

# Highlights & Best Practices from the 2024 NASCSP Weatherization Workforce & Wage Survey



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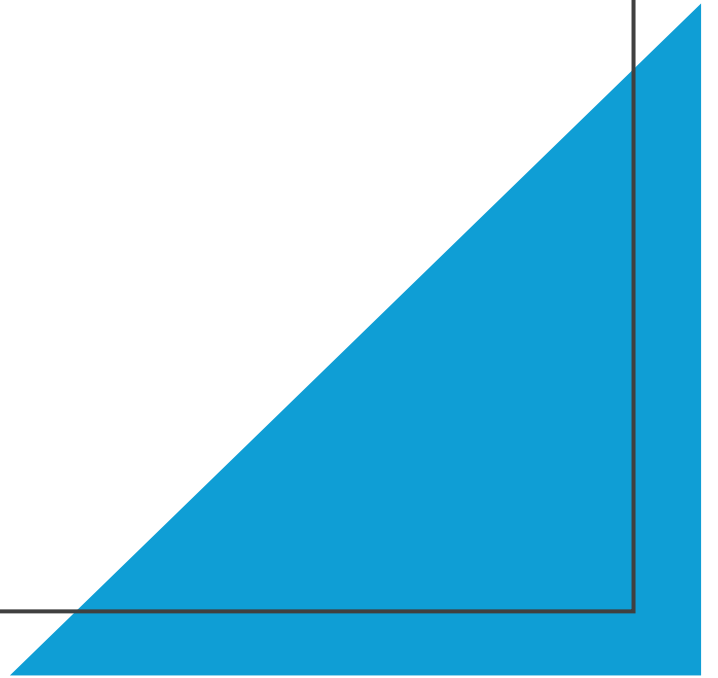
NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

# Agenda

- NASCSP Workforce Development Working Group and the Weatherization Workforce & Wage Survey
- \*NEW\* NASCSP Wage data, tools, & resources
- Data, Analysis, and Best Practices
  - Organizational Information
  - Wages & Benefits
  - Recruitment & Retention
  - Trainings, Partnerships, & Successful Practices

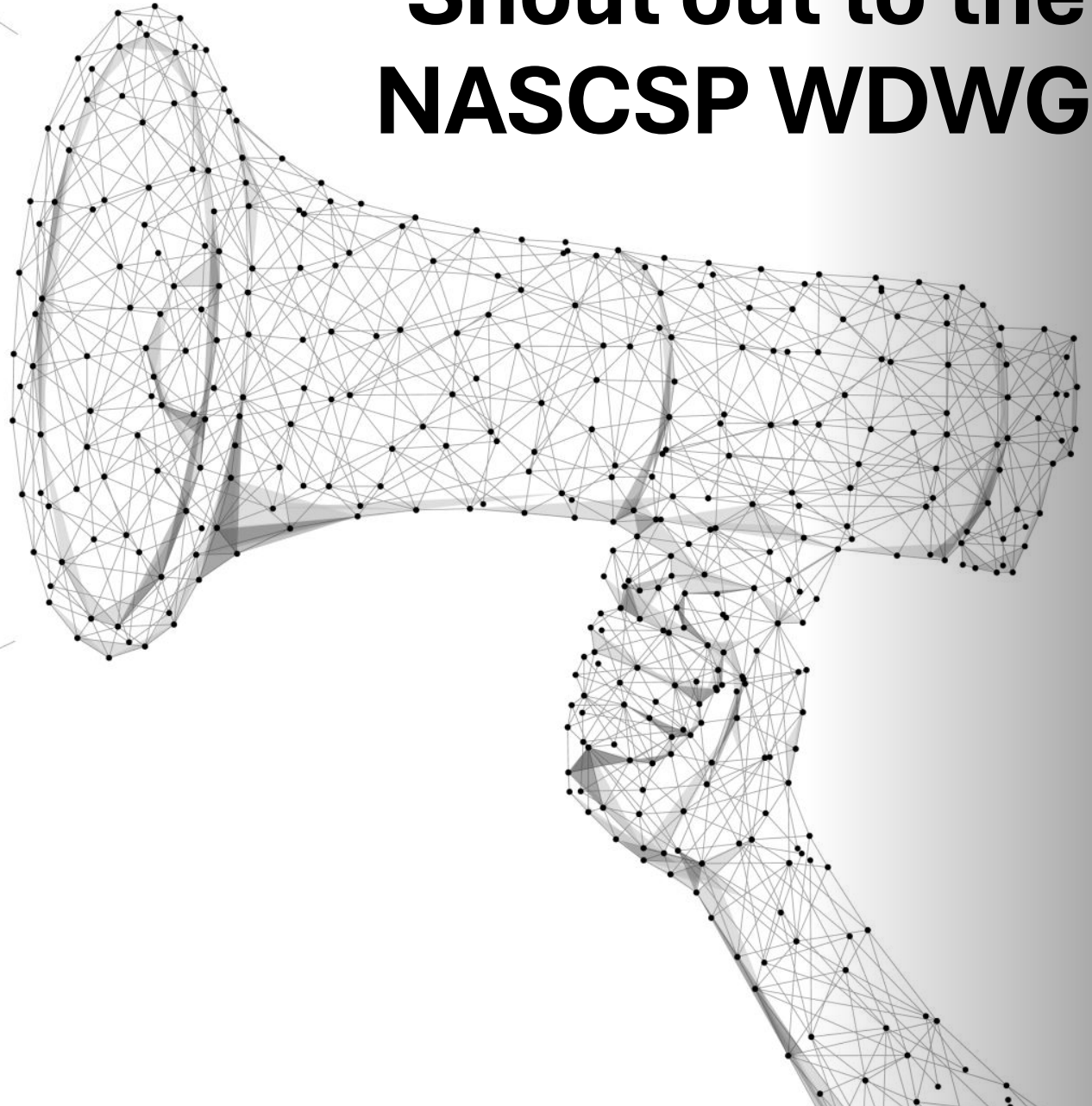
# NASCSP Workforce Development Working Group

(or WDWG for short 😊)



**Travis Ekenberg – Arizona**  
**Geoff Wilcox – Vermont**  
**Destiny Murrell – Oklahoma**  
**Mary Meunier – Wisconsin**  
**Maddy Kamalay – Michigan**  
**Eneesha Maynor – Georgia**  
**Laura Whitfield – Georgia**  
**Mick Prince – Illinois**  
**Wayne Hartel – Illinois**  
**Keli Reynolds – Kentucky**  
**Jacob Wolff – Colorado**

**Shout out to the  
NASCSP WDWG!**



**November 2023 – April 2024:**

WDWG begins meeting to  
plan and develop the survey

**October 2024 – May 2025:**

Data Analysis and Resource  
Development



**The Road So Far...**

**June 2024 – October 2024:**

Weatherization &  
Workforce Survey  
Launched

**Present:** Sharing Resources  
& Best Practices

# What We Asked For

## NASCSP asked for:

- Organizational Information
- Wage & Benefit Data
- Recruitment & Retention Information
- Training, Partnerships, and Successful Practices

## For the following positions:

- Retrofit Installer Technician
- Crew Leader
- Energy Auditor
- Quality Control Inspector
- HVAC Technician
- Intake/Admin Specialist
- Program Coordinator
- Program Manager/Director
- Contractors

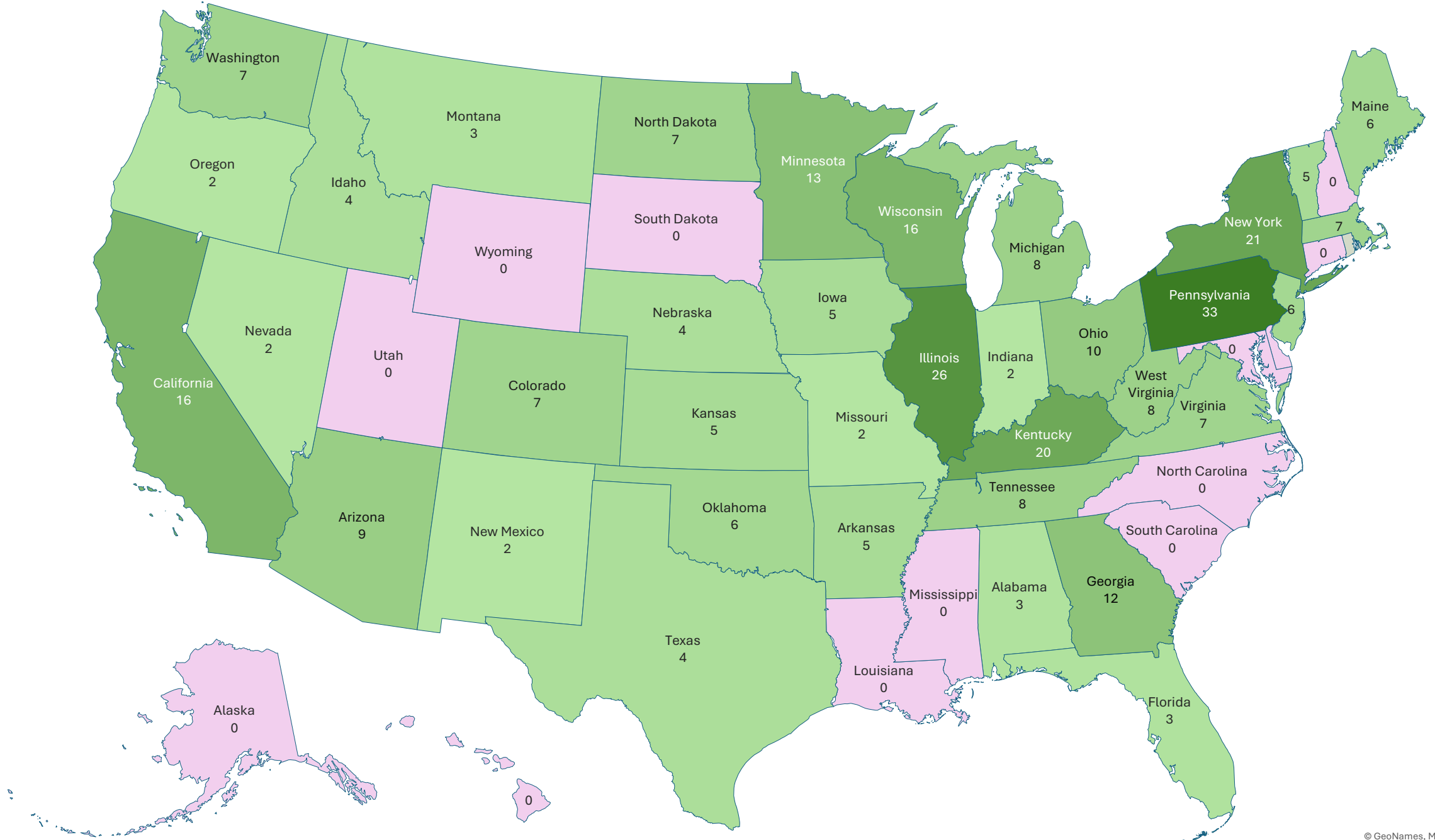
# What We Got!

