



Wisconsin Energy Workforce Consortium (WEWC)

Strategic Plan

2020-2024

Updated Aug 2019

Table of Contents

I.	Executive Summary	3
	– One-page Wisconsin Energy Workforce Consortium (WEWC) Strategic Plan	
II.	Consortium Overview	5
	– History	
	– Organizational Structure	
III.	More About the WEWC Strategic Plan	8
	– How the Plan is Organized	
	– Action Planning Templates	
	• Career Awareness	
	• Education	
	• Workforce Planning	
	• Structure & Support	
IV.	Background Data for WEWC Strategic Plan	18
	– Game Changers	
	– Additional Workforce Challenges	
	– Utility Workforce Demand	
	– Contractor Workforce Demand	
	– WI Technical College Supply	
	– WEWC SWOT Analysis	
	Summary of Current State of the WEWC	26

Executive Summary

The WEWC is a 501 © 3 organization in the State of Wisconsin with members making of XXXXX. The Wisconsin Energy Workforce Consortium (WEWC) Strategic Plan was developed in 2014 in conjunction with the start-up of the WEWC. The work of the WEWC is led by the efforts of energy companies, contractors, educators and government across the State of Wisconsin.

The work to initiate the consortium in Wisconsin and develop the strategic workforce plan was supported by the Center for Energy Workforce Development (CEWD) and funded through a grant provided by The Joyce Foundation.

The WEWC strategic plan focuses on the industry's needs for skilled craft and technical workers and engineers while factoring in the unique industry and workforce challenges in Wisconsin and the need to diversify the utility workforce.

In 2019 this plan was updated to reflect current state.

Following is the summary of the WEWC Strategic Workforce Plan.

Wisconsin Energy Workforce Consortium Strategic Plan 2020-2024

Vision: The Wisconsin energy industry is comprised of a qualified and diverse workforce of engineering, craft, and technical workers to provide safe, reliable and efficient energy.

Mission: The mission of the Wisconsin Energy Workforce Consortium is to identify and develop solutions that Consortium members use to meet the current and future workforce needs of the energy industry in Wisconsin. This will be accomplished through active engagement and partnerships with investor-owned, municipal and cooperative energy companies, contractors, energy and contractor associations, state economic development, workforce development, and education partners.

The WEWC Strategic Plan is organized around the four strategic pillars used in the CEWD Strategic Plan:

- Career Awareness
- Education
- Workforce Planning
- Structure & Support

Each area of focus developed by the Consortium aligns within one of the plan's strategic pillars. Detail is provided on the coming pages.

This organization methodology enables the Consortium to compare and contrast its work easily to strategic plans from other State Consortium plans across the country, as they are all organized similarly.

Website: <http://www.wi-energyworkforce.org/>

Career Awareness

Objective: Create awareness among targeted populations of the critical need for a skilled energy workforce and the opportunities for education that can lead to employment and career progression.

Strategies:

- Build awareness of careers and career progression in energy among Wisconsin's K-12, undergraduate, and veteran population.
Action:
Careers in Energy Week
Investigate opportunities to participate in STEM related events.
Determine best practices
- Increase awareness of career progression in energy in our perspective workforce.
- Increase the diversity of the applicant pool for skilled energy positions.

Education

Objective: Implement clearly defined education solutions that link industry recognized competencies to employment opportunities and advancement in the energy industry

Strategies:

- Partner with educators to identify the basic foundational skills, knowledge and abilities required to create a diverse pool of qualified workers for energy jobs.
 - Research to find the hard working people that with a little bit of education could more easily slide into our industry. (needs more wording)
- Assess the skill impact of new technologies and integrate into education pathways.
 - 17 Career clusters in Energy – educate WI stakeholders
- Develop Mentorships in the industry.

Workforce Planning

Objective: Balance the supply and demand for a qualified and diverse energy workforce

Strategies:

- Validate state workforce demand numbers (utility and contractors) to verify key in-demand jobs for career awareness and strategic planning purposes.
- Analyze supply data for key energy programs from educators to verify educational system capacity to meet energy workforce needs.
- Measure workforce development initiatives to determine impact on critical skill and workforce gaps.
- Retention and development of existing industry workforce.

Structure and Support

Objective: Organize and manage the WEWC to maximize its positive impact on national, state and individual company initiatives

Strategies:

- Effectively manage and drive change through Wisconsin Energy Workforce Consortium projects and initiatives.
 - Revisit the Task Forces
 - Revisit the Flow of Standing Agenda
 - Revisit Organization Structure – who does each Utility bring to the table?
 - Create Organizational structure:
 - Marketing
 - K-12 Marketing
 - College Level Marketing
 - Fill the seats to get folks into the technical programs
 - External Utility Marketing
 - Marketing Tools – ie Brochure, website, powerpoint, video
 - Membership
 - Funding
 - Partnerships/External – State, DPI, Education
 - Assess the impact of energy workforce needs on State workforce policy and communicate to Wisconsin Energy Workforce Consortium members and partners.
 - Create mutually beneficial alliances with organizations that support and advance Wisconsin Energy Workforce Consortium initiatives.
 - Maintain the Wisconsin Energy Workforce Consortium as a self-sustaining operating structure that includes governance, management, and financial processes.



