

Best Practices in Weatherization Workforce Recruitment and Retention



PRESENTER(S)



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AGENDA

- The Challenge of Finding Qualified Candidates
- NASCSP Launches 2021 Wage Surveys
- NASCSP Resources - Wage Data and Tools
- Best Practices in the following:
 - Recruitment and Hiring
 - Training and Partnerships
 - Retention
- Regional Example: Pennsylvania

FIT 4 Construction recruitment / job readiness program



AUDIENCE QUESTION:

Which of the these is most challenging for your organization?

- Workforce Recruitment and Hiring
- Successful Training and Partnerships
- Workforce Retention



**THE CHALLENGE:
WHERE ARE THE
QUALIFIED PEOPLE?**

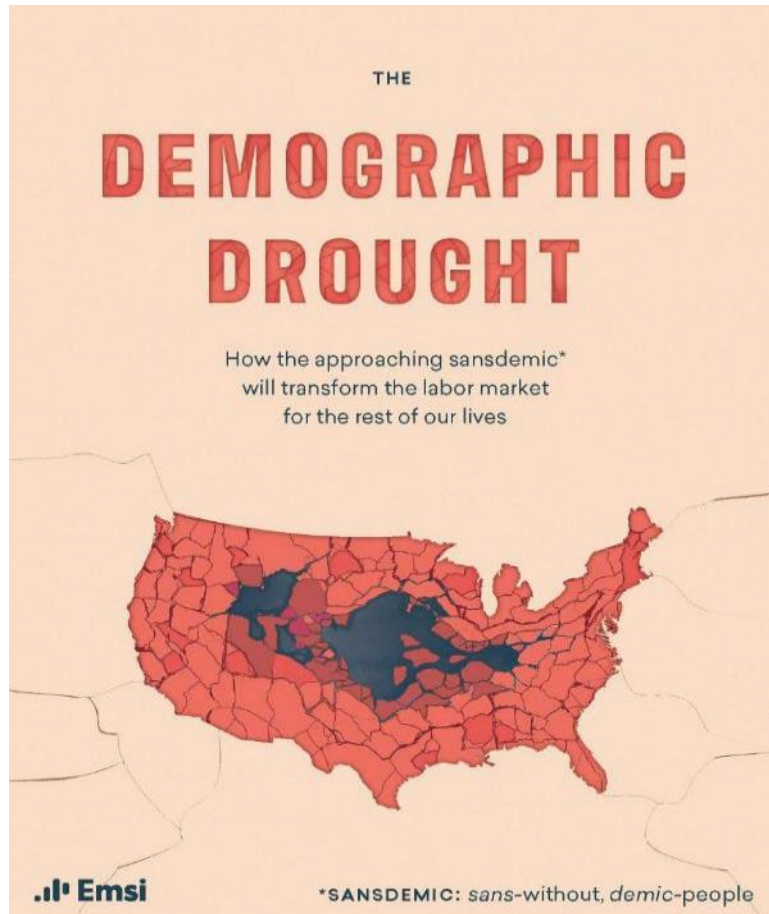
DID YOU KNOW?



50%

Skilled labor workers
will retire in less than
10 years

HOW DID WE GET HERE?



The Great Retirement of Baby Boomers


Declining US population growth rate.

Pandemic-induced decline of labor force participation.

Source: Emsi. *The Demographic Drought: Bridging the Gap in our Labor Force*,
<https://www.economicmodeling.com/demographic-drought/>

A strong recruitment and retention strategy will be vital to your organization's success.

WHAT IS YOUR PLAN?



**NASCSP
WAGE SURVEY
TOOLS**

NASCSP Wage Survey Tools

Both surveys asked
Subgrantees to share
BEST PRACTICES in
the workforce
recruitment, training
and retention.