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307 responses from  
Subgrantees across 39 WAP  
Grantee networks.

- ~45% of the national WAP network participated in the survey!
- 9 Grantees had 90% or higher network participation!

# 2024 NASCSP WAP Workforce & Wage Survey Response Map





# Grantee Highlights: 90% + Network Participation

Arizona

Arkansas

Colorado

Guam

Kansas

North  
Dakota

Oklahoma

Pennsylvania

Vermont

# NASCSP Workforce Tools & Resources

New & Upcoming



# NASCSP Workforce Resources & Tools Webpage



Weatherization Wage Data



Weatherization Career Fliers



Workforce Partnerships & Green Workforce Connect



Living Wage Calculator (Update coming soon!)



Customizable Career Exploration Presentation



Weatherization Career Path Toolkit



<https://nascsp.org/workforce-resources-and-tools/>

# Updated Career Fliers

Versions:

- Customizable
- State Specific
- National
- Spanish

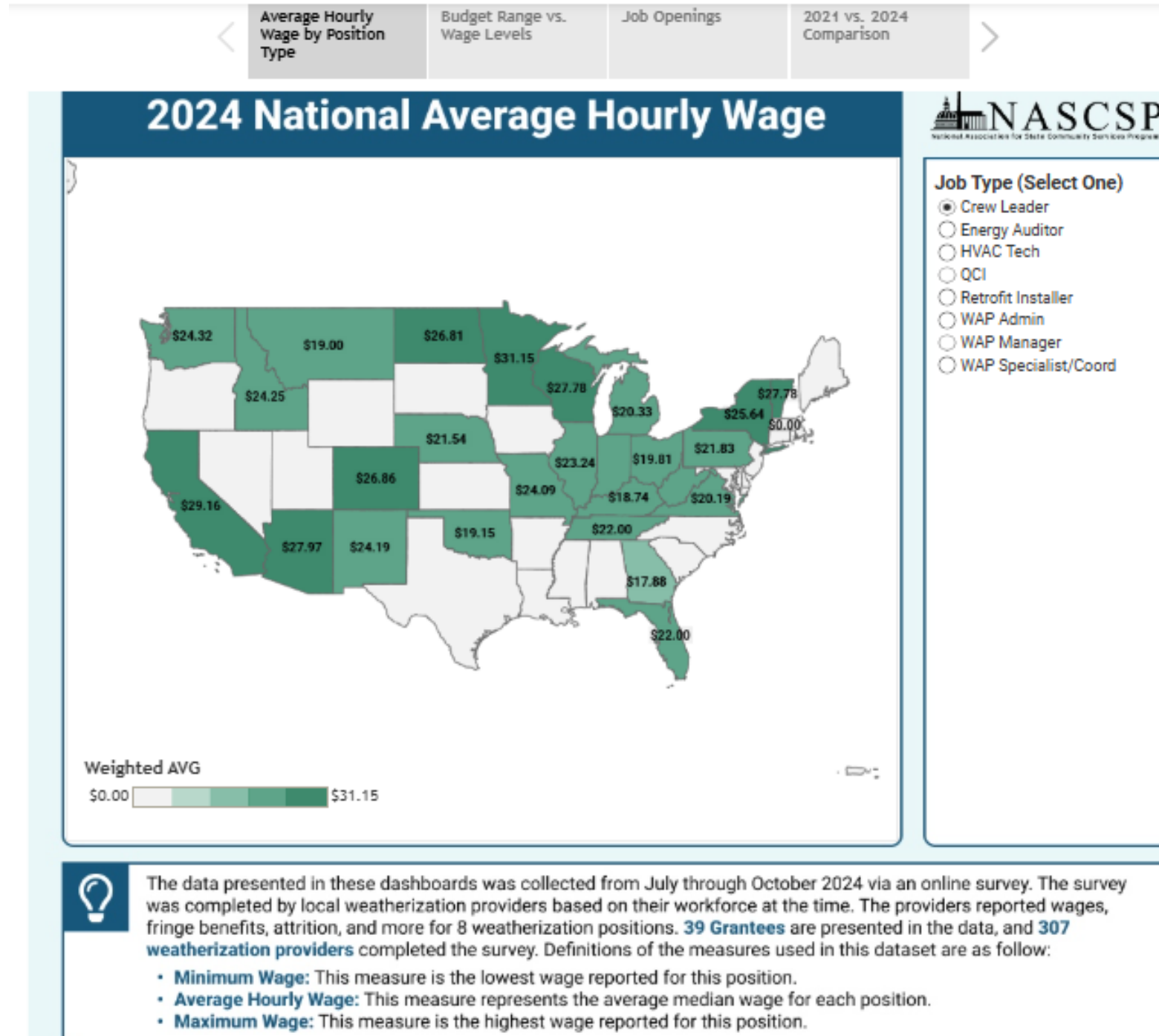
Wage data from the  
NASCSP Weatherization  
Workforce & Wage Survey  
(2021/2024)



# Updated Wage Dashboards

Maps and graphs to show:

- Average Wage Data for each position
- Wage levels by budget range
- Job openings and vacancy rates
- 2021 vs 2024 Data and inflation comparisons



# Living Wage Calculator (Update coming soon)

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 <a href="http://livingwage.mit.edu">livingwage.mit.edu</a> , where a public version of this data is hosted.					



### 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. – Levi and Jarred)

## NASCSP's National Voice (Blogs)

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

 WAP Career Spotlight: Rory Hoffmann  Copy link



# WAP Career Spotlight

RORY HOFFMANN (NORTH DAKOTA)

 **NASCSP**  
National Association for State Community Services Programs

Watch on  YouTube



# Questions & Open Discussion

Questions, comments, concerns?



# Data Analysis Highlights & Best Practices



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# Organizational information includes:

