



WAP BIL 6 Month Coaching Series

SESSION 6



Workforce Development and Training

Agenda



Introduction

Addressing Workforce Needs & Supporting Programmatic Success

Facilitating Networks & Engaging with Contractors

Onboarding & Training New Employees Effectively

Leveraging Tools & Resources



WORKFORCE CHALLENGES

- Lack of awareness about careers and contracting opportunities in energy efficiency
- Limited access to training, apprenticeships, and mentors
- Financial hurdles like required tools or safety equipment, transportation, or childcare
- Trouble figuring out how to get started



WORKFORCE SOLUTIONS

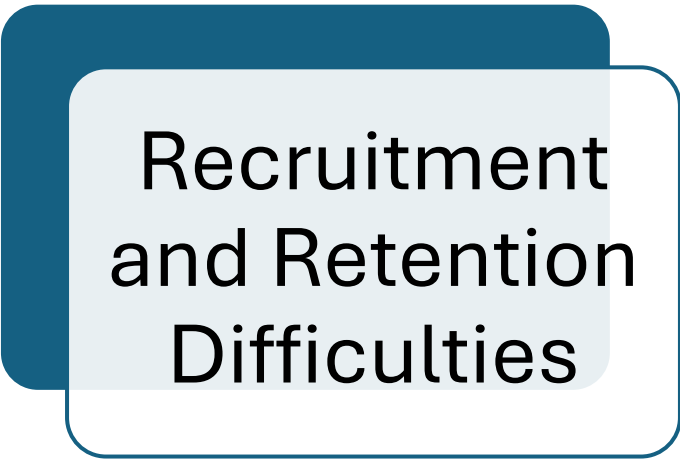
- Provide students and job seekers with ways to explore career pathways and connect to training and employment
- Give contractors access to guidance and tools to help them start or grow their business
- Ensure workforce development resources, technical assistance, and support are easily accessible



Addressing Workforce Needs and Supporting Programmatic Success



Challenge



Recruitment
and Retention
Difficulties



Wage
Disparities



Skill Gaps



Engagement / Poll

What is your biggest
workforce challenge?

Solution - Competitive Compensation

Use tools like wage data analysis and the Living Wage Calculator to ensure fair pay scales across all positions.

Conduct regular pay audits to address disparities and improve transparency.

[NASCSP Workforce Resources & Tools](#) –
Includes wage data and the WAP Living Wage Calculator.

Solution - Mentorship and Apprenticeship Programs



IMPLEMENT STRUCTURED MENTORSHIP PROGRAMS ACROSS POSITIONS TO FOSTER PROFESSIONAL GROWTH, ENGAGEMENT, AND RETENTION.



PARTNER WITH ORGANIZATIONS SUCH AS IREC AND BPI TO ESTABLISH APPRENTICESHIPS THAT ALIGN WITH INDUSTRY STANDARDS.

Solution - Career Development Pathways

Offer clear career progression plans supported by robust training programs tailored to changing program needs.

Incorporate leadership succession planning into workforce development strategies.



Impact



Improved Recruitment
Outcomes



Higher Retention Rates



Enhanced Workforce
Skills



Programmatic
Success!!!

Engagement / Poll

Share one strategy you've used to address workforce gaps or improve retention in your program.



Engaging with Contractors & Facilitating Networks

Contractor Challenges

Skilled Contractor Shortage

Turnover & Quality Control

Stigma Around Federal Funding

Engagement / Poll

What's the biggest
challenge you face
in working with
contractors?



Best Practices for Contractor Engagement

Leave Bids Open Longer

Why it Works: Longer bid windows attract more contractors and improve competition

Key Benefits:



Increases contractor participation.



Allows smaller firms time to prepare proposals.



Improves bid quality and pricing.

Strategies for Success:



Pre-bid meetings to clarify expectations and requirements.



Outreach campaigns to expand contractor interest



Follow-ups with potential bidders to address concerns.

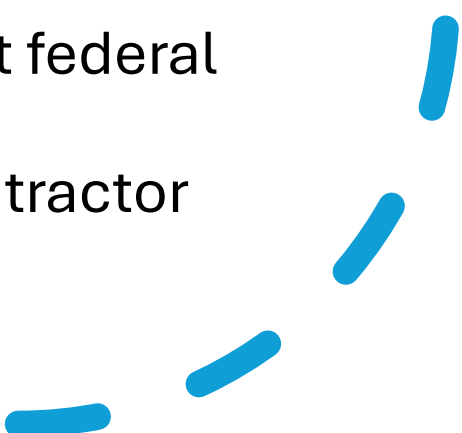


Testing the Waters

Small Package Procurements are a low-risk way to engage new contractors.