Retrofit Installer

Crew Lead

Energy Auditor

Quality Control Inspector

WAP Program Manager

WAP Admin/Intake

WAP Wage Surveys

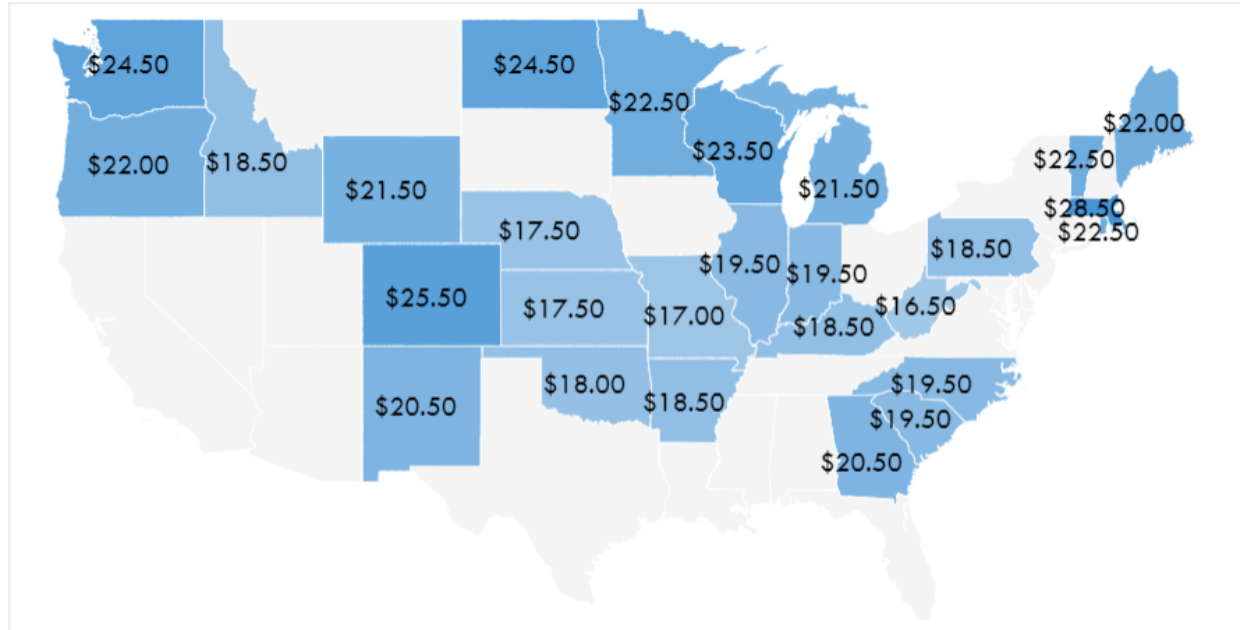


Weatherization Wage Data, 2021

Navigation tabs: [Wage Maps](#) | [Years of Experience](#) | [Certifications](#) | [Living Wages](#)

Average Hourly Wage by Position Type

Hover the mouse over a state to view more information.



- Position (select one)
- Retrofit Installer
 - Crew Lead
 - Energy Auditor
 - QCI
 - WAP Manager
 - Intake Specialist

The data presented in these maps were collected from February 2021 through April 2021 via an online survey. The survey was completed by local weatherization providers based on their staffing at the time, and the providers reported wages, fringe benefits, turnover severity, and more for six weatherization positions. Twenty-seven states are represented in the data, and 286 weatherization providers completed the survey. Definitions of the measures used in this dataset are below:

NASCSP Wage Survey Results – State Summary

- Self reported data from 286 Subgrantees

Minnesota

Based on the 4 agencies in this state that reported wages for this position, the average wage was **\$18.50**.

