



NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Workforce Development and Wage Surveys 2021

Agenda

- NASCSP facilitated Workforce Development Working Group (WDWG)
- Vermont – wage survey
- Illinois – wage study
- NEW wage survey tools!
- Wage survey purpose and scope
 - Wage Survey Option 1
 - Wage Survey Option 2
- Deploying the survey
- NASCSP workforce development resources



Workforce Development Working Group

- NASCSP did voluntary call for participants in May 2020
- 11 Members; all 5 Regions represented
- Meet monthly to discuss challenges and opportunities to workforce development and retention in the WAP

Member Representative	State / Territory	Region
Geoff Wilcox	Vermont	1
Keli Reynolds	Kentucky	2
Deanna McCord	Kentucky	2
Kye Garvin	Oklahoma	3
Robert Garber	Missouri	3
Mary Meunier	Wisconsin	4
Mick Prince	Illinois	4
Wayne Hartel	Illinois	4
Ryan Manzik	Colorado	4
Maddy Kamalay	Michigan	4
Jessicarae Nunez	Washington	5

Workforce Development Working Group

- Workforce Development identified as a top priority for WAP and the broader clean energy and efficiency sector
- NREL's [2017 Solution Summit Results](#) identified the lack of funding to hire, pay and retain competent, experienced staff as the top barrier facing WAP
- Conducting a wage survey or study and providing best practice staffing and compensation guidelines were two ideas suggested by the participants
- WDWG identified a critical need for WAP-specific wage data
 - Several members shared their state-level data collected on a regular basis, including wage surveys and studies
 - The working group views this as a first step in their work to improve recruitment and retention of workers.

POLL

Have you conducted a WAP wage survey of your Subgrantee network?

- ☐ Yes, we conduct an annual wage survey
- ☐ We conducted a wage survey in the last two years
- ☐ No, we have **not** conducted a wage survey
- ☐ Not yet, but we will use the new wage survey tools from NASCSP

Vermont Wage Survey

Geoffrey Wilcox

Vermont Wage Survey

The Vermont WAP Network is serviced by Five Non-profit Agencies, (Four are CAA's).



- A few years back, there was significant turnover at 2 of the 5 Local Agencies- Especially at crew position.
- 1 agency had over 60% turnover of their crews in 12 months.
- The state was seeing poor quality work and decreased production at these 2 agencies.
- Complaints of level of pay directly from crew to State.

Time to look closer at wages...

- Vermont Office of Economic Opportunity (OEO) knew these agencies were the lower paying of the 5, but only anecdotally.
- We decided to perform a wage survey, mostly using information we already had (from Wx grant information).
- De-identified the data and shared with all agencies (Weatherization Director's and Executive Director's)

Vermont Wage Survey

- Collected data on core WAP job classifications
- Hi – Low – Average salaries for each job classification
- Starting salary for new crew hires with and without experience

PY20 Wages for Vermont Weatherization Program by position and WAP							
		Agency A	Agency B	Agency C	Agency D	Agency E	state avg
Weatherization Director		67,496	59,578	85,010	96,283	81,154	77,904
Office / Admin.	Hi	42,370	47,604	72,280	52,580	53,731	
	Low	42,370	35,650	32,760	29,486	42,012	
	avg of all	42,370	41,627	47,570	38,254	47,872	43,538
Auditor / QCI	Hi	45,760	52,060	57,200	50,589	52,489	
	Low	38,480	40,920	48,880	47,088	41,734	
	avg of all	42,640	48,168	53,040	49,045	49,622	48,503
Crew Chief	Hi	46,176	40,560	44,200	48,893	51,418	
	Low	38,460	37,642	40,040	45,027	44,262	
	avg of all	41,732	38,884	42,120	47,455	48,090	43,656
Crew	Hi	36,400	35,350	39,520	43,940	41,091	
	Low	32,240	33,280	27,040	41,628	37,492	
	avg of all	35,048	34,299	32,212	42,062	38,995	36,523
Operations, assistant Director, etc	hi	58,500	50,989	61,360	96,986	70,913	
	low	47,840	44,980	53,560	59,287	44,262	
	avg	53,170	48,557	57,460	73,541	60,651	58,676
Coach		38,050	42,848	57,200	46,757	57,181	48,407
subcontractor administrator		#####	44,990	na	na	50,000	45,530.00
Rate for new crew hire / no experience		15.50	16.00	13.50	18.00	18.00	16.20
Rate for new crew hire / with experience		16-17 / hr.	17.00	14.00	18.00	18.00	16.70

Vermont Wage Survey- Results

- Wx Directors were able to use this data with their Executive Directors to support wage increases.
- Wages did go up.
- Turnover went down (wages were part of the issue, but can't take full credit)
- OEO had Corrective Action Plans with these agencies and was able to use wage data to address concerns during these discussions.