On-the-Job Training helps contractors gain experience with WAP projects and get a better idea of scope, measures, costs, etc.

Why It Works:

- Builds confidence and familiarity with program requirements.
 - Reduces contractor hesitation about federal funding processes.
 - Creates a pathway for long-term contractor engagement.
- 

Expanding Outreach & Reducing Barriers

Expanding Contractor Outreach



Metro Areas: Larger labor pools, more contractor availability.



New Markets: Recruiting from adjacent industries such as skilled trades, HVAC, and others.

Reducing Barriers



Simplify Procurement: Using Requests for Qualifications (RFQ) instead of Requests for Proposals (RFP) reduces barriers for contractors who may be interested in learning more.

Building a Contractor Pipeline



**CREATING A STEADY
POOL OF CONTRACTORS:**
ONGOING RECRUITMENT,
PARTNERSHIPS, AND
OUTREACH.



**MAINTAINING
ENGAGEMENT &
READINESS:** TRAINING,
SUPPORT, AND CLEAR
COMMUNICATION.



**LONG-TERM RETENTION
STRATEGIES:**
STRENGTHENING
RELATIONSHIPS AND
REDUCING TURNOVER.



Making WAP Attractive to Contractors

Overcoming Contractor Hesitation

Common Misconceptions:

- Slow payments and excessive paperwork.
- Too many regulations and compliance burdens.
- Lack of profitability compared to private-sector work.

Changing the Narrative:

- Streamlined processes and faster payments.
- Reliable, consistent work with guaranteed funding.
- Opportunities for business growth and long-term partnerships.

Wooing Contractors

Showcasing WAP's Value:

- Competitive pay and reliable work.
- Consistent project flow supported by federal funding.
- Simplified processes to reduce admin burden.

Building Trust Through Testimonials:

- Success stories from contractors who have benefited from WAP.
- Case studies on improved payment timelines and project efficiency.
- Peer-to-peer engagement to encourage participation.

Helping Contractors Succeed

Training & Development:

- Look into resources and programs to help contractors meet WAP standards.
- Provide hands-on workshops and technical guidance.

Onboarding & Compliance Support:

- Simplify paperwork and reporting requirements.
- Dedicate assistance to navigate program expectations.



Engagement / Poll

Share one successful
strategy you've used for
building contractor
networks.



A network diagram is constructed on a white surface using several pushpins and a piece of brown string. The pushpins, which serve as nodes, are colored blue, green, red, and yellow. The string is looped around the pushpins to create a web of connections, representing the edges of the network. The background is a plain, light-colored surface.

Engaging & Facilitating Networks

Network Engagement Challenges

Limited Contractor Engagement

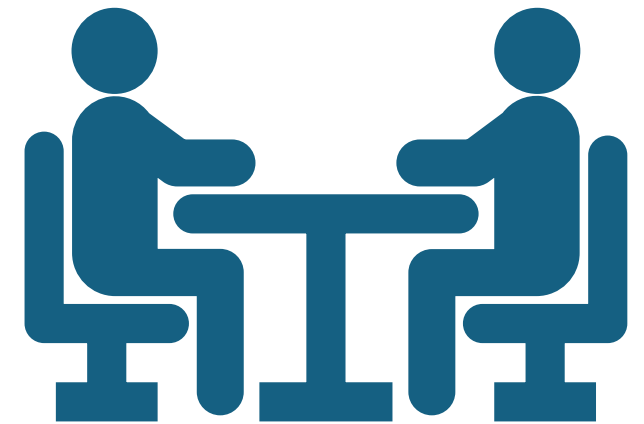
Inconsistent Communication

Barriers to Networking

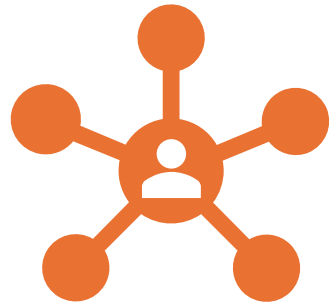
Solution - Proactive Outreach Strategies:

Host community engagement events such as fairs or hands-on workshops.