Name, location, years of service, and contact information

Type of organization

Funding amount

Crew vs. Contractor

Types of contractors

Positions used in-house

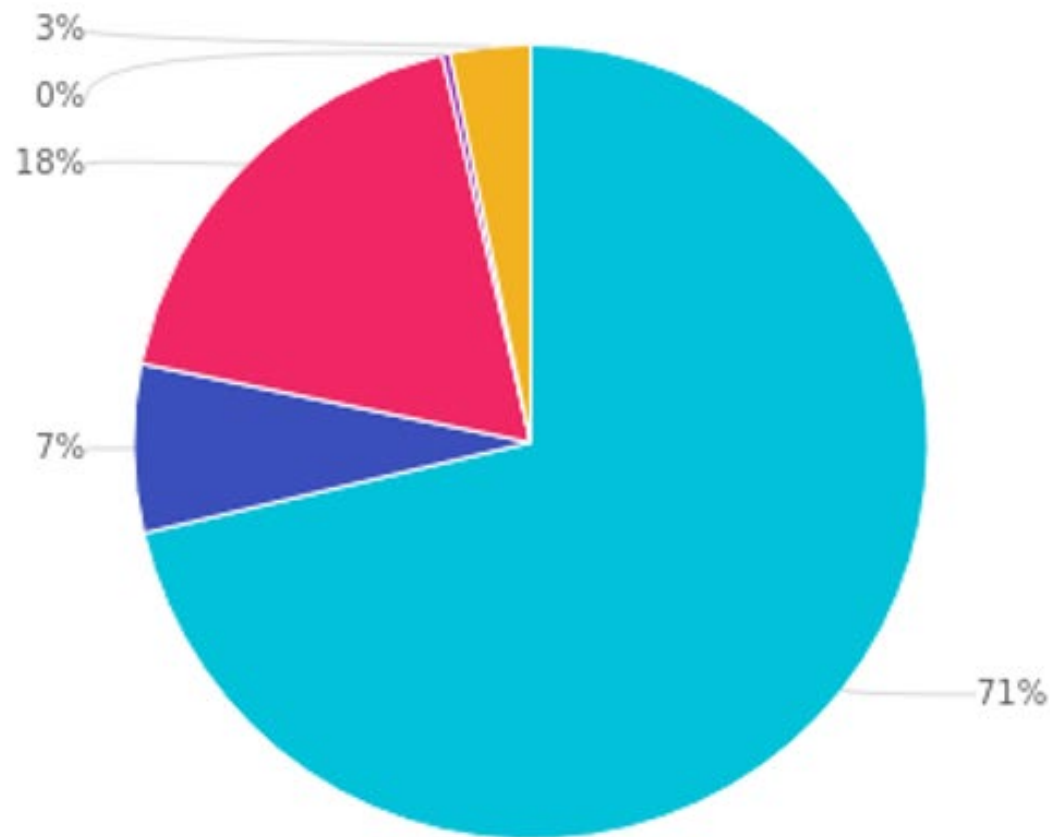
# Types of Organizations Responding

Type of Organization

Answered: 307    Skipped: 0

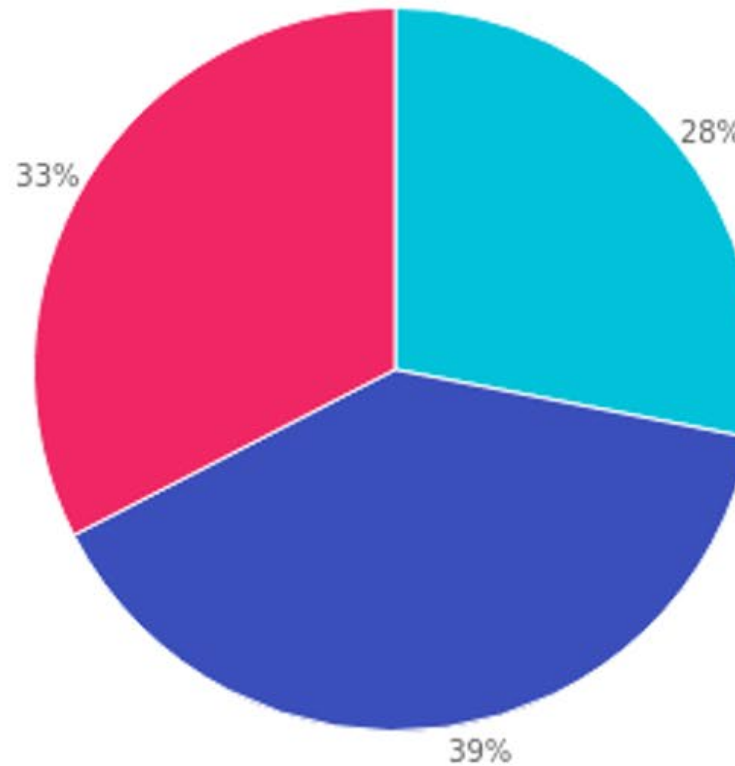
- Community Action Agency
- Local Government
- Non-profit
- Tribal Entity
- Other (Please specify)

Note: Other types included Grantees, contractors, agencies, and authorities.



Is your program primarily in-house crew or subcontractor based?

# Contractors VS Crew



● Crew-based

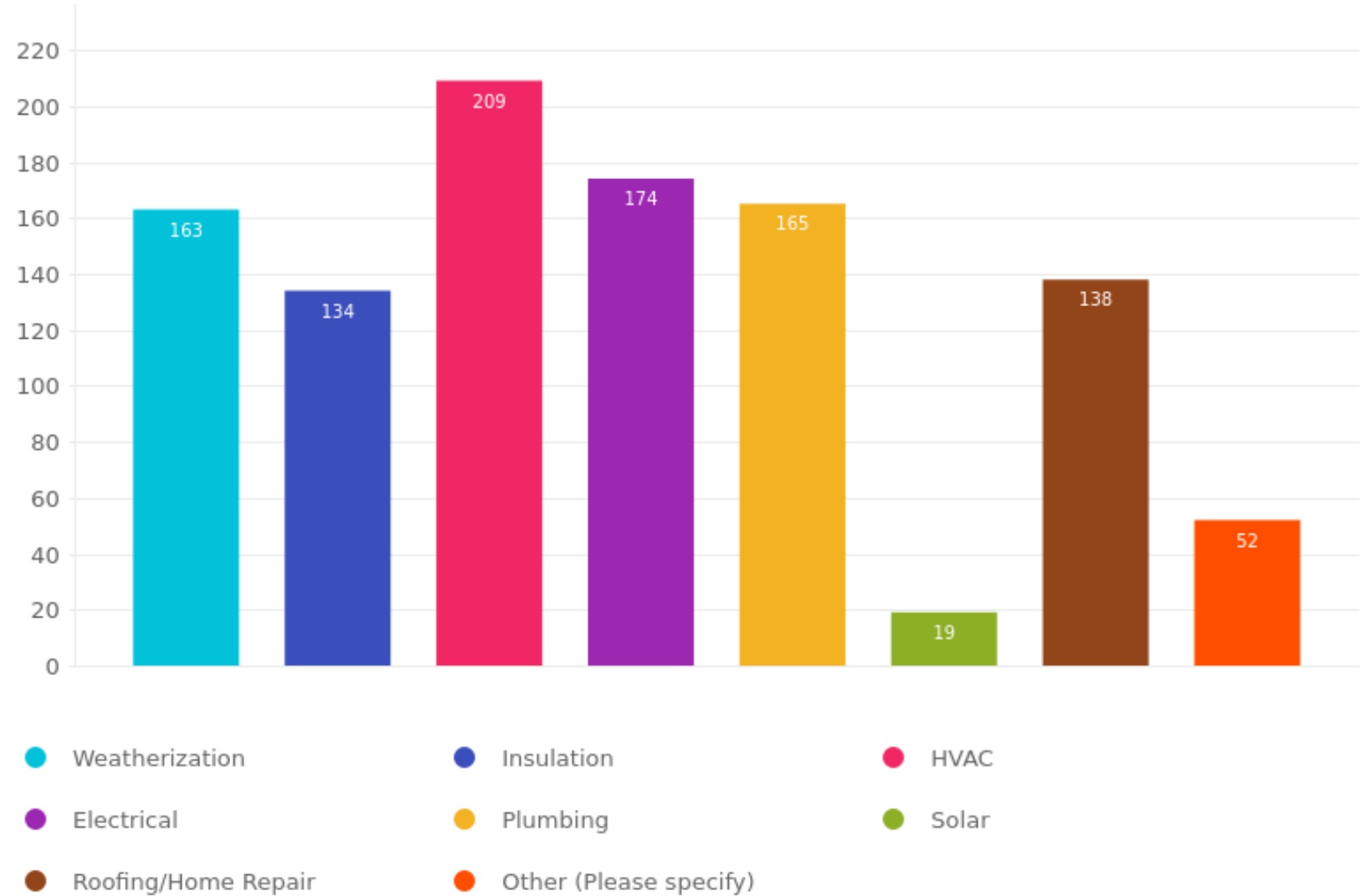
● Contractor-based

● Both

# Types of Contractors Used

Select the type(s) of subcontractors your organization uses for weatherization services. Please check all that apply.  
*You may also enter specific types of contractors using the "Other" option.*