Section II

Consortium Overview

History of the Wisconsin Energy Workforce Consortium (WEWC)

In 2018 we formed a non profit 501© 3 and hired a project manager.

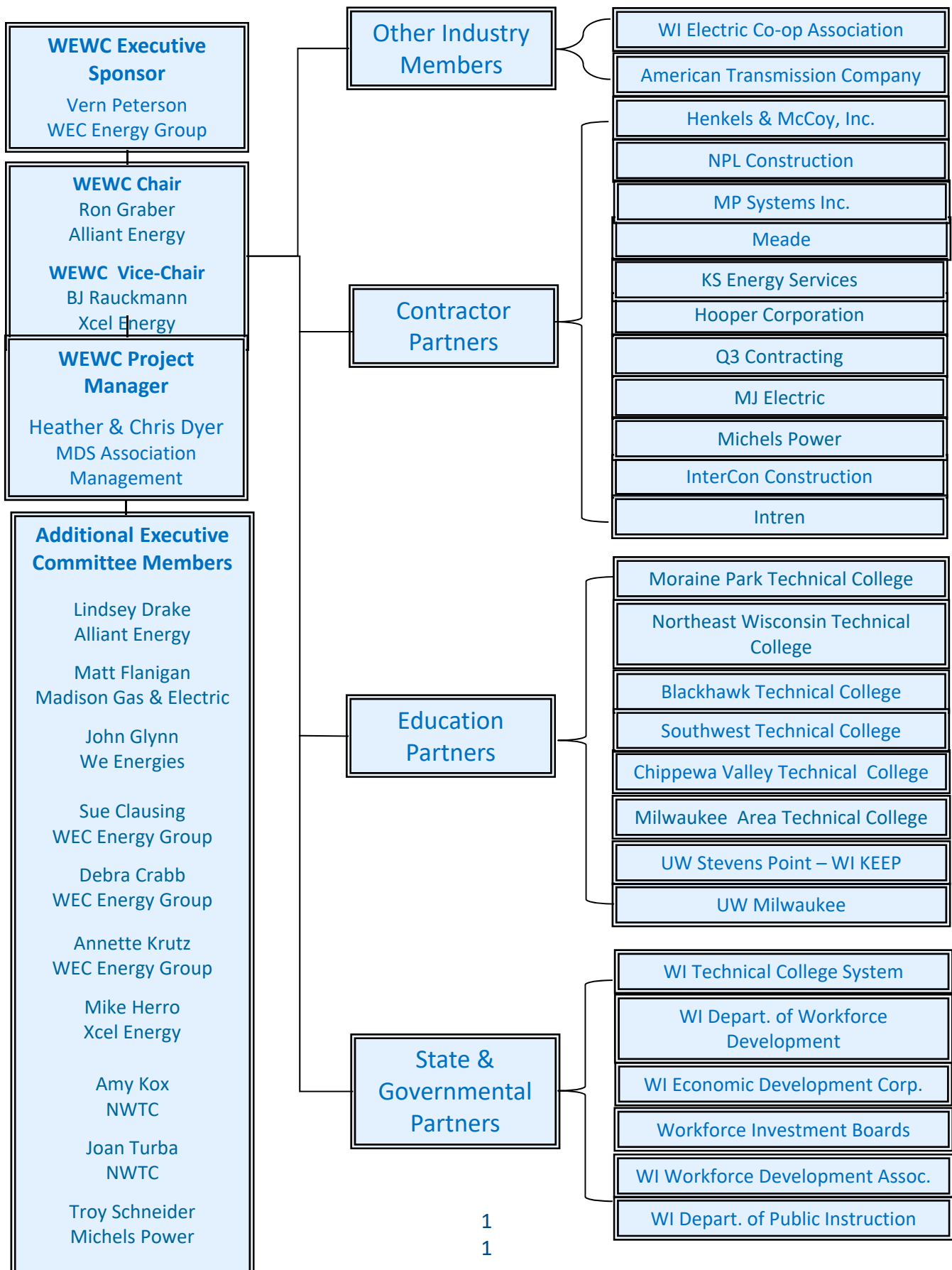
Industry members have been very effective in quickly involving co-ops, utility contractors, the Department of Workforce Development, municipalities, the Dept of Public Instruction, education partners and others in the work of the consortium, both at the full consortium level and through its two task forces.