The Cost of Turn-over. HUGE

Penny wise is pound foolish when it comes to personnel. This has been proven time and time again in the WAP Program.

WHY?

- Hiring and on-boarding can be a lengthy process.
- The Result = lost time and production.
- The cost of required training and certifications is large in Weatherization. A lot of taxpayer \$ invested in each person. A lot invested to let walk out the door.

Training Costs for new crew hires

(first 3-6 months of employment)

Type of training	Training cost	Wages
• Lead renovator	\$300	\$330
• Respirator fit testing	\$150	\$200
• OSHA 10	\$165	\$330
• Fan / electrical basics	\$250	\$330
• IR camera	\$300	\$330
• Crew Tech Boot Camp	\$1,785	\$1,320
• Insulation installation training	\$900	\$860
• Tech Manual Training	\$0	\$1,320
Total	\$5,015	\$4,820

Training costs to get a new RIT up to speed = \$9,835

+ HR/Recruiting/Interviewing time

+ Lost production time

Illinois Wage Study

Mick Prince & Wayne Hartel

Illinois Wage Study - Purpose

- To examine the salaries of coordinators, assessors, and final inspectors at IL Wx agencies
- To consider the relationship between Wx staff salaries and local median income
- To evaluate how the salaries compare with a measure of poverty
- To look at the way salaries of Wx staff relate to occupations with similar skills



Illinois Wage Study – Annual Process

Each year every Wx agency must submit a weatherization plan outlining how they will meet their goals

Annual wage data is collected as part of the weatherization plan for all 34 of the local WAP agencies in Illinois

The salaries of coordinators, assessors, and final inspectors are included

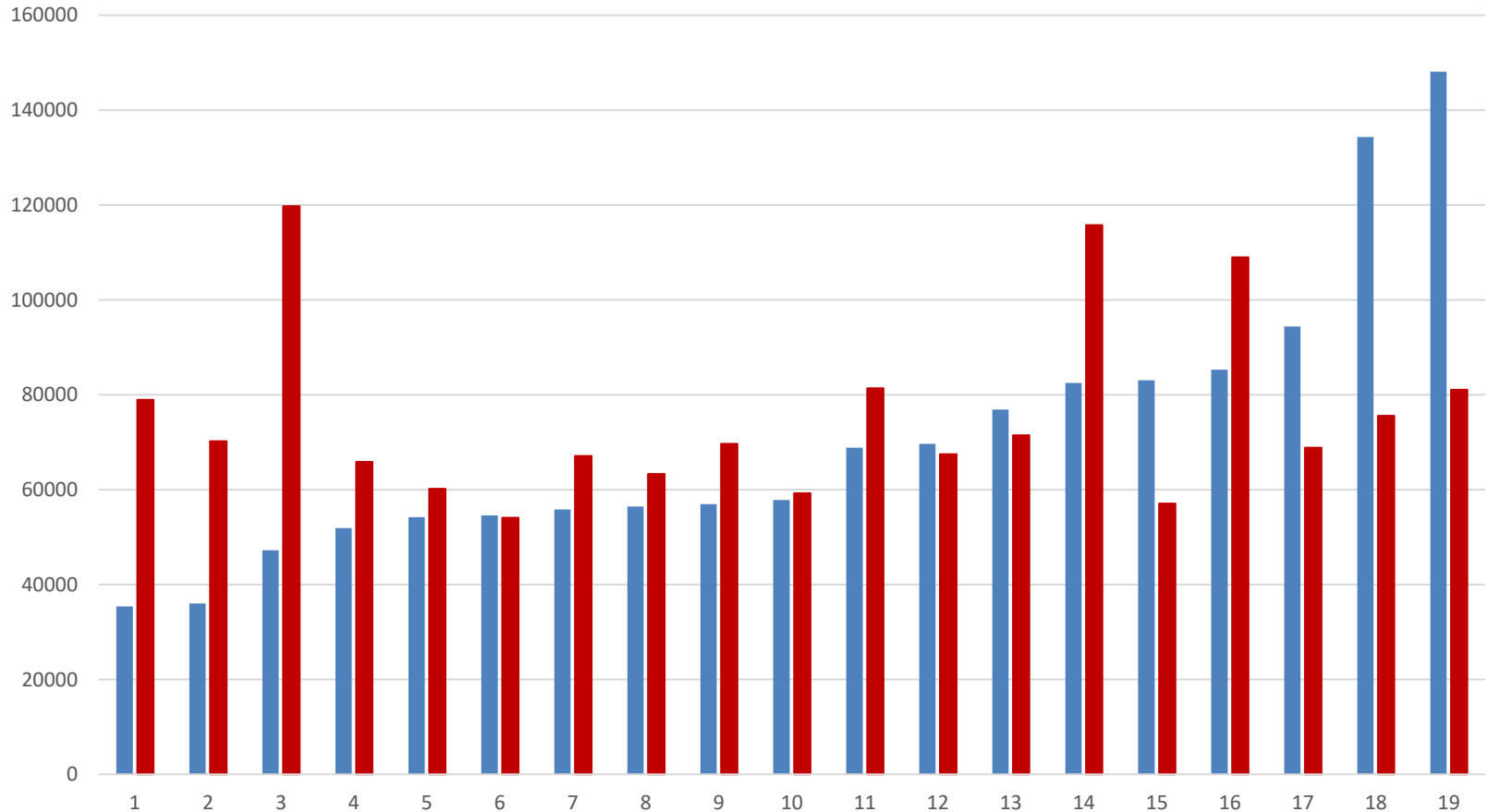
The weatherization plan must detail budgets, including the fully-burdened salaries for each agency staff