Answered: 221   Skipped: 86





# Energy Audits and Quality Control Inspections

## Appliances and specialized HVAC

## Gutters and water remediation

# Glass, Windows, and Doors

# Foundation and structural

# Chimney and ventilation

# Pest Control

# Excavation

# Wage & benefit information includes:

Organization Fringe Rate

Wage Information per Position

Additional Benefits

Changes Since 2021

Funding Impact on Wages

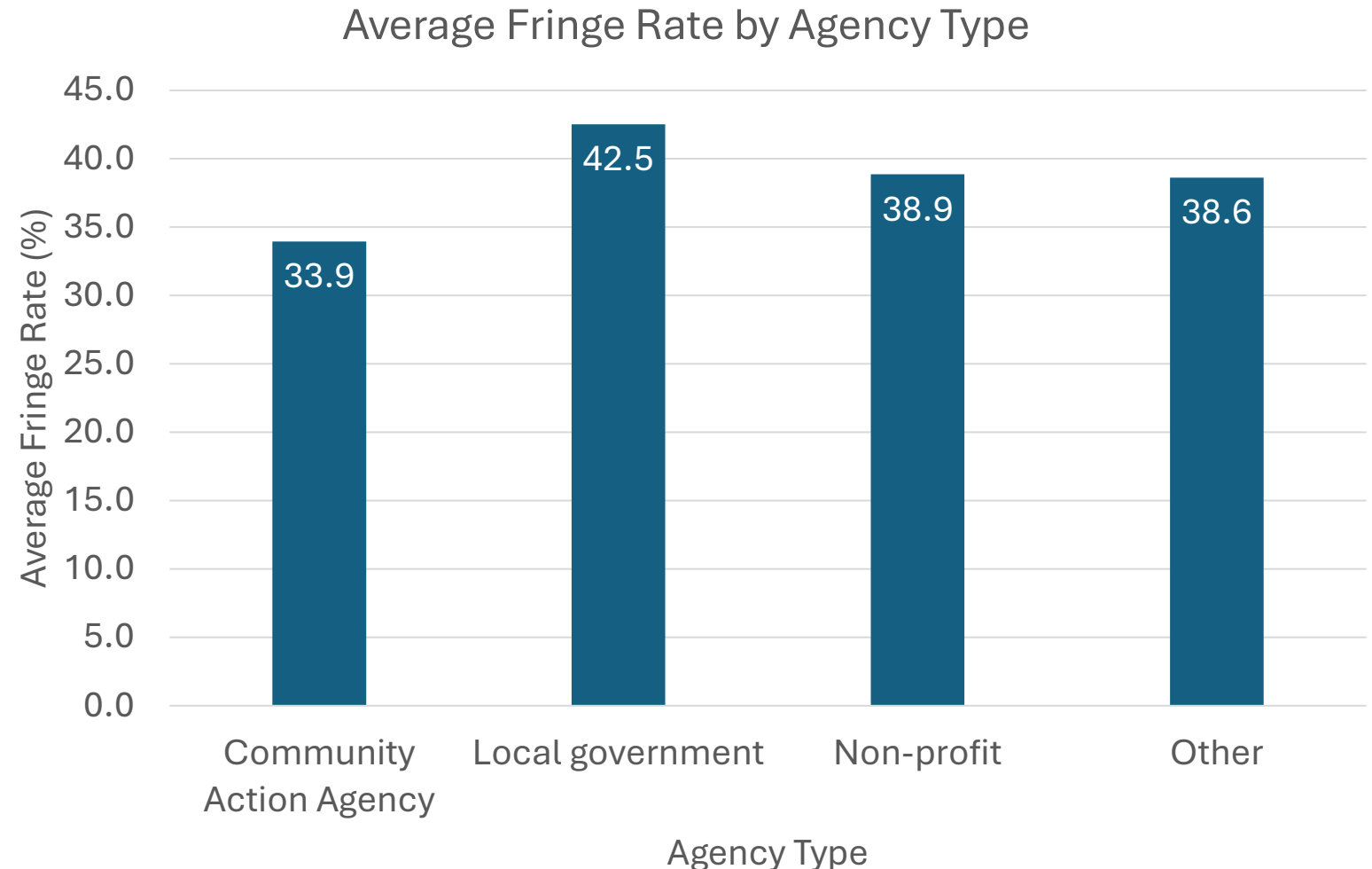
Impact of Wage Changes on Organizations

# Fringe Rates

The chart provided shows the average fringe rate for each agency type.

**The national average fringe rate for WAP was 36%.** This is higher than the national average across all industries (22%-32.7%).

*Fringe includes health/life/disability insurance, 401k, etc. It does not include FICA, unemployment, or workers' comp.*





# Wage Data!

NASCSP collected the starting, average, and highest hourly wages for select positions used in the organization's program.

Data was compiled to provide network averages to each Grantee who participated. This data was sent to Grantees in December 2024.

We were then able to compare data from Grantee networks that participated in the 2021 wage survey and compare that data to inflation rates.

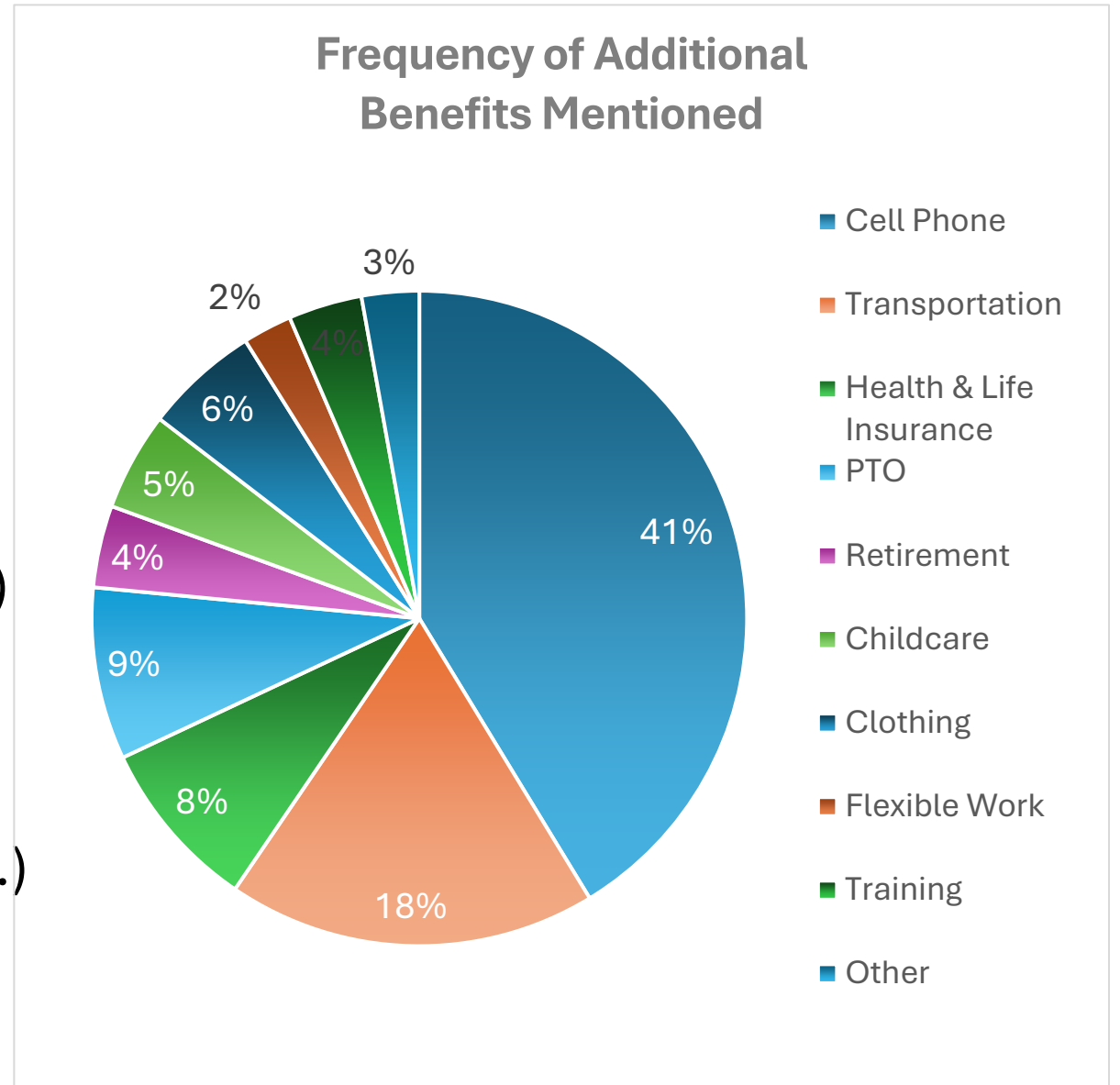


# 2021 VS 2024 Reported Average Wage per Position: Colorado

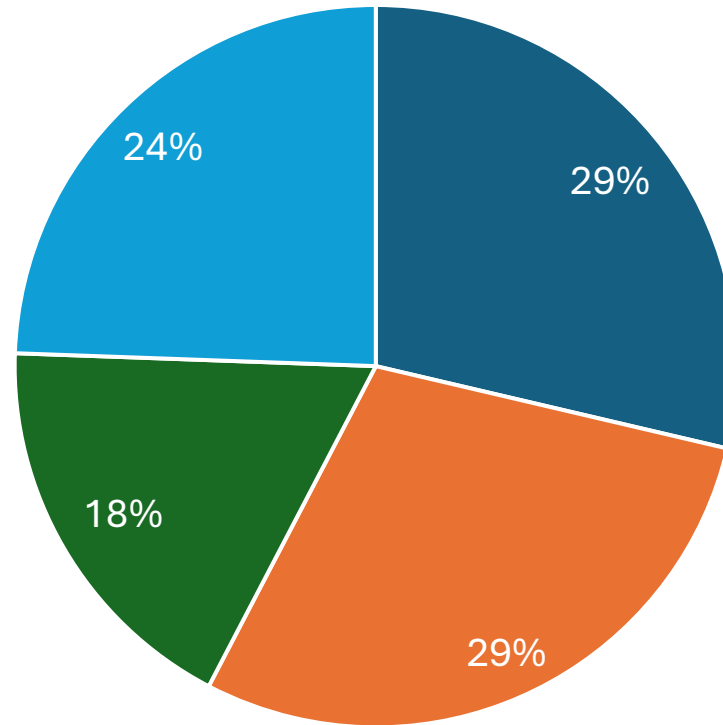


# Additional Benefits & Perks Included:

- Cell Phone (work phone, stipends, etc.)
- Transportation (work vehicle, mileage reimbursement, etc.)
- Usual Benefits (Health, life, **PTO**, etc.)
- Childcare (reimbursement, free, in-house, etc.)
- Clothing (stipends, uniforms, etc.)
- Flexible work (schedule, location, etc.)
- Training (professional development)
- Other (such as specific incentives)