Position	Average Wage	Median Minimum Wage	Median Maximum Wage	Minimum wage	Maximum Wage
Retrofit Installer	\$18.50	\$16.50	\$20.50	\$16.50	\$30.50
Crew Lead	\$22.00	\$19.50	\$24.50	\$16.50	\$32.50
Energy Auditor	\$22.50	\$18.50	\$26.50	\$16.50	\$34.50
QCI	\$23.00	\$19.50	\$26.50	\$16.50	\$34.50
WAP Manager	\$29.50	\$24.50	\$34.50	\$20.50	\$42.50
Intake Specialist	\$18.50	\$16.50	\$20.50	\$14.50	\$28.50

Hover by State to get Wage Data by Position:

This example is Retrofit Installer

WAP Living Wage Comparison Calculator

- Select your state and county in the dropdown boxes
- Enter HOURLY wage in E10
- It will auto calculate the Living Wage – 1 & 2 person households and provide the % difference
- It will auto calculate the County Mean Personal Income and provide % difference
- Use this tool for informed consideration of wage development

State (select from menu)	County (select from menu)	Hourly Wage (Enter)	County Living Wage - 1 person household	Difference	% difference
TN	Montgomery	\$17.00	\$12.70	\$4.30	34%
			County Living Wage - 2 person household	Difference	% difference
			\$21.21	-\$4.21	-20%
			County Mean Personal Income	Difference	% difference
			\$20.69	-\$3.69	-18%

RECRUITMENT:
KNOW WHAT IS
IMPORTANT

SURVEY COMMENTS ANALYSIS

Ranking in Survey

Competitive Salary / Good wages

1

Good Work Culture

2

Generous Benefits

3

Hire/Promote from within

4

Training Programs

5

Flexible Schedule

6

- *NASCSP 2021 Wage Survey Analysis*

DIVERSIFY YOUR WORKFORCE

Diverse Hiring Practices

- Expand recruitment strategy to attract minorities, women, and veterans
- Provide Unconscious Bias training for all staff
- Standardize interview questions
- Encourage women to apply
- Showcase diversity in outreach efforts & website
- Degenderize job postings, use “tradesperson” instead of “tradesman.”



RECRUITMENT and HIRING

Think like a candidate. What do they want?

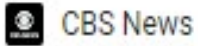
- Advertise job postings in multiple languages
- Post on Indeed, Facebook, BPI, Utility websites, your website, and more.
- Text Message recruits- Dedicated phone and email
- Create an Employee Referral Program \$\$\$.





How to Attract New Recruits

- Write a job posting that's widely appealing.
- Sell the **PAID** training and technical aspects of home performance.
- Nationwide program and nationally recognized certification opportunities.
- Sell the **environmental** aspects
- Sell the community and service aspects of the WAP.