In late 2013, representatives from Wisconsin Public Service and Integrys Group began discussions with CEWD about starting an energy workforce consortium for Wisconsin. Subsequently, they invited involvement from four other energy companies with service territory in Wisconsin: Alliant Energy, Madison Gas & Electric, We Energies and Xcel Energy.

Following initial discussions with leaders from the five companies, the group began a simultaneous effort to charter the Wisconsin Energy Workforce Consortium (WEWC) and develop a 3-5 year strategic workforce plan for the state in early 2014. The WEWC's first full consortium meeting was held April 16, 2014 in Madison, WI. A subsequent meeting, during which the framework for their strategic plan was formalized, was held June 12, 2014.

Additionally, the WEWC Executive Committee has identified an Executive Sponsor to help champion its efforts across the state and has developed the consortium's organizing structure and meeting schedule.

WEWC Members and Structure (06/19)



Section III

More About the WEWC Strategic Plan

Wisconsin Energy Workforce Consortium Strategic Planning Template

Career Awareness Objective: Create awareness among targeted populations of the critical need for a skilled energy workforce and the opportunities for education that can lead to employment and career progression.

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Build awareness of careers in energy among Wisconsin’s K-12, undergraduate, and veteran population. Measures of Success:				
Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Increase awareness of career progression in energy in our perspective workforce. Measure of Success:				

Wisconsin Energy Workforce Consortium Strategic Planning Template

Career Awareness Objective: Create awareness among targeted populations of the critical need for a skilled energy workforce and the opportunities for education that can lead to employment and career progression.

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
<p>Increase the diversity of the applicant pool for skilled energy positions.</p> <p>Measures of Success:</p>				

Wisconsin Energy Workforce Consortium Strategic Planning Template

Education Objective: Implement clearly defined education solutions that link industry recognized competencies and credentials to employment opportunities and advancement in the energy industry.

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Partner with educators to identify the basic foundational skills, knowledge and abilities required to create a diverse pool of qualified workers for energy jobs. Measures of Success:				
Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Develop Mentorships in the industry. Measure of Success:				

Wisconsin Energy Workforce Consortium Strategic Planning Template

Education Objective: Implement clearly defined education solutions that link industry recognized competencies and credentials to employment opportunities and advancement in the energy industry.

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Assess the skill impact of new technologies and integrate into education pathways. Measures of Success:				

Wisconsin Energy Workforce Consortium Strategic Planning Template

Workforce Planning Objective: Balance the supply and demand for a qualified and diverse energy workforce.

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Validate state workforce demand numbers (utilities and contractors) to verify key in-demand jobs for career awareness and strategic planning purposes Measures of Success:				
Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Analyze supply data for key energy programs from educators to verify educational system capacity to meet energy workforce needs Measures of Success:				

Wisconsin Energy Workforce Consortium Strategic Planning Template

Workforce Planning Objective: *Balance the supply and demand for a qualified and diverse energy workforce.*

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Measure workforce development initiatives to determine impact on critical skill and workforce gaps. Measures of Success:				
Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Retention and development of existing industry workforce. Measure of Success:				

Wisconsin Energy Workforce Consortium Strategic Planning Template

Structure and Support Objective: Organize and manage the WEWC to maximize its positive impact on national, state and individual company initiatives.

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
<p>Effectively manage and drive change through Wisconsin Energy Workforce Consortium projects and initiatives.</p> <p>Measures of Success:</p>				
Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
<p>Assess the impact of energy workforce needs on State workforce policy and communicate to Wisconsin Energy Workforce Consortium members and partners.</p> <p>Measures of Success:</p>				

Wisconsin Energy Workforce Consortium Strategic Planning Template

Structure and Support Objective: Organize and manage the WEWC to maximize its positive impact on national, state and individual company initiatives.

Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Create mutually beneficial alliances with organizations that support and advance WEWC initiatives. Measures of Success:				
Strategy:	Actions:	Timeframe:	Accountability:	Resources Required:
Maintain the WEWC as a self-sustaining operating structure that includes governance, management, and financial processes. Measures of Success:				

Section IV

Background Data for WEWC Strategic Plan

Game Changers

Game Changers Industry:

- Fuel Mix is changing
- Emerging markets-CNG batteries alternative fuel vehicles
- Focus on compliance and pending regulation
- Increased demand for natural gas service
- Fewer internal employees and more contractors
- Infrastructure upgrades – Modern reliability project: lines underground/ renewing distribution projects
- Employability skills
- Increasingly competitive labor markets
- Attrition & Retention
- Technology changes that will drive new skill sets
- Impact of centralized generation versus decentralized
- Work culture-need to be more flexible, adaptive and innovative
- Generational Mix
- Employment Longevity not as attractive
- Work Flexibility