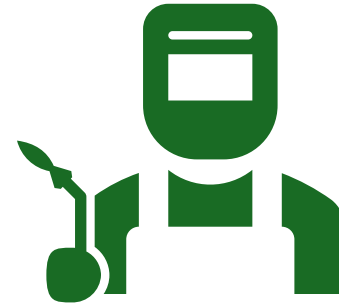
For contractors and Subgrantees, "Lunch and Learn" sessions or breakfast check-ins (e.g., donuts/tacos/burritos) go a long way to grow relationships and encourage engagement.



Solution - Digital Networking and Training:



Develop a professional online presence to make connections through virtual job fairs and webinars.



Provide on-demand training modules tailored to Subgrantee/contractor needs using LMS platforms



Solution - Partnerships:

Establish partnerships to align training with programmatic needs. These partnerships can streamline hiring processes and provide wraparound support services such as childcare or transportation. Both Subgrantees and contractors can take advantage of these partnerships.



Solution - Feedback Mechanisms:

Regularly collect input via surveys or focus groups to improve outreach efforts and training programs.

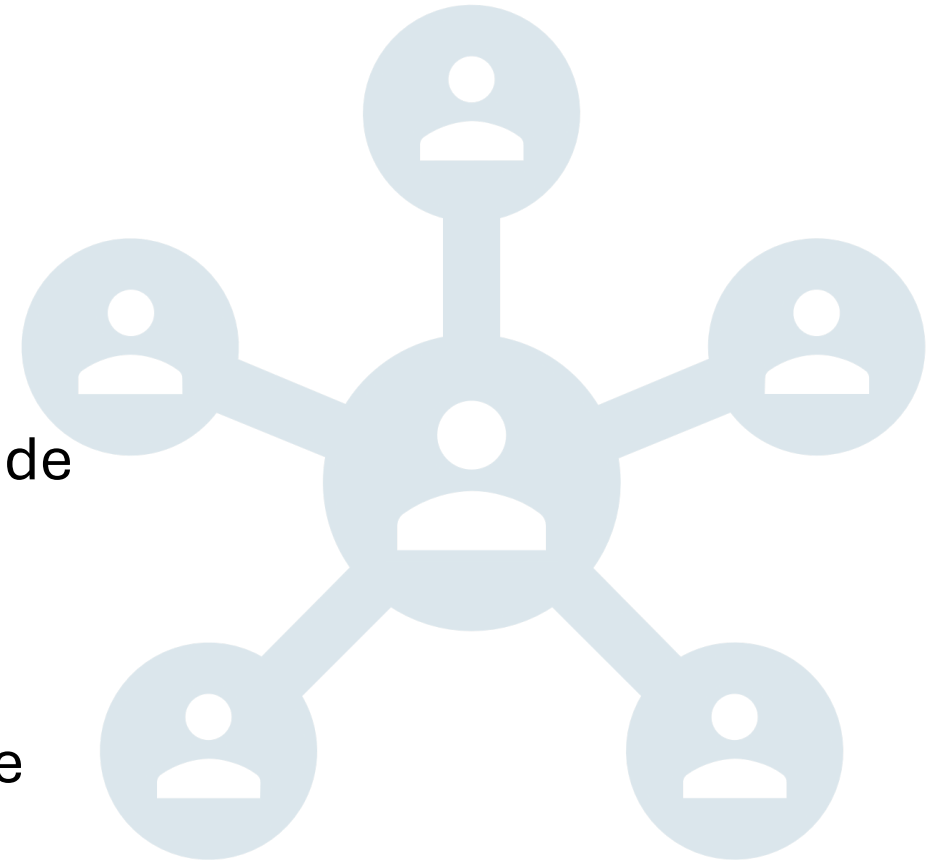
Make sure to capture Subgrantee and contractor feedback when developing the state plan, training plans, etc.

Solution - Recruitment Strategies



Expand hiring pipelines through platforms like Green Workforce Connect to reach talent pools outside of your regular network.

Engage with non-traditional candidates (e.g., career changers, returning professionals) and provide structured on-the-job training programs.



Impact



Stronger Relationships



Expanded Networks



Enhanced Workforce
Development



Improved Program
Outcomes!!!

Engagement / Poll

What is your preferred method for engaging with contractors or Subgrantees?