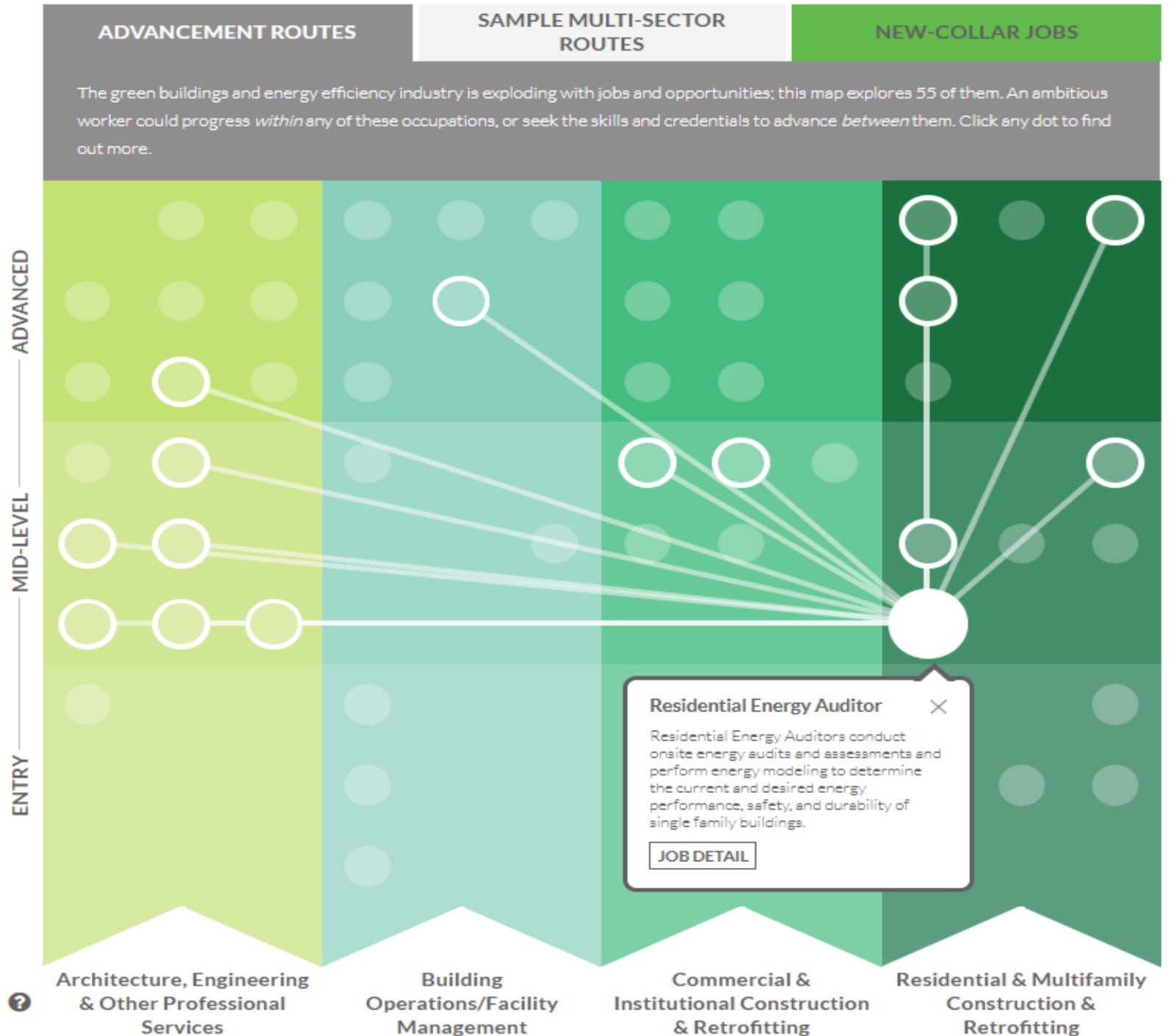
Target raises its minimum wage to as much as \$24 an hour



Offer more than a job.
Emphasize career pathways.

IREC's Green Building Career Map

<https://greenbuildingscareemap.org/>



Question:
Does your state or local agency have WAP Workforce marketing and outreach material?

NASCSP and NREL created [Weatherization Career Fliers](#) from the 2021 Wage Survey Data.



WEATHERIZATION CAREERS COLORADO

Why start a career in weatherization?

- Earn competitive wages while you learn – the cost of your training is covered.
- Paid benefits can include health care, retirement, vacation, and sick leave.
- Choose a career pathway that is technical or administrative, depending on your interest.
- Your skills and experience move with you anywhere in the country. Since 1976, weatherization has grown into a multibillion-dollar industry, with work in every county and state.
- Your work can improve your neighborhood and help the most vulnerable residents by making their homes safer to live in and more energy-efficient.

Do you have a...

- Willingness to learn
- Positive attitude and strong work ethic
- Desire to help your community and the environment.

Then a career in weatherization may be a good fit for you!

Sample Career Pathway *Depending on experience and qualifications.*

Retrofit Installer Technician (0-2 Years) → Crew Leader (2-3 Years) → Energy Auditor (1-2 Years) → Quality Control Inspector (3+ Years)

Average Colorado Wages *Based on a 40-hour work week. These wages are averages and may vary by agency.*

 Retrofit Installer Technician Installs home energy-saving upgrades \$19.50/hr. or \$40,560/yr.	 Quality Control Inspector Ensures quality and completion of installed energy-saving upgrades \$31.00/hr. or \$64,480/yr.
 Crew Leader Supervises installation of home energy-saving upgrades \$23.50/hr. or \$48,880/yr.	 Client Intake Specialist Confirms client eligibility for the program \$23.00/hr. or \$47,840/yr.
 Energy Auditor Examines homes to identify energy-saving upgrades \$25.50/hr. or \$53,040/yr.	 WAP Program Manager Oversees program staff, planning, and performance. \$37.00/hr. or \$76,960/yr.