Comparison of the Salaries to the Local Median Income

- The charts which follow show the burdened salaries of the coordinators, assessors, and final inspectors in comparison with the median income of the county in which their agency has its main office
 - Median household income is the level of income at which half of the households in the county are above the median income and half are below it
 - We have adjusted median income to 2020 levels and added a 24 percent benefits burden, to ensure an apples-to-apples comparison
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Comparison of the Coordinators' Salaries to the Local Median Income



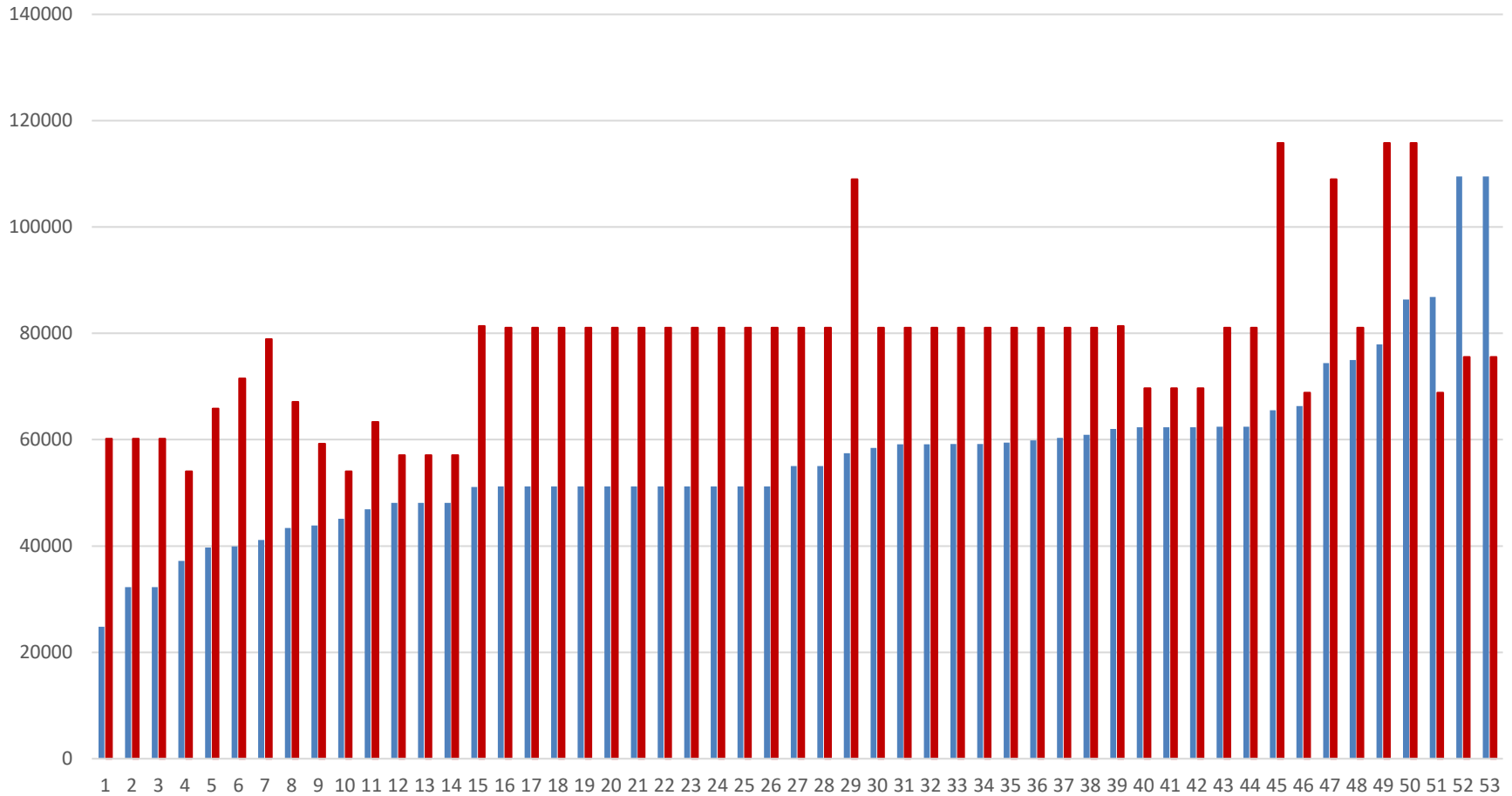
Blue bars represent salaries

Red bars represent local median income

Comparison of the Coordinators' Salaries to the Local Median Income

- Of the 19 coordinators in the sample, 12 had salaries below the median income (adjusted to include an estimate for benefits) for the local area
 - The average percentage difference of the salary for the coordinators from the local median income was 2.9 percent below the local median income
-