Onboarding and Training New
Employees Effectively

Challenges



High Turnover and
Low Retention
Rates



Skill Gaps



Inconsistent
Training
Approaches



Engagement / Poll

What is your biggest
challenge in onboarding
new employees?

Solution - Structured Onboarding Plans:

Develop

Develop comprehensive onboarding plans with clear timelines and milestones for the first days, weeks, and months.

Incorporate

Incorporate tools like the [Career Path Toolkit](#) to outline career paths and growth opportunities.

Use

Use welcome kits or personalized resources to make new hires feel valued.

Solution - Peer Support and Mentorship:

Assign mentors or buddies to guide new hires through their initial stages, helping them navigate company culture and expectations.

See [DOE WPN 22-4 Quality Work Plan Requirement Update](#) for more information about QCI mentorships.

Solution - Blended Training Programs:

Combine	Combine technical training (e.g., job-specific tasks) with soft skills development (e.g., communication, teamwork).
Utilize	Utilize tools like WAP Litmos LMS for flexible learning experiences that can be accessed online.
Leverage	Leverage role-playing exercises, simulations, and e-learning modules to cater to diverse learning styles.

Solution - Competency-Based Recognition:

Implement competency-based systems like the [Installer Badges Toolkit](#) to recognize skills and provide stackable credentials for career advancement.

The [NASCSP WAP Career Path Toolkit](#) has resources that work alongside the NREL Badges toolkit.



Air Seal Attic Floor

Desired outcome: Holes, penetrations, chases, cracks, gaps, and joints sealed to prevent leakage and moisture movement between the attic and conditioned space.³

- Existing insulation was removed as needed to access air sealing locations;
- All wall cavities are enclosed on all sides (e.g., have top and bottom plates). Additions installed where necessary;
- The following cracks, penetrations, and chases⁴ are sealed according to the work order movement with the appropriate materials based on hole sizes according to the Air Seal below:
 - Top plates of all walls
 - Tongue + groove ceilings
 - Chases
 - Dropped soffits
 - Insulation contact (IC)-rated can lights
 - Plumbing vent pipes
 - Electrical penetrations
 - Exhaust fans
 - Dropped ceilings
 - Stairwells
 - Chimney/flue
 - Ductwork penetrations into attic
 - Any other holes/penetrations in the attic plane/boundary.
- Work area cleaned.

Air Sealing Materials Guidelines	
Hole/Gap Size	Materials/Notes
1/4" or less (small)	caulk
1/4" to 2" (medium)	one component foam or mastic
2"-3" (large)	two-component foam
3" or larger (extra-large)	Infill material installed that will not bend, sag, or move Support material (e.g., 2 x 4) installed for spans wider than 24"

JOB #	DATE	TECH SIGNOFF	INSPECTOR

³ Relevant Reference(s): 3.0101.1, 3.0102.9, 3.0102.10.

⁴ High-temperature areas and attic hatches are addressed in separate badges.



Prep Attic Floor for Insulation

Desired outcome: Provide adequate access to the workspace, indicate location of electrical boxes for future servicing, prevent electrical hazards, maintain existing attic ventilation, and generally provide the groundwork for installation of a consistent thermal boundary between conditioned and unconditioned space.⁶

- Stored or miscellaneous materials that would prevent insulation from being installed level and in contact with the attic floor were removed;
- Ventilation fans are ducted to the outside;
- All wiring junction boxes are covered and flagged to be visible above final insulation levels;
- Holes between the attic and the outside are sealed;
- Soffit vent baffles are installed at all vented soffits;
 - Soffit vent baffles are installed to the exterior side of the top plate to allow for the highest possible R-value;
 - Soffit vent baffles maintain a minimum 1" clearance between roof deck and baffle.
- Drywall or subfloor is removed as required to access cavities.
- Insulation rulers are installed—a minimum of 1 per 300 square feet of the work area.
- Dams are installed around attic access, mechanical equipment, and flues/chimneys.

JOB #	DATE	TECH SIGNOFF	INSPECTOR SIGNOFF

⁶ Relevant Reference(s): 4.0103.1, 4.0103.2, 4.0103.3, 4.0103.4, 4.0103.5, 4.0103.6, 4.0103.8.