Find a weatherization agency near you:
energyoffice.colorado.gov/weatherization-assistance/service-providers

WX Career Fliers in Spanish!



CARRERAS EN CLIMATIZACIÓN GEORGIA

¿Por qué empezar una carrera en climatización?

- Gana un salario competitivo mientras aprendes: el costo de tu formación está cubierto.
- Los beneficios pagos pueden incluir atención médica, jubilación, vacaciones y licencias por enfermedad.
- Elige una carrera técnica o administrativa, según tus intereses.
- Tus habilidades y tu experiencia viajan contigo a cualquier parte del país. Desde 1976, la climatización se ha convertido en una industria multimillonaria, con empleos en todos los condados y estados.
- Tu trabajo puede mejorar tu barrio y ayudar a los residentes más vulnerables haciendo que sus casas sean más seguras y tengan mayor eficiencia energética.

¿Tienes...

- deseos de aprender?
- actitud positiva y una fuerte ética de trabajo?
- ganas de ayudar a tu comunidad y al medioambiente?

Entonces, una carrera en climatización puede ser una buena opción para ti.

Ejemplo de trayectoria profesional En función de la experiencia y las calificaciones.



Salario medio en Georgia Basado en una semana laboral de 40 horas. Estos salarios son promedios y pueden variar según el organismo.

- Técnico instalador de mejoras de climatización**
Instala mejoras para el ahorro de energía en el hogar.
\$13,50/h o \$28,080/año
- Jefe de equipo**
Supervisa la instalación de mejoras de ahorro de energía en el hogar.
\$14,00/h o \$29,120/año
- Auditor de gestión de la energía**
Examina las viviendas para identificar mejoras posibles de ahorro de energía.
\$20,50/h o \$42,640/año

- Inspector de control de calidad**
Garantiza la calidad de las mejoras de ahorro de energía instaladas y que su instalación esté completa.
\$21,00/h o \$43,680/año
- Especialista en admisión de clientes**
Verifica que los clientes reúnan los requisitos para participar en el programa.
\$13,00/h o \$27,040/año
- Gerente de un Programa de Asistencia en Climatización (WAP, por sus siglas en inglés)**
Supervisa el personal, la planificación y el rendimiento del programa.
\$22,50/h o \$46,800/año

Encuentra una agencia de climatización cerca de ti:

<https://gefa.georgia.gov/locations/weatherization-agency>

Partner for Success

Community and technical colleges

Career Technology Centers (CTC)

Trade and industry associations

Regional development organizations

Workforce boards

Non-profits and agencies

Career centers

Veterans organizations

Community partners

RECRUITMENT: CREATE OPPORTUNITIES

- High School Internship Opportunities
- Work with your CSBG or SEP program to create a work/training program or scholarship opportunity for the energy efficiency trades or Building Performance.
- Tuition Reimbursement for Tech Schools, Community College Trade Programs, or Energy Efficiency College Coursework.



TRAINING & PARTNERSHIPS

Work with a tech school,
trade school or community
college to present the WAP
program to a class.



PCToday article: Penn College Salutes “Women in Construction”
<https://pctoday.pct.edu/penn-college-salutes-women-in-construction/>

TRAINING & PARTNERSHIPS: Inter-Agency



- MOU for **shared services** with other Subgrantees
- Create **“Roaming”** Energy Auditors or QCI in the state that multiple agencies may use
- **Cross training** opportunities with other agencies that have “super users”.

TRAINING & PARTNERSHIPS

- **Contractors** can be excellent for quick ramp-up or unforeseen circumstances.
- Contracted Energy Audits and Final Inspections
 - Contract with Training Center for Energy Auditor or QCI support
- Consider offering contractor stipends to attend training, opportunity to increase your contractor pool.