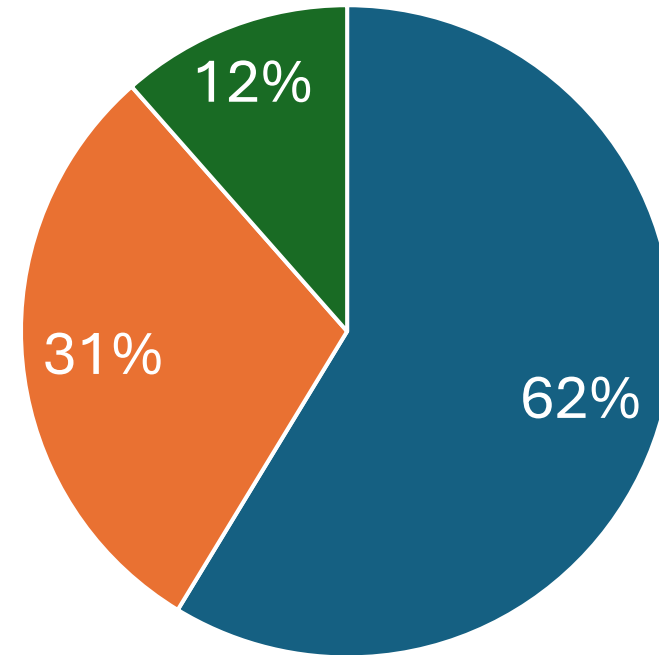
Since 2021, did organizations implement wage initiatives or minimum wages?



- Yes, we implemented wage changes based on prevailing wage data.
- Yes, we implemented wage changes based on the data from the 2021 weatherization wage survey.
- No, we have not implemented any changes, but we are interested.
- No, we have not implemented any wage initiatives.

Have the recent WAP funding increases allowed the organization to raise wages for weatherization staff?

Funding Increase Impact

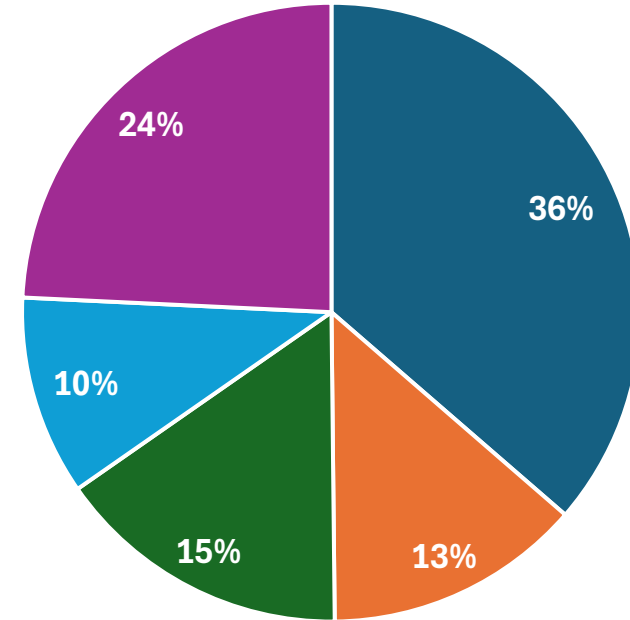


- Increased funding has "helped" with wage increases (directly & indirectly)
- Increased funding has not helped with wage increases.
- Other Comments

Wage changes have impacted organizations in the following areas:

- Recruitment & Retention
- Employee Morale & Satisfaction
- Enhanced Competitiveness & Market Alignment
- Enhanced Program Capacity & Service Delivery
- Concerns, limitations, and “other” comments

## Impact of Wage Changes on Weatherization Programs



- Improved Recruitment and Retention
- Increased Employee Morale and Satisfaction
- Enhanced Competitiveness and Market Alignment
- Enhanced Program Capacity and Service Delivery
- Concerns, Limitations, and Other Comments

# Wage impact responses included:

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- **“Helped us to retain weatherization staff.”**
- “We offer raises yearly to employees as well as promotions as vacancies arise. Unfortunately, inflation is growing at a faster rate than compensation.”
- **“Has allowed for more support staff to be hired.”**
- **“There has been a noticeable increase in staff retention.”**
- “We have found that in order to be competitive in the private market, the necessity to increase wages has been imperative to retain staffing in key positions within our WAP program. “
- **“Employee satisfaction is much higher.”**
- “Wage changes have been beneficial to us in the retention of staff. We have been able to increase wages as certifications are earned.”

# Wage & Benefit Best Practices

## Compensation:

- **Competitive** and **fair wages** are key to helping with recruitment and retention efforts.
- Career paths and opportunities for a raise with certificates or trainings received are also very important.

## Common Benefits:

- Work phone or Cell phone allowances
- 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





# Questions & Open Discussion

Questions, comments, concerns?