<https://www.energy.gov/scep/wap/installer-badges-toolkit>

Solution - Feedback Loops:

Regularly collect feedback from new hires about their onboarding experience through surveys or one-on-one check-ins. Use this data to refine processes.

Impact



IMPROVED
RETENTION
RATES



ENHANCED
PRODUCTIVITY



HIGHER
EMPLOYEE
ENGAGEMENT




PROGRAMMATIC
SUCCESS!!!



Engagement / Poll

Share a successful onboarding practice you've implemented or experienced.



Leveraging Tools & Resources



Contractor RFQ Templates from NASCSP

RFQ Templates for Contractors and other services used in WAP. These can work for both Grantees and Subgrantees.

These templates are a great starting point and take half the work out of RFQ development.

<https://nascsp.org/bil-procurement-rfps/>

BIL Procurement & RFPs



This webpage offers essential templates and guides for implementing WAP BIL. It includes step-by-step instructions, best practices, and compliance forms to support project planning and management. The templates and guides are arranged by topic, making it easy to find resources tailored to specific needs.

> Data Management Systems

✓ WAP Contractors RFQ

- ***NEW*** NASCSP RFQ Template - Excel Data
- ***NEW*** NASCSP RFQ Template - WAP Contractors
- ***NEW*** NASCSP RFQ Example - WAP Contractors
- ***NEW*** NASCSP RFQ Instructions - WAP Contractors

> Technical Monitoring and QCI

> Multifamily

NASCSP Workforce Resources & Tools Webpage

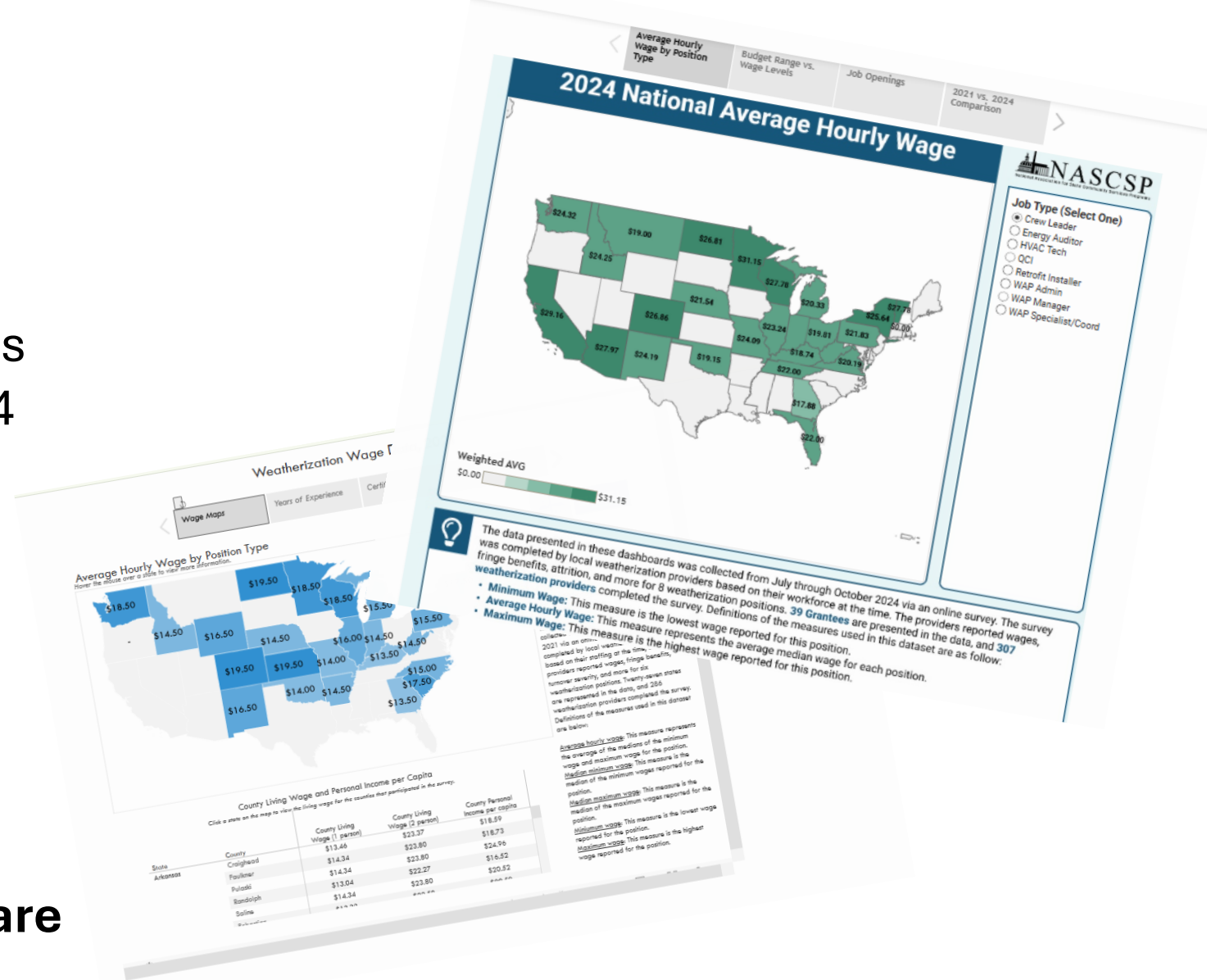
- Weatherization Wage Data (*Update coming soon!*)
 - Workforce Partnerships & Green Workforce Connect
 - Living Wage Calculator (*Update coming soon!*)
 - Customizable Career Exploration Presentation
 - Weatherization Career Fliers (*Update coming soon!*)
 - Weatherization Career Path Toolkit
-
- <https://nascsp.org/workforce-resources-and-tools/>