Comparison of the Assessors' Salaries to the Local Median Income



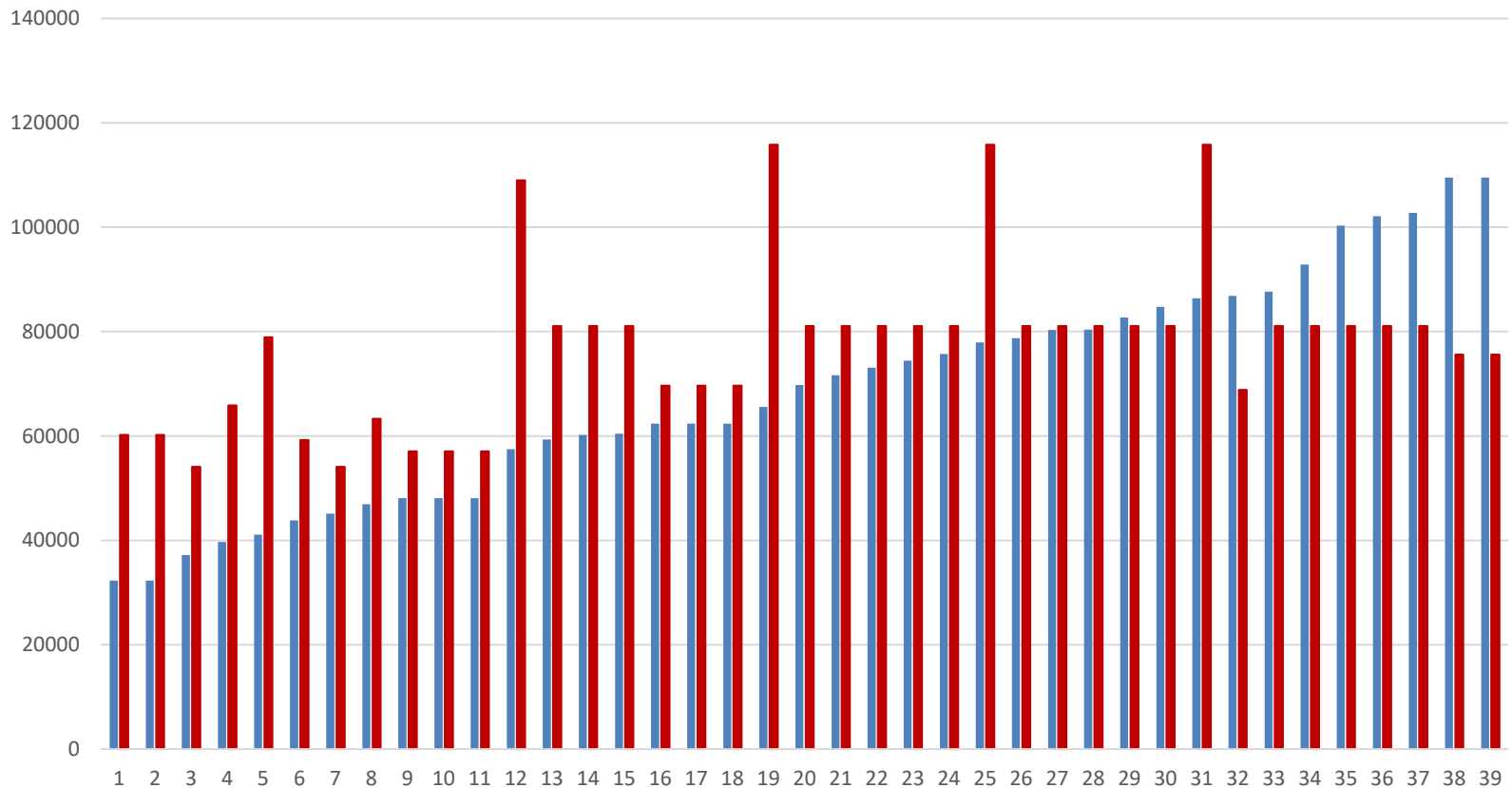
Blue bars represent salaries

Red bars represent local median income

Comparison of the Assessors' Salaries to the Local Median Income

- Of the 53 assessors in our sample, 50 had salaries below the median income (adjusted to include an estimate for benefits) for the local area
 - The average percentage difference of the salary for the assessors from the local median income was 26.2 percent below the local median income
-

Comparison of the Final Inspectors' Salaries to the Local Median Income



Blue bars represent salaries

Red bars represent local median income

Comparison of the Final Inspectors' Salaries to the Local Median Income

- Of the 39 final inspectors in our sample, 29 had salaries below the median income (adjusted to include an estimate for benefits) for the local area
 - The average percentage difference of the salary for the final inspectors from the local median income was 10.7 percent below the local median income
-

Observations from the Study

- The salaries of weatherization staff are generally below the median incomes of their local communities.
 - A sizeable portion of assessors (17.0%) and final inspectors (15.4%) have incomes that are below the qualifying level of a major poverty program for a typical size family
 - Weatherization agencies risk losing staff to industries employing similarly skilled workers because a large portion of weatherization staff are earning less than the lowest quartile income of those similarly skilled workers
-

Workforce Impacts from the Study

- We shared the results of this study with all 34 Executive Directors at the local agencies
 - We received positive feedback from weatherization coordinators and staff
 - Several agencies have used the data and are paying more competitive wages to weatherization staff
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NASCSP and WDWG Wage Survey Tools

NEW Wage Survey Tools

Both surveys ask for wage data on the following WAP Subgrantee job classifications :

- Retrofit Installer
- Crew Lead
- Energy Auditor
- Quality Control Inspector
- WAP Program Manager
- WAP Admin/Intake

NEW Wage Survey Tools

Wage Survey

Option 1:

A survey that collects wage information for each individual WAP employee, years of service and HEP certifications.