Additional Workforce Challenges in Wisconsin

Additional Workforce Challenges in WI:

- Lack of awareness of career opportunities in energy
- Lack of qualified engineers
- Industry perception
- Attracting strong diverse candidates
- Lack of qualified technical instructors
- Passing pre-employment testing
- Passing physical ability testing(climbing poles)
- Lack of interviewing skills
- High School graduates without basic skills or linear skills
- Ups and downs of hiring and work for contractors
- Cross training to account for attrition and knowledge
- Utility is not accustomed to today's younger labor market
- Employee value proposition
- Cultural issues-company needs to foster creativity, innovation and flexibility
- Low Unemployment Rate
- Decline/Flux in # of Students entering workforce (Rural/City)
- Decline in Rural Population
- Increase in Hiring direct from High School
- Career progression – employee wants their own progression defined
- Instructor Salaries

WEWC SWOT Analysis

S Strengths

- Diverse perspectives/Operations focused
- Lots of partners in the room
- Workforce system has the capability to help
- Collective focus
- Draw upon the consortia that already exist - CEWD
- Leverage perception collectively
- More resources (funding available)
- Learning from each other/ industry-education – workforce
- Sr. leadership buys into the need for workforce development

What factors internal to the consortium membership strengthen its ability to meet its objectives and goals?

W Weaknesses

- Job requirements and testing may not be the same across various jobs
- Contractor Hiring Gaps
- Lack of focus on millennials
- Engage others from each member organization
- Lack of time availability
- Spread beyond Madison Area
- Lack of representation across generations and diverse populations in workforce and committee

What factors internal to the consortium membership threaten its ability to meet its goals?

WEWC SWOT Analysis

O Opportunities

- Internal Training - New ideas for bringing people up more quickly
- Veterans/community based organization
- Consider programs that already exist - Project Lead the Way/robotics
- Include Career and Tech Education person- engage DPI & Universities/Colleges for Career Path
- Career awareness for parents/counselors
- Careers in Energy Week
- Identify external funding sources/partnerships
- Leverage State Government Programs
- Utilize WEWC website to share information
- Partner with K-12 educators and target diverse high schools
- Bring millennials to consortium
- Develop a means for members to disseminate information through their organization
- Provide opportunity to identify, prioritize and invest in initiatives
- Develop visible career progression in energy careers
- Identify value to the membership

What external factors threaten the ongoing effectiveness of the consortium and its ability to meet its goals?

What external opportunities exist to leverage the effectiveness of the consortium?

T Threats

- Competitive job market
- Utility are very conservative
- Need to bring people in and create new opportunities
- Takes too long to get people trained
- See training as an investment in the future – not a cost
- Influx of hiring-growing economy
- Lack of engagement/contacts at the state level
- Cost pressure/budget constraints
- Data accuracy & Viability
- Nimbleness of evolving programs and training
- ROI for membership value

Summary of Current State of the WEWC

The WEWC achieved the following milestones in preparation for updating its three – five year strategic plan:

- The membership agreed there is continued value in maintaining a state energy workforce consortium for Wisconsin
- Analyzed CEWD industry Demand Report data
- Collected company specific demand data to inform CEWD's Demand Report
- Collected associated supply data from all Wisconsin Technical Colleges
- Identified game changers in Wisconsin
- Identified other workforce challenges
- Revised a SWOT analysis for the Consortium
- Strengthened areas of focus for the plan by refining our strategic objectives
- Identified and added additional stakeholders to join the Consortium
- Continued collaboration with governmental, education and workforce leaders to provide additional data to the Consortium
- Reviewed and further defined the structure and support model for the Consortium
- Updated the Executive Committee to include educator and contractor representation
- Transformed the WEWC into a 501c3 in order to generate funds to support the work of the consortium
- Increased consortium membership by reaching out to other energy related companies working in the state of WI

During a day-long session, the WEWC Executive Committee worked through a revision to its strategies to achieve its objectives.

The WEWC meets 3 times per year, its Executive Committee has agreed to meet monthly, and the task forces/project teams are convening regularly to address actions identified in their planning meetings.



Development of the Wisconsin Energy Workforce Consortium Strategic Plan was made possible by generous support from

TheJoyceFoundation

The Joyce Foundation supports the development of policies that both improve the quality of life for people in the Great Lakes region and serve as models for the rest of the country. The Joyce Foundation's grant making supports research into Great Lakes protection and restoration, energy efficiency, teacher quality and early reading, workforce development, gun violence prevention, diverse art for diverse audiences, and a strong, thriving democracy. The Foundation encourages innovative and collaborative approaches with a regional focus and the potential for a national reach.