# Recruitment & Retention information includes:

Subcontractor Engagement

Subcontractor Training, Stipends, & Incentives

Recruitment & Referral Plans

Career Paths

Retention & Incentive Plans

Recruitment & Retention Data per Position

# Subcontractor Engagement

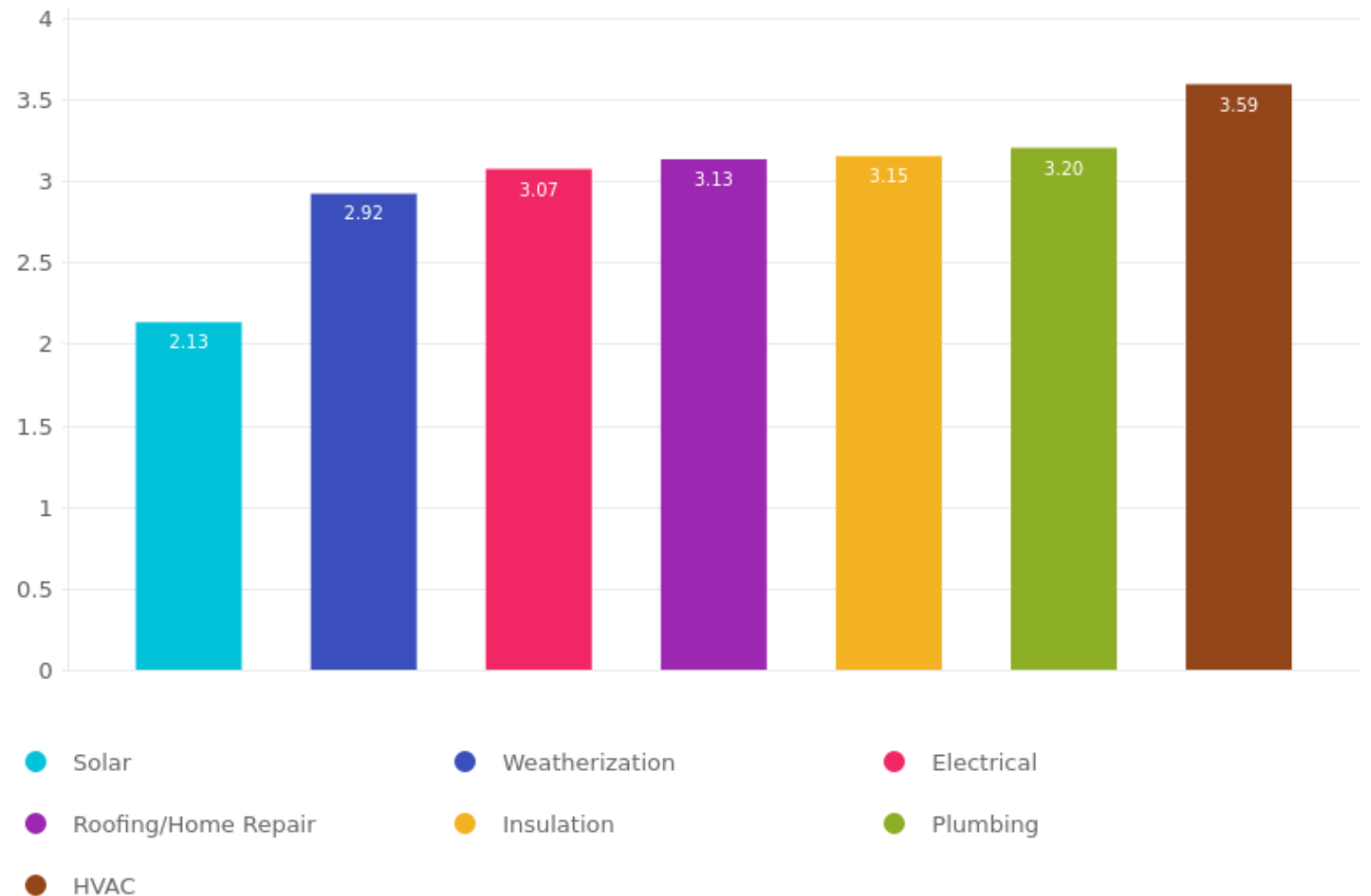
1 = none available

2 = very little available

3 = some available, but not enough

4 = enough available for most jobs

5 = no problem finding qualified subcontractors



**46 % of respondents indicated they offered subcontractors paid training, stipends or other incentives.**

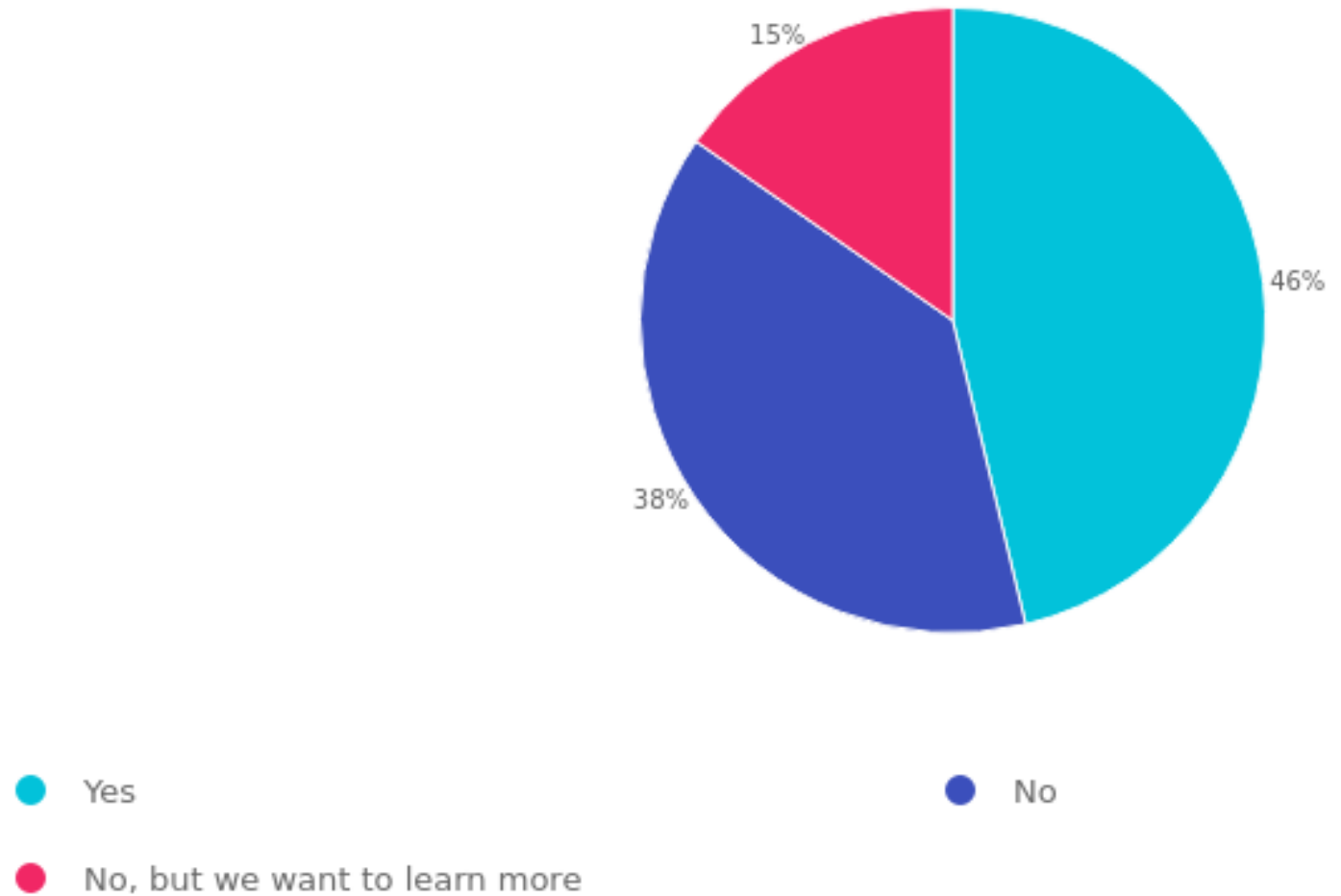
Of that 46%, over half offered a paid training along with a stipend of some kind. Stipends included reimbursements for travel, time, wages, etc.

Other incentives included

- Partnerships with local organizations that provide training and wrap-around services
- IIJA Incentives
- Retention Incentives
- Air-sealing target bonuses

Does your program offer sub-contractors paid training, stipends, or other incentives?

Answered: 307   Skipped: 0



# Engaging with Contractors!



**Try small (RFQ, batch, etc.) procurements and give the contractor a trial phase. This allows time to consider the housing stock, supplies, labor, skills , etc.**



**Consider contracted Energy Audits and Final Inspections. Contractors can be excellent for quick ramp-up or unforeseen circumstances.**

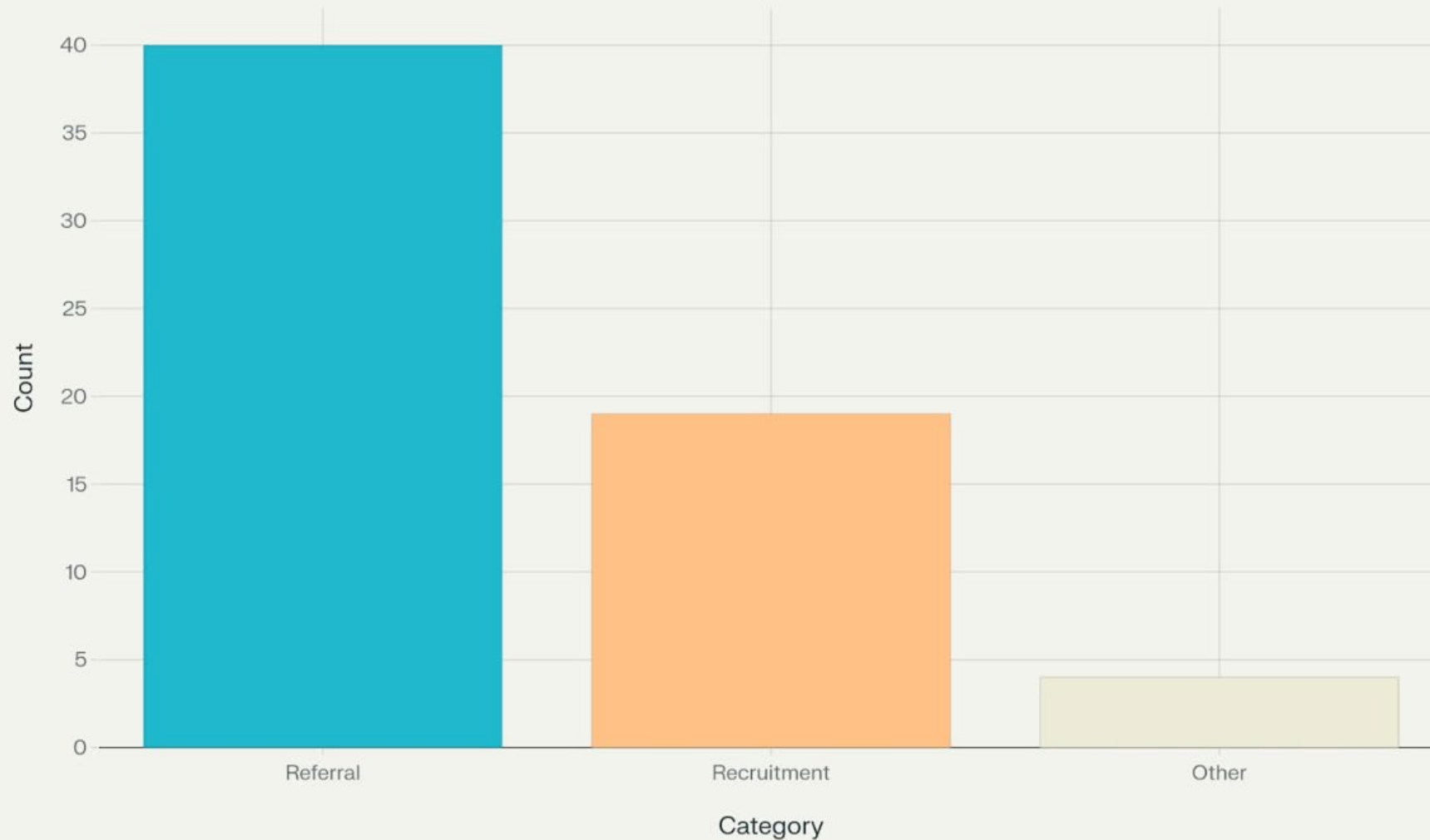


**Provide training and development on-the-job when possible. Consider doing “lunch & learn” events or providing breakfast for meetings or trainings.**



**Consider offering contractor stipends or incentives to attend training, meet goals, retention, etc.**

## Org Bonus Plan Types



Responses indicate that referral bonus plans are the most common.

Several comments did highlight that organizations often implement both referral and recruiting incentives as part of their overall strategy.

# Recruitment & Referral Plan Details

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“We offer any employee who refers a new employee \$150. We also offer sign-on bonuses to new employees.”

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“Referral program offering compensation to employees who refer and then the referral gets hired.”

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“If an existing employee refers a new hire and that new hire works out through 90 working days the employee who brought them in gets \$500.”