10. Retrofit Installer Employee Information

	Years of experience	Current Hourly Wage	Certifications Held
Retrofit Installer 1	2	\$9.51-\$11.50	N/A
Retrofit Installer 2	1	\$7.50-\$9.50	N/A
Retrofit Installer 3	3	\$11.51-\$13.50	RIT
Retrofit Installer 4	Less than 1 year	\$7.50-\$9.50	N/A
Retrofit Installer 5			

11. Crew Lead Employee Information

	Years of experience	Current Hourly Wage	Certifications Held
Crew Lead 1	4	\$15.51-\$17.50	Crew Lead
Crew Lead 2	3	\$13.51-\$15.50	N/A
Crew Lead 3			
Crew Lead 4			
Crew Lead 5			

12. Energy Auditor Employee Information

	Years of experience	Current Hourly Wage	Certifications Held
Energy Auditor 1	5	\$23.51-\$25.50	N/A
Energy Auditor 2	11	\$27.51-\$29.50	EA
Energy Auditor 3			
Energy Auditor 4			
Energy Auditor 5			

13. QCI Employee Information

	Years of experience	Current Hourly Wage	Certifications Held
QCI 1	7	\$29.51-\$31.50	QCI and EA

NEW Wage Survey Tools

Wage Survey Option 2: A survey that collects minimum and maximum wage information for each job classification.

10. Job position information

	Minimum hourly wage	Maximum hourly wage	Current # of employees in this role	Current vacancies
Retrofit Installer	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Crew Lead	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Energy Auditor	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Quality Control Inspector	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WAP Program Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WAP Intake Specialist	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

How will the data be used?

- Only NASCSP and the Grantee administrator will have access to the raw data submitted.
- NASCSP will remove the agency name, address and zip code and summarize data generally by state.
- NASCSP will share **summary state level** data with IREC and other national partners for the Energy Efficiency Career Map and other workforce initiatives
- NASCSP will use the data for case studies and summaries
- Provide data to Federal Funding Partners
- Empower NASCSP to advocate for higher ACPU and fair labor costs in SIR



Why should we do the Survey?

Workforce development, retention and recruitment is identified as the #1 barrier to continued success in the WAP program.

- The data is essential for the purpose of workforce retention and recruitment.
- We can't compete or effectively recruit if we don't know what we are paying our workforce regionally and nationally.
- Participating states and local agencies will have access to the state summaries and case studies that NASCSP conducts on the wage data.

Deploying the Wage Survey Tool

Where to Find Them!

You will find:

- Option 1 and Option 2 Wage Survey Templates, wage survey instructions and a .pdf version for both surveys.
- The survey can only be submitted once, there is no opportunity for edits once submitted.
- We recommend printing the .pdf version for the purpose of **advance data collection**.

Access the
NASCSP
Member Portal

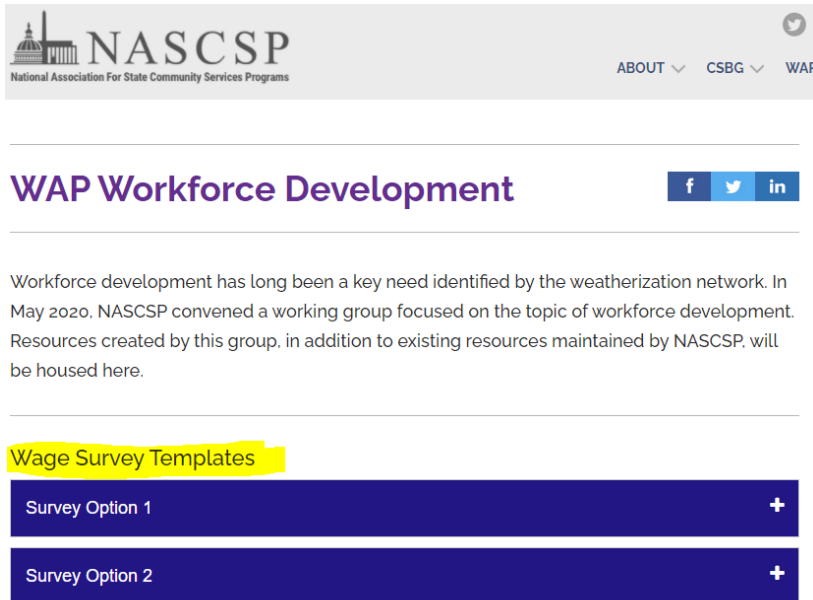


Select “WAP
Resources”



Select
“Workforce
Development”

Where to find them!



