, candidate quality, and diversity.

Outcomes:

- Measures to assess progress of internal and external workforce development initiatives
- Measures to evaluate the results of internal and external workforce development initiatives

Who needs to be involved?

Organizations within the company that are stakeholders in talent development, including: Workforce Development Leaders, Education partners, Operations (Hiring Managers), Human Resources (HRIS team, Recruiting, etc.), and Technical Training.

Strategies

1. Get ready.
   a. Identify current metrics and assessment tools used to evaluate overall workforce development efforts and the organizations responsible for implementation.
   b. Identify current metrics and assessment tools used to evaluate individual initiatives and the project owners responsible for implementation.
   c. Determine which workforce development initiatives will be measured (military, postsecondary, women, etc.).
   d. Identify system and process capability for collecting data.
2. Build the Measuring Processes and reporting process
   a. Develop measurement structure—metrics that encompass all three phases of workforce development and assessments of initiatives in each phase
   b. Identify measurement, system, and process gaps, and timeline for closing gaps.
   c. Identify/develop data streams and responsibility for collecting data.
   d. Develop reporting requirements, data collection process, and timing.
   e. Finalize reports for periodic review
3. Measure, communicate, and provide feedback.
   a. Meet with stakeholders periodically to review dashboards and solicit feedback.
   b. Make adjustments as necessary to improve processes or outputs.
About CEWD

The Center for Energy Workforce Development (CEWD) is a nonprofit consortium of electric, natural gas, and nuclear utilities; energy contractors: associations—the Edison Electric Institute (EEI), American Gas Association (AGA), American Public Power Association (APPA), Nuclear Energy Institute (NEI), and National Rural Electric, Cooperative Association (NRECA), the Distribution Contractors Association (DCA); and their unions—the International Brotherhood of Electrical Workers (IBEW) and the Utility Workers Union of America, AFL-CIO (UWUA).

CEWD was formed to help energy companies work together to develop industry solutions that can be implemented locally. It is the first partnership among utilities, their associations, contractors, and unions to focus on the need to build a skilled workforce pipeline that will meet future energy needs.