Photo courtesy of the Clean Energy Center at Penn College of Technology

TRAINING & PARTNERSHIPS

- AmeriCorps / [Youthbuild](#)
- [Job Core](#)/ Federal Program targets 16-24 age group, disadvantaged populations that we serve
- [Workforce Innovation & Opportunity Boards](#)

Partner with **Mission Driven** Organizations



QUESTION:

Does your organization conduct an annual Employee Satisfaction Survey?

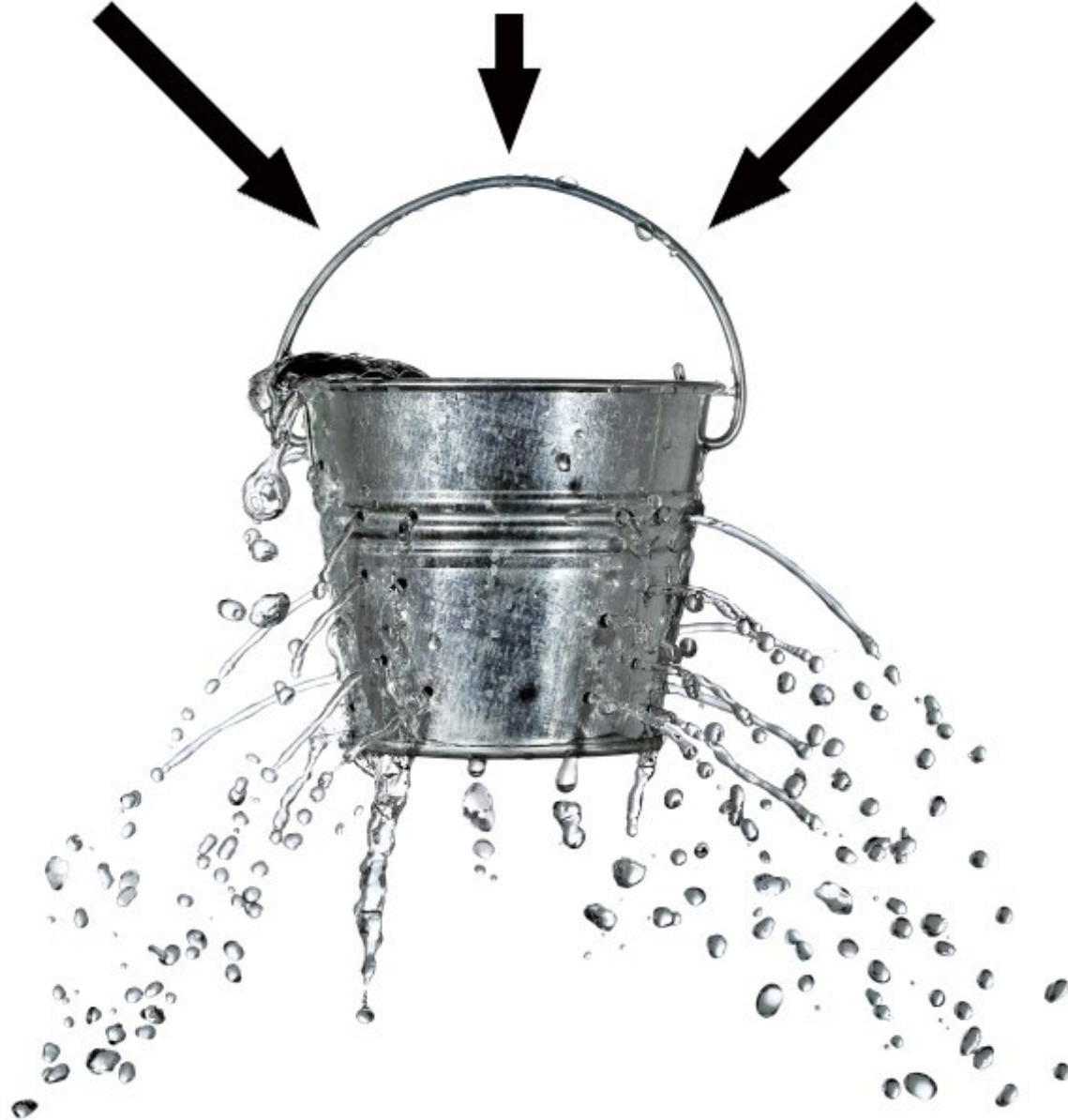
- Yes
- No
- Only an exit interview when people leave
- Wish they did!