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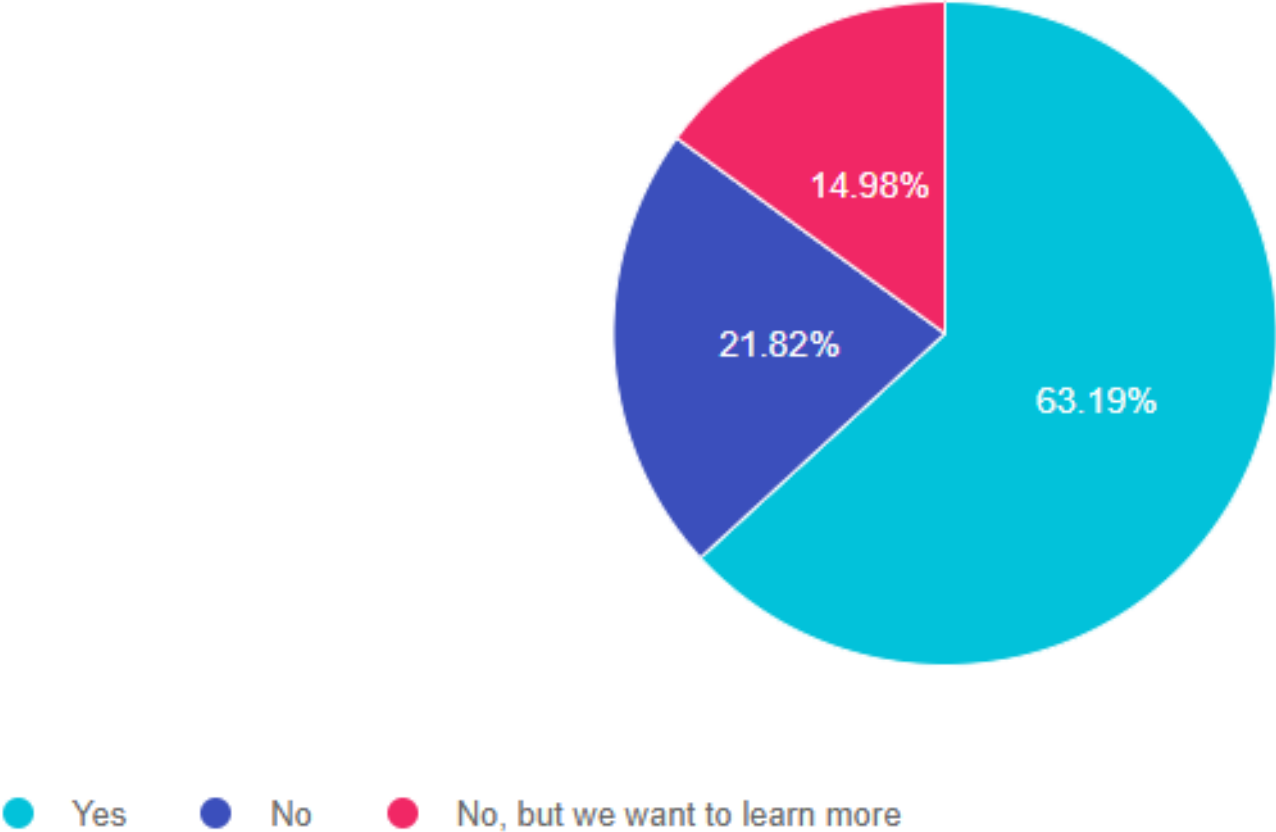
“Incentive program provides sign-on and retention incentives for new and existing employees and sub-contractors.”

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“Our organization provides a \$250 gift card to any employee who refers an applicant who is then hired and successfully completes their 90-day probationary period.”

Does your organization award wage increases or bonuses for achieving certifications, training, or advancing through the career path?

Answered: 307    Skipped: 0





## Career Paths & Retention Plan Examples

“Based on the availability of funds, employees could receive an increase for continuing education or certifications.”

“We offer all new field staff a \$1 increase with every certification in their first year of training. We offer office staff merit increases based on performance.”

“We have a passport system for new energy technicians, once they complete, they get a \$1.50 raise. We encourage hard work and work ethic for internal promotions, energy tech to crew lead, crew lead to auditor or HVAC, etc.”

## Career Paths & Retention Plan Examples (cont'd)

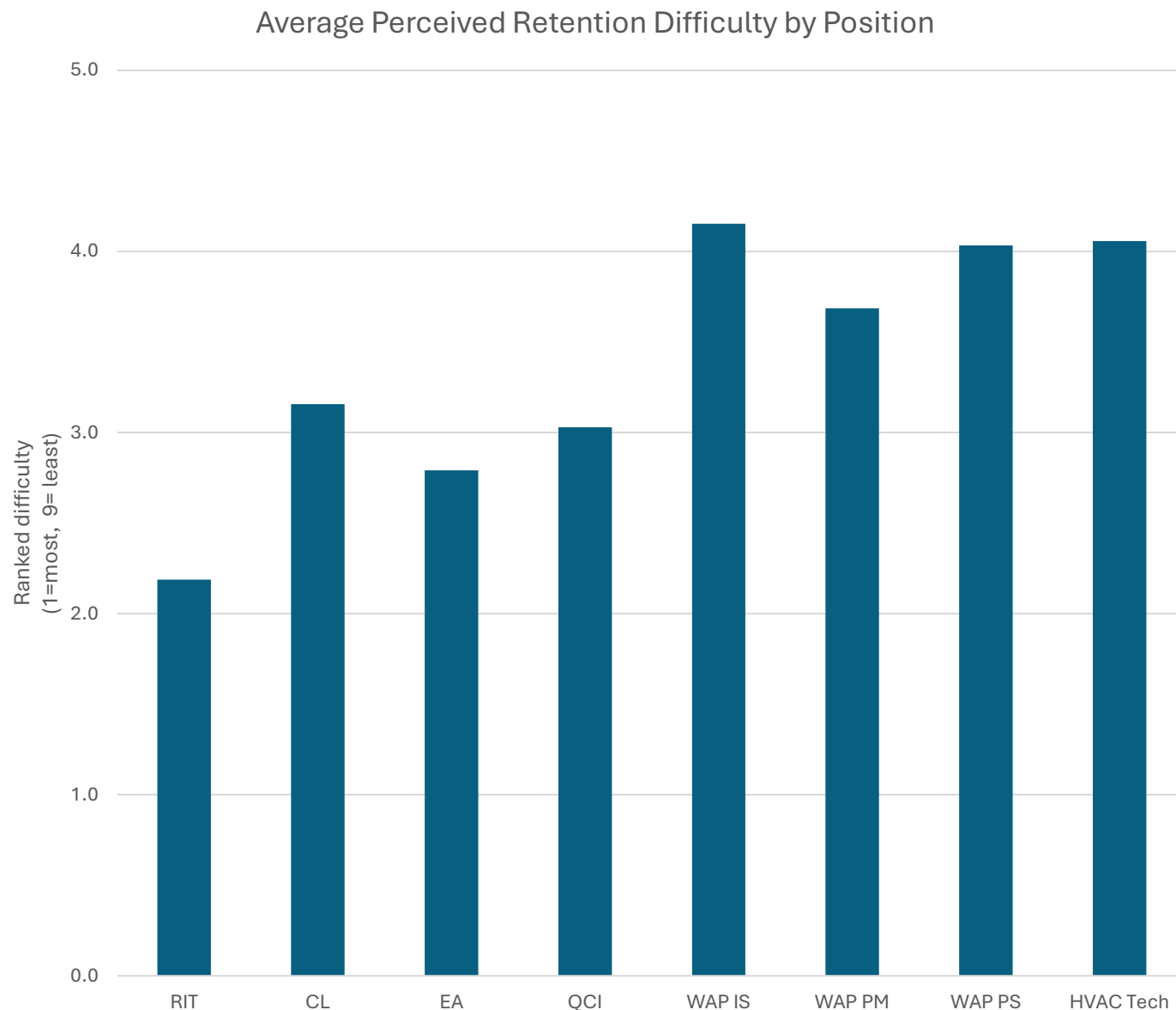
“We have implemented the badge program. They can earn 24 badges. After they complete 8 badges, they get a 50-cent increase. When they complete another 8 badges, they get another 50-cent increase. Complete the last 8 badges they get another 50-cent increase for a total \$1.50 increase.”

“We have a state issued training path. Our program has broken down that path and created levels of certification and as Inspectors achieve these certifications, they also achieve their wage increases until they reach the highest level or certification and maximum wage.”

The most difficult position to retain is the retrofit installer technician. The second is an energy auditor.

Based on the comments, these positions are leaving for better wages, career paths, or other opportunities in other industries, such as construction, retail, and general labor.

Comments suggested that employees receive training from WAP, then leave due to wages or a limited career path.



# Recruitment & Retention Challenges



“Our agency is small with only 2-3 employees in Weatherization. The career path is extremely limited.”



“Recruitment can be difficult in general because of the uniqueness of this field. Retention is mostly based on being the right fit for weatherization.”



“We try to incentive the hire and retain the valuable staff but sometimes we lose them for a better opportunity that pays more. That is the nature of non-profit work. It is rewarding but doesn't always pay comparable as for-profit agencies.”

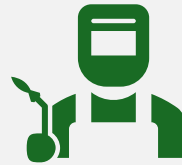


“We have issues finding qualified personnel capable of doing both the field work and the computer work.”

## Recruitment & Retention Challenges (cont'd)



“Through inflation-tracking and cost of living adjustments, we have been able to retain qualified staff. However, the existence of higher paying wages for lower qualification jobs, in other industries, is a demotivating factor.”