WAP Wage Data

Wage data was collected from weatherization providers across the nation in the 2021 and 2024 Weatherization Workforce & Wage Survey.

Tools include easy-to-use dashboards, data collection resources, and more!

New tools and updated data are coming soon!



Living Wage Calculator

The calculator provides a county cost of living estimate for all counties in the 50 states and District of Columbia.

WAP employers and employees can use the calculator to help understand what employees need to support themselves.

State (select from menu)	County (select from menu)	Hourly Wage (Enter)	County Living Wage - 1 person household	Difference	% difference
CO	Pueblo	\$20.00	\$19.47	\$0.53	3%
			County Living Wage - 2 person household*	Difference	% difference
			\$34.86	-\$14.86	-43%
			80% Area Median Income - 1 person household	Difference	% difference
			\$23.44	-\$3.44	-15%
s to having <u>one working individual in the household</u> . Users can explore other household compositions on livingwage.mit.edu , where a public version of this data is hosted.					

NASCSP's National Voice (Blogs)

- Career Spotlights & Contractor Highlights
- Workforce success stories & innovative initiatives
- <https://nascsp.org/blog/>

Advice for Other Contractors

Steven's advice for contractors considering working with the Weatherization Assistance Program is both practical and heartfelt. "You have to have a place for it in your heart because you're not going to get rich doing it," he said. For him, weatherization isn't just a job, it's a mission.

(Pictured here: The sons of Westphal & Sons Inc. - L





GREEN WORKFORCE CONNECT



GreenWorkforceConnect.org

The **Green Workforce Connect** initiative for home and building energy performance and the Weatherization Assistance Program provides workforce development tools, templates, and supports to raise awareness of opportunities for students, job seekers, and contractors, and help build local talent pipelines.

FREE resources include:

- An Outreach and Engagement Toolkit
- Editable Job Descriptions
- Tips for Enticing Job Postings
- Best Practices for Your Career Page
- Real Career Story Features
- Job Boards to Consider
- Career Pathway Planning Resources
- Weatherization Coloring Book
- ...and more!

Explore Now!




GREEN WORKFORCE
CONNECT.org



Green Workforce Connect Impact

for the Weatherization Assistance Program



**6.5 Months
to
4.9 Months**

**Decrease in Time to Hire for
Key Weatherization Field Roles**



**Increase in Size of the
Weatherization Workforce**



38,000+

**Unique Users Accessed
Green Workforce Connect**



EDITABLE JOB DESCRIPTIONS

Retrofit Installer Technician



Download Template 

Download editable job descriptions for key field roles:

- Retrofit Installer Technician
- Crew Leader
- Energy Auditor
- Quality Control Inspector



WEATHERIZATION COLORING BOOK

*“Cultivating the **Next** Generation
of Weatherization Assistance Program Professionals”*

WEATHERIZATION COLORING BOOK




GREEN WORKFORCE
CONNECT





CAREER AWARENESS PRESENTATIONS

“Exploring Careers as a Home Energy Professional”

Editable and customizable slide deck including key facts about the Weatherization Assistance Program and the benefits of careers in home energy performance.