TIME

MONEY

ENERGY



RETENTION

Wage Survey Results

Best Practices

- Compensation and benefits
- Positive work culture
- Opportunity for advancement

RETENTION

PAY & BENEFITS

Compensation:

- Competitive / good pay #1
- Opportunity for raise with each certificate received.
- Wage is more important to younger workers, but that should not matter. Pay well regardless.

Benefits:

- Generous paid time off (vacation and sick leave)
- Medical / Health insurance
- Dental and vision plan
- Flexible work hours and telework opportunity
- 401k / 403 (b) + match
- Family Friendly benefits

What is Vermont Doing to address Crew workforce challenges?

- First...The problem: Crew vacancy rate statewide of 10-20% resulting in underspending and “Under Weatherizing”
- Our starting / advertised starting wages were quite lower than our “average” which itself was low
- Wages not attracting applicants, not helping with retention either

The Average wage wasn't equivalent to the working conditions and knowledge required, and part of the cause of turnover.

Statewide Minimum Wage!

- Starting July 1, State and DOE Grants will have a Minimum Wage for Installers and Crew Leads.
- With accompanying 42.5% Minimum Fringe Rate
- This will be a \$2-\$3 jump from our NASCSP Average wage.
- Increasing ACPU in other funding sources to cover higher wages
- Goal: Pay people appropriate to their duties, increase recruitment and improve retention.



RETENTION

- **Provide a good work culture!**
- Honest, ethical and capable management
- Apply the golden rule
- Lead by example and through action
- Hire and promote from within
- Clear communication – be transparent



RETENTION: Career Ladder/Salary Schedule

Give them a reason to STAY!

Show them a Career Ladder that rewards training and commitment:

- Starting base pay for new hire = Living Wage
- BPI Energy Auditor – \$2.5k
- BPI QCI – \$3k
- Multifamily QCI – \$3k





RETENTION

- Show staff you appreciate their efforts
- Offsite team building event or a company picnic
- Goes a long way to build comradery