The screenshot shows the NASCSP website header with the logo and navigation links (ABOUT, CSBG, WAP). Below the header is the 'WAP Workforce Development' section. It includes a paragraph about workforce development and a 'Wage Survey Templates' section with two expandable options: 'Survey Option 1' and 'Survey Option 2'.

NASCSP
National Association For State Community Services Programs

ABOUT ▾ CSBG ▾ WAP

WAP Workforce Development

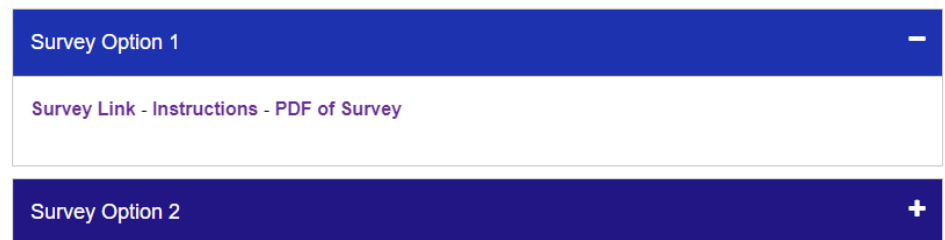
Workforce development has long been a key need identified by the weatherization network. In May 2020, NASCSP convened a working group focused on the topic of workforce development. Resources created by this group, in addition to existing resources maintained by NASCSP, will be housed here.

Wage Survey Templates

- Survey Option 1 +
- Survey Option 2 +

- Select the Survey Option you want to use
- Copy the Survey Link, Instructions, and PDF of Survey
- Email to Subgrantees after you meeting

Wage Survey Templates



This screenshot shows the 'Wage Survey Templates' section with 'Survey Option 1' expanded. It displays a link to 'Survey Link - Instructions - PDF of Survey'. 'Survey Option 2' is also visible below it.

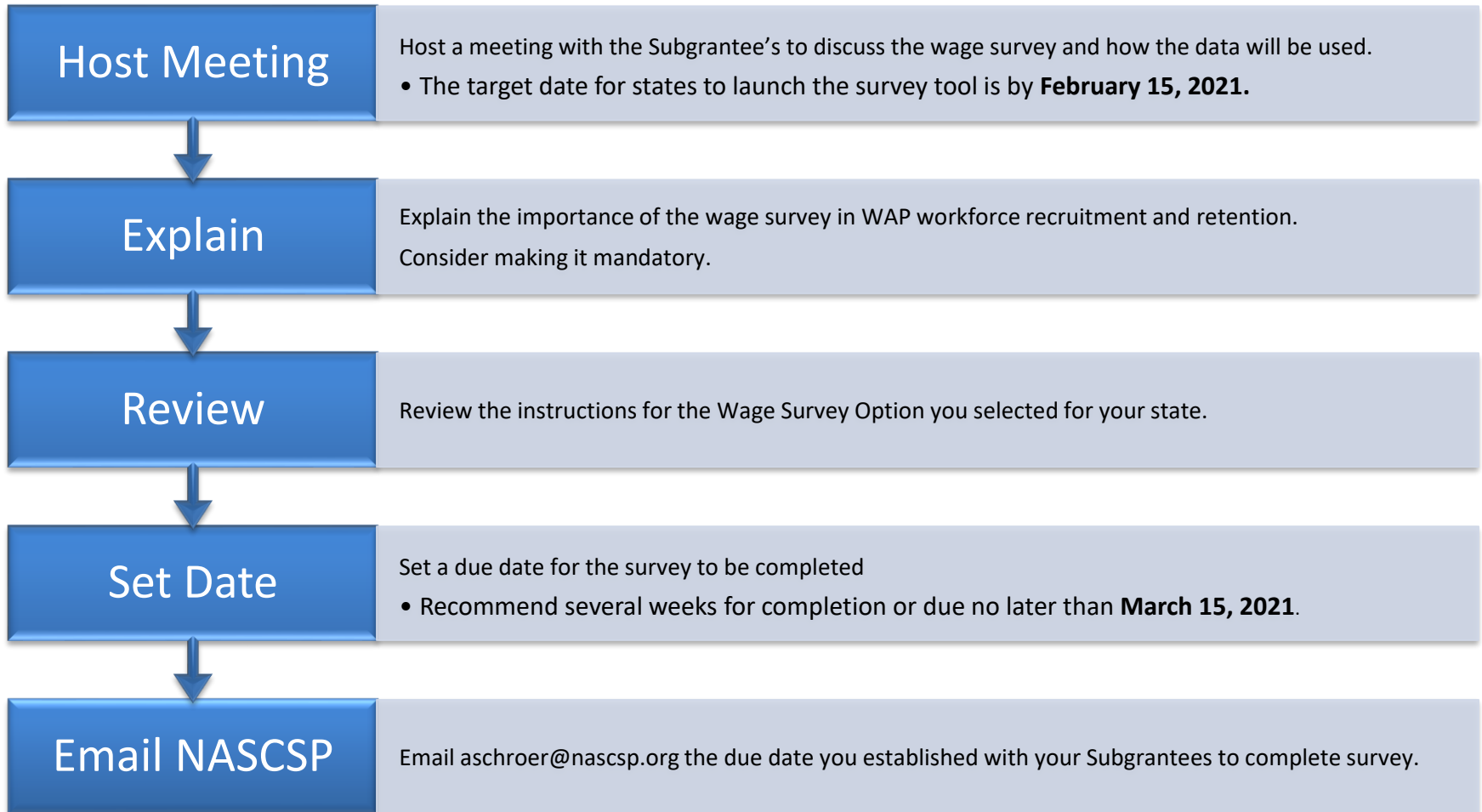
- Survey Option 1 -
 - Survey Link - Instructions - PDF of Survey
- Survey Option 2 +