What is Weatherization?



Building Shell Projects

Mechanical Projects

Electric Baseload Projects

Health and Safety Projects

Building Shell Tasks

- ✓ Install insulation where needed
- ✓ Perform air sealing
- ✓ Repair/replace windows and doors
- ✓ Install window film, awnings, and solar screens
- ✓ Repair minor roof and wall leaks prior to attic or wall insulation.



Photo from NRECA, Image gallery 17003

Mechanical Tasks

- ✓ Clean, tune, repair, or replace heating and/or cooling systems
- ✓ Install duct and heating pipe insulation
- ✓ Repair leaks in heating/cooling ducts
- ✓ Install programmable thermostats
- ✓ Repair/replace water heaters
- ✓ Install water heater tank insulation
- ✓ Insulate water heating pipes
- ✓ Install solar hot water heating systems.




Photo from Energy Resource Center

Benefits of Working in Weatherization

- ✓ Earn while you learn (all training is provided free to you)
- ✓ Steady/ongoing work
- ✓ Competitive pay and benefits
- ✓ Career advancement opportunities
- ✓ Nationally recognized certifications
- ✓ You are part of a national network
- ✓ You are helping your community and the environment every day.



The **Contractor's Guide to Success** equips contractors with the knowledge and tools they will need to succeed in the home and building energy performance and the Weatherization Assistance Program—whether they're just starting a business venture or looking to expand existing operations.

Utilize this resource to raise awareness and educate contractors about opportunities in this sector.

*Próximamente
en Español*

Contractor's Guide to Success



Getting Started



Preparation



Application



Starting Work & Quality Control



Growing Your Business



SUPPLEMENTAL RESOURCES

The **Contractor's Guide to Success** also contains additional supplemental resources in the form of quick reference guides and checklists.

Downloads available now include:

- Tools and Equipment List
- Application Process Overview
- Understanding Standard Work Specifications, Field Guides, and Job Aids
- Quality Assurance Overview

GREEN WORKFORCE CONNECT

Comprehensive Tool and Equipment List for Weatherization Contractors

*Note: Lists are not all-inclusive and everything on the list may not be used for every project.

- STANDARD HAND TOOLS**
 - Tool belt with pouches
 - Slotted screwdriver
 - Phillips screwdriver
 - 25' tape measure
 - 16-oz. hammer
 - Chisel
 - Awl
 - Pry bar
 - Utility knife
 - Flashlight
 - Hacksaw
 - Handsaws
 - Coping saw
 - Keyhole saw
 - Tin snip
 - Cutting pliers
 - Regular gripping pliers
 - Adjustable wrench
 - Scriber
 - Chalk line
 - Drywall screw setter
 - Drywall rasp
 - Joint knife
 - Taping knife
 - Scraper
 - Mud pan
 - Paint scraper
 - Combination square
 - Inspection mirrors
- STANDARD POWER TOOLS**
 - Cordless impact driver with accessories
 - Cordless drill with bits and accessories
 - Reciprocating saw
 - Circular saw
 - Miter saw
 - Table saw
- OTHER TOOLS AND EQUIPMENT**
 - Ladders
 - Telescoping
 - Extension
 - Folding
 - Step
 - Scaffolding
- PERSONAL PROTECTION AND SAFETY EQUIPMENT**
 - Respirator
 - Safety glasses / goggles
 - Gloves
 - Work
 - Disposable
 - Tyvek suits
 - Shoe covers
 - Cleaning supplies
 - Hard hat
 - Garbage bags
 - Roll plastic
 - Hand sanitizer
 - First aid kit (Occupational Safety and Health Administration)
 - Shop vac with HEPA filter
 - Non-Contact voltage detector
 - Line voltage detector
 - Both low and high voltage
- DIAGNOSTIC TOOLS AND EQUIPMENT**
 - Blower door kit
 - Duct leakage testing kit
 - Manometers and hoses
 - Pressure pan
 - Exhaust fan flow meter
 - Combustion analyzer (Bacharach / Testo)
 - Ambient / Personal CO detector
 - Gas leak detector
 - Moisture meter
 - Probe thermometers
 - Static pressure probe
 - Borescope
 - Smoke generating device
 - Wattage / Load meter
 - Camera (digital / phone)
 - IR camera
 - Inspection mirrors
 - 8" duct mask tape
- INSULATION TOOLS AND EQUIPMENT**
 - Insulation blowing machine
 - Hose reel
 - Hoses and tubing
 - 2" clear hose (50 feet)
 - 3" clear hose (50 feet x2)
 - 1 1/4" summer/winter tubing
 - 3-inch steel hose connectors
 - 3"-2" steel hose reducers
 - 2"-3" hose clamps
 - Low RPM 1/2" drill for holes
 - 2 9/16" wood drill bit
 - Wall plugs
 - Survey marking flags
 - R-sticks / R-value rulers
 - Pressure testing gauge
 - Portable electric generator (5,000 watts)
 - Extension cords (#12 gauge)