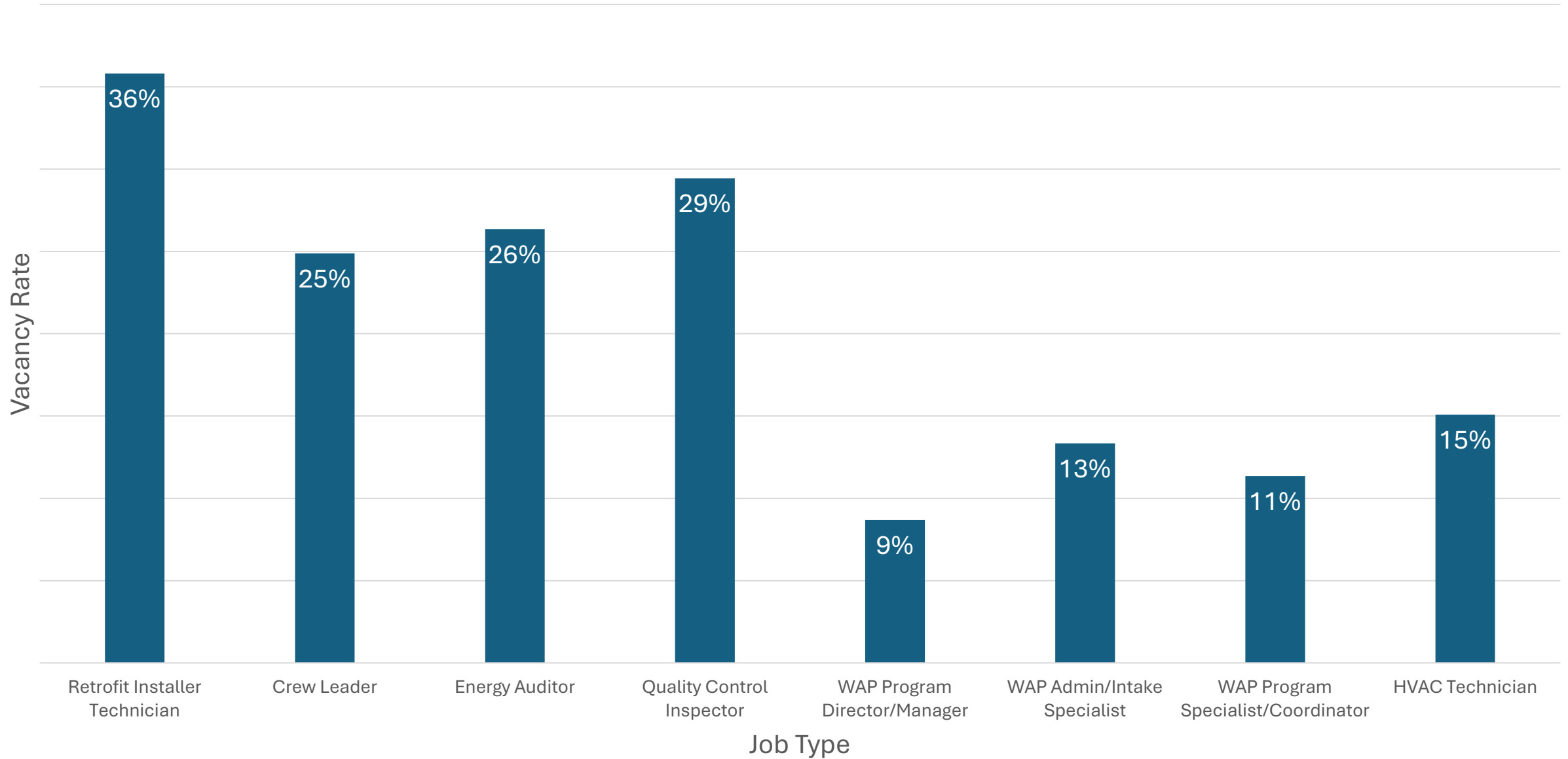


“It takes a long time for a new staff member to learn each position. On average, an Installer takes about 8-16 months because of the technical manner and regulations of the work we are doing. Takes a lot longer to fully train a staff member to advanced positions.”



“We are dealing with an aging field staff. We have been trying to hire younger team members but have a harder time keeping the younger staff members engaged. The turnover rate for staff ages 25-35 is much higher than in previous years.”

## Vacancy Rate by Job Type



# Recruitment Best Practices

## **#1 - Make sure you are paying a fair & competitive wage!**

Expand recruitment efforts. Create relationships with community colleges, tech schools, and other organizations.

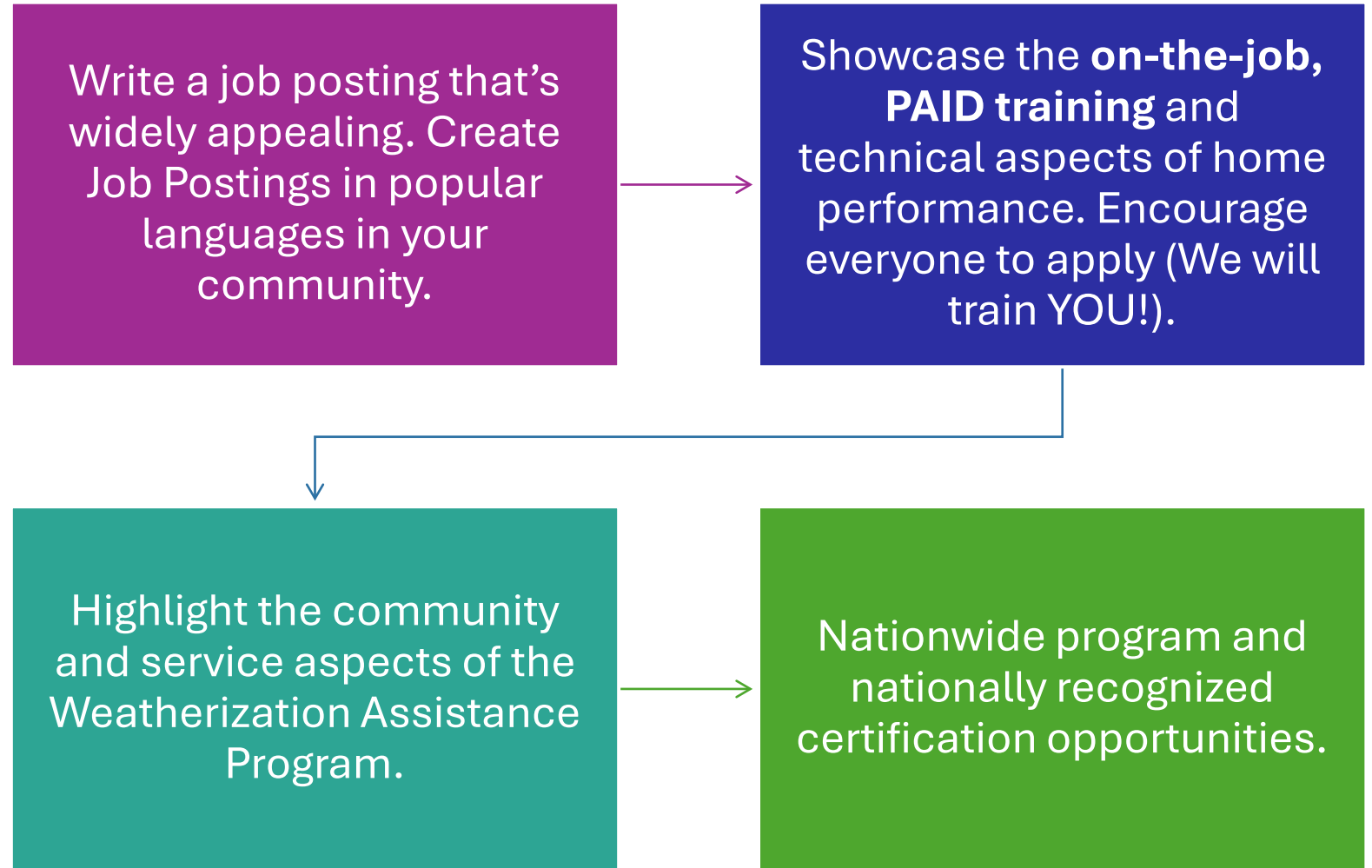
Know what you are looking for before you begin the process. Have a job description and job posting ready.

Have standard interview questions (soft skills & technical skills).

Create an Employee Referral Program \$\$\$.



# How to Attract Job Seekers





# Retention Best Practices

## **#1 - Make sure you are paying a fair & competitive wage!**

Provide career paths and opportunities for advancement. Include performance or certification incentives.

Create a positive work culture & environment.  
Promote & hire from within when possible.

Take the time to hire the right candidates for every position.

Staff appreciation and team building go a long way to build employee morale.



# Give them a reason to stay!



Provide a career path with opportunities for advancement. Establish performance goals and incentives based on meeting the goals.



Examples of career paths include a raise with certifications, such as when an installer becomes a crew leader or Energy Auditor to Quality Control Inspector.



There can be opportunities for performance incentives and raises with training, certifications, meeting production goals, no findings or go-backs, etc.

# Provide a good work culture!

Honest, ethical, and capable management

Lead by example and through action

Hire and promote from within when possible

Clear communication – be transparent

Show appreciation



# Questions & Open Discussion

Questions, comments, concerns?

# Training and Partnership information includes:

Time and cost to train each position

Onboarding, Development, and Training Plans