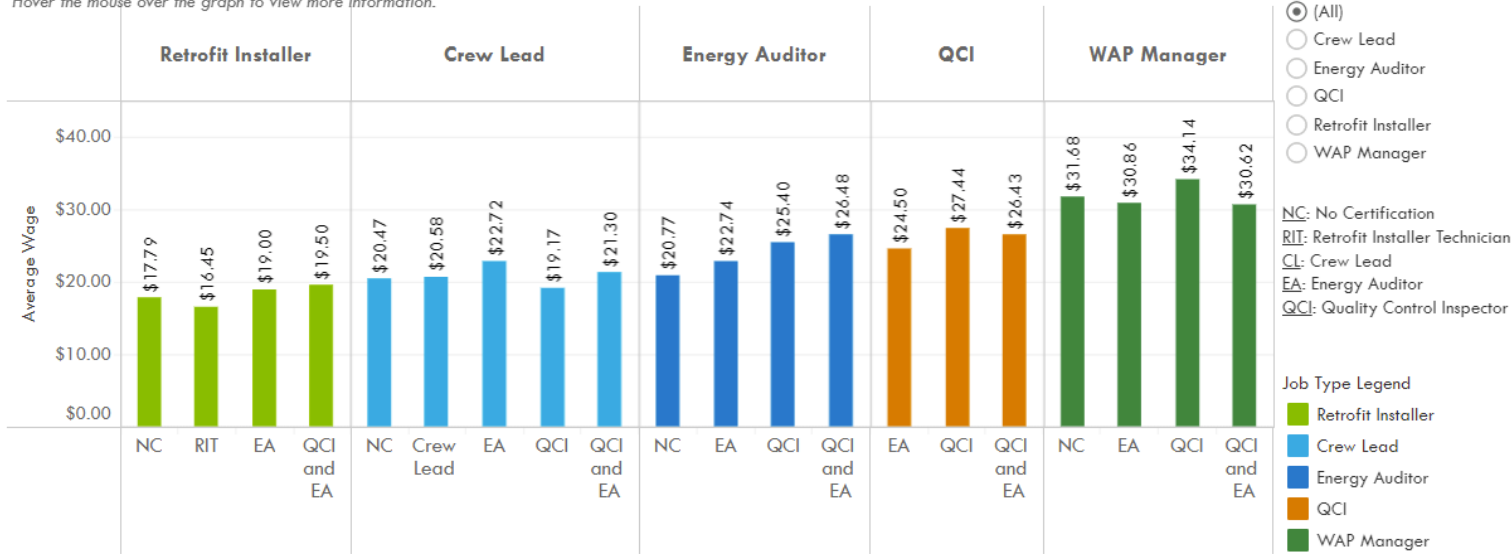
NEW NASCSP Workforce Resources

Weatherization Wage Data, 2021

[Wage Maps](#)
[Years of Experience](#)
[Certifications](#)
[Living Wages](#)

Wages by Certifications Held

Hover the mouse over the graph to view more information.



<https://nascsp.org/wage-surveys/>

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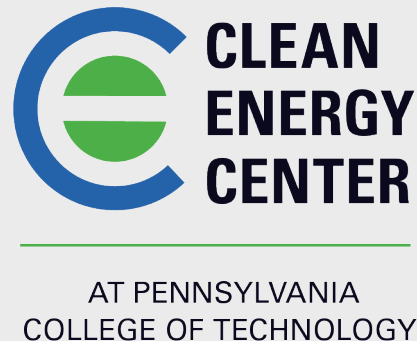
Client Intake Specialist
Confirms client eligibility for the program

WAP Program Manager
Oversees program staff, planning, and performance.

Find a weatherization agency near you:

REGIONAL EXAMPLE:

Building Performance Recruitment & Job readiness program ***FIT 4 Construction***



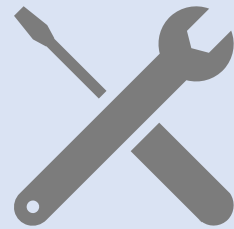


FIT 4 Construction program



Workforce Development Board & CareerLinks®

Strategic recruitment and assessment of a diverse pool of job seekers



Clean Energy Center @ Penn College

84-hr job readiness training (technical and soft skills)



Networking career fair with local employers

Putting it all together:

- ✓ Partnerships for recruitment
- ✓ Marketing the career path
- ✓ Basic entry-level training
- ✓ Hire the right fit within your culture and train for skills!



JOIN
OUR
TEAM!



NASCSP ANNUAL TRAINING CONFERENCE
OCTOBER 24-28 MINNEAPOLIS, MN

<https://nascsp.org/2022-annual-training-conference-minneapolis-mn/>

NASCSP Conference: Innovative Workforce Strategies and Pilots for the New Generation

Tackling workforce challenges will take intentional, creative partnerships to succeed. Xcel Energy and the Center for Energy and Environment have come together to design a **workforce development pilot program** by recruiting, training, and ultimately employing women and Black, Indigenous, People of Color (BIPOC) living in areas of concentrated poverty in St. Paul and Minneapolis. Learn how they recruit and train new participants, and how participants are placed into energy auditor and insulation installer internships.

AMPACT, Serve Minnesota and MN CAA are partnering with **AmeriCorps** to create opportunities for people to serve their communities, support weatherization staff, and learn about building science and climate and social justice. The Climate Impact Corps has completed its pilot year, placing AmeriCorps members with two WAP agencies performing energy audits, retrofits, solar PV home assessments, and homeowner education and outreach.



**Thank you for supporting the
Wage Survey and workforce
development efforts!**

Geoff Wilcox, WAP Manager

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CLEAN ENERGY CENTER

AT PENNSYLVANIA COLLEGE OF TECHNOLOGY