BUSINESS DEVELOPMENT TOOLKIT

New Contractor Resources Available Now!

- 10 Steps to Become a New Home Energy Performance Contractor
- Home Performance Contractor Business Plan: Guidelines and Sample Plan
- Proforma Financial Statement for Home Performance Businesses
- Budget and Chart of Accounts Worksheet for Home Performance Businesses
- Guide to Insurance for Your Energy Company
- Guide to Customer Relationship Management (CRM) Systems for Your Business
- Guide to an Employee Handbook for Your Energy Business
- Example Employee Handbook for Your Energy Business
- Guide to Onboarding Your Home Energy Performance Installers



***Próximamente
en Español***



Workforce Development TA 2025

for the Weatherization Assistance Program

Join us for Workforce Technical Assistance Drop-In Office Hours! These sessions will take place on the third Wednesday of each month.

This is an open, supportive space where WAP agency staff can ask questions, get advice, find resources, and connect with peers. Hosted by staff and subject matter experts from IREC, NASCSP, and NCAP, these sessions are designed for agency staff working in weatherization, including HR, communications, marketing, community engagement, outreach, recruitment, or program management.





MORE IREC RESOURCES

- Visit **irecusa.org** for access to comprehensive resources available from IREC
- Apprenticeships in Clean Energy (ACE) Network at **GreenWorkforceConnect.org**
 - Technical assistance and resources for employers
- Free courses at **CleanEnergyTraining.org**
 - How to Use SolarAPP+ For Rooftop Solar Projects and Solar and Storage Projects
 - Plan Review and Permitting for Residential PV Systems
 - Fundamentals of Building Controls Systems and Advanced Control Strategies
- More education and learning opportunities at **CleanEnergyClearinghouse.org**
- Local community support at **Energy-Ready.org**
 - SolSmart, Charging Smart, and Distributed Wind Smart

The Recruitment Toolkit:

Recruiting Employees and Students
for Residential Building Energy
Efficiency & Heat Pumps



by Building Performance Institute and
US Partnership for Education for Sustainable Development

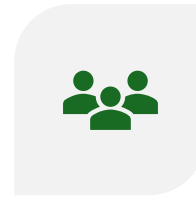
**Get Started
With the Recruitment Toolkit**

<https://www.bpi.org/recruitment-tools/>

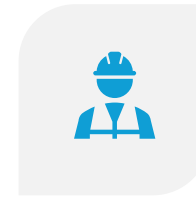
Resources, Tools, and More!



[NASCSP RFQ
TEMPLATES](#)



[GREEN
WORKFORCE
CONNECT](#)



[CONTRACTOR'S
GUIDE TO
SUCCESS](#)



[WEATHERIZATION
WORKFORCE
RESOURCES](#)



[NASCSP
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RESOURCES &
TOOLS](#)



[BPI RECRUITMENT
TOOLKIT](#)

Pitch Activity



Create a quick idea or short “pitch” to use for a tool, resource, or initiative. **Draft a quick plan for hosting an engagement event for Subgrantees, contractors, and/or job seekers.**



What would you do with your current scenario?



What if you had unlimited funding or resources?

Your Next Steps

We encourage you to take action by implementing at least one new strategy in your program. Whether it's enhancing your onboarding process, engaging contractors more effectively, or addressing other workforce needs, every step forward contributes to program success.



Engagement / Poll

What is one thing that you learned today (or an action) that you plan to take back with you to use and/or share?



Questions?

Feel free to ask any questions. We want to hear from you!

Thank You!

Contact:
kgarvin@nascsp.org