Pick ONE of the templates

Pick **either** Option 1 or Option 2 to use in your state

- This will make state level wage study comparison easier.
- Option 1 captures wage data by employee, it also captures data on HEP certifications held and years of service.
- Option 2 is faster to complete, you collect wage data by averages and job classifications, **but you lose certifications and years of service and how that might impact salary.**

Deploy the Survey



NASCSP delivers data to State

Within 2 weeks of the wage surveys being completed, NASCSP will deliver the raw wage survey data (for your state) to the State WAP Manager.

1. You may want to follow up with Agencies that did not participate
2. You can then de-identify the data (see Vermont's example (Agency A, Agency B, Agency C, etc.) and summarize averages per position.
3. Share the de-identified wage data with your Local Agencies
4. Some states may want to continue the effort by performing further analysis (see Illinois example) on Living Wages or Median Income.

NASCSP will be conducting case studies on the wage data to be shared at upcoming conferences and webinars.

You can also complete a [NASCSP T&TA form](#) request for further survey analysis

NASCSP Workforce Resources

- Please visit the **Member Only Portal** on the NASCSP website
- Go to the WAP Resources > Workforce page
- Access to Wage surveys, Living Wage Calculators, Census Median Income data and more

Wage Data Sources

- **Department of Labor Prevailing Wage Lookup**
 - Select State, Select County
 - Enter "Weatherization" under "Enter Keyword or Phrase". Hit Search.
 - First result will be "47-4099.03 Weatherization Installers and Technicians"
 - Select: "View Wages for OES/SOC 47-4099: Construction and Related Workers, All Other"
 - Will display wage level 1-4 and mean wage.
- Department of Labor **Competency Model Clearinghouse**
 - **Home Energy Professional - Evaluation and Inspection Competency Model**
 - **Home Energy Professional – Installation/Site Management Competency Model**
- **ONet Summary- 47-4099.03 - Weatherization Installers and Technicians**
- **Census median income data**
 - **Census income data tables**
- National Conference of State Legislatures- **State Minimum Wage by State**
- **Berkeley Labor Center Inventory of City and County Minimum Wage Ordinances**
- **MIT living wage calculator**

Upcoming Workforce Efforts

NASCSP and the WDWG are conducting a training session on the **Strategies for Workforce Retention** in the WAP on February 4, 2021 at the CAP MLTC
[Click here](#) to register!

NASCSP continues to coordinate efforts with BPA and contribute to their needs assessment for Workforce Development. We need to ensure we target private contractors into the WAP program.

NASCSP was invited to participate in the newly formed ACEEE Workforce Development Learning Group. We hope to share models of community level workforce development practices that could be made scalable and take nationwide.

NASCSP will have THREE workforce development sessions at our Virtual Winter [Conference March 8-12](#), 2021. Register [here](#)

Thank you for supporting the Wage Survey and our workforce development efforts in 2021!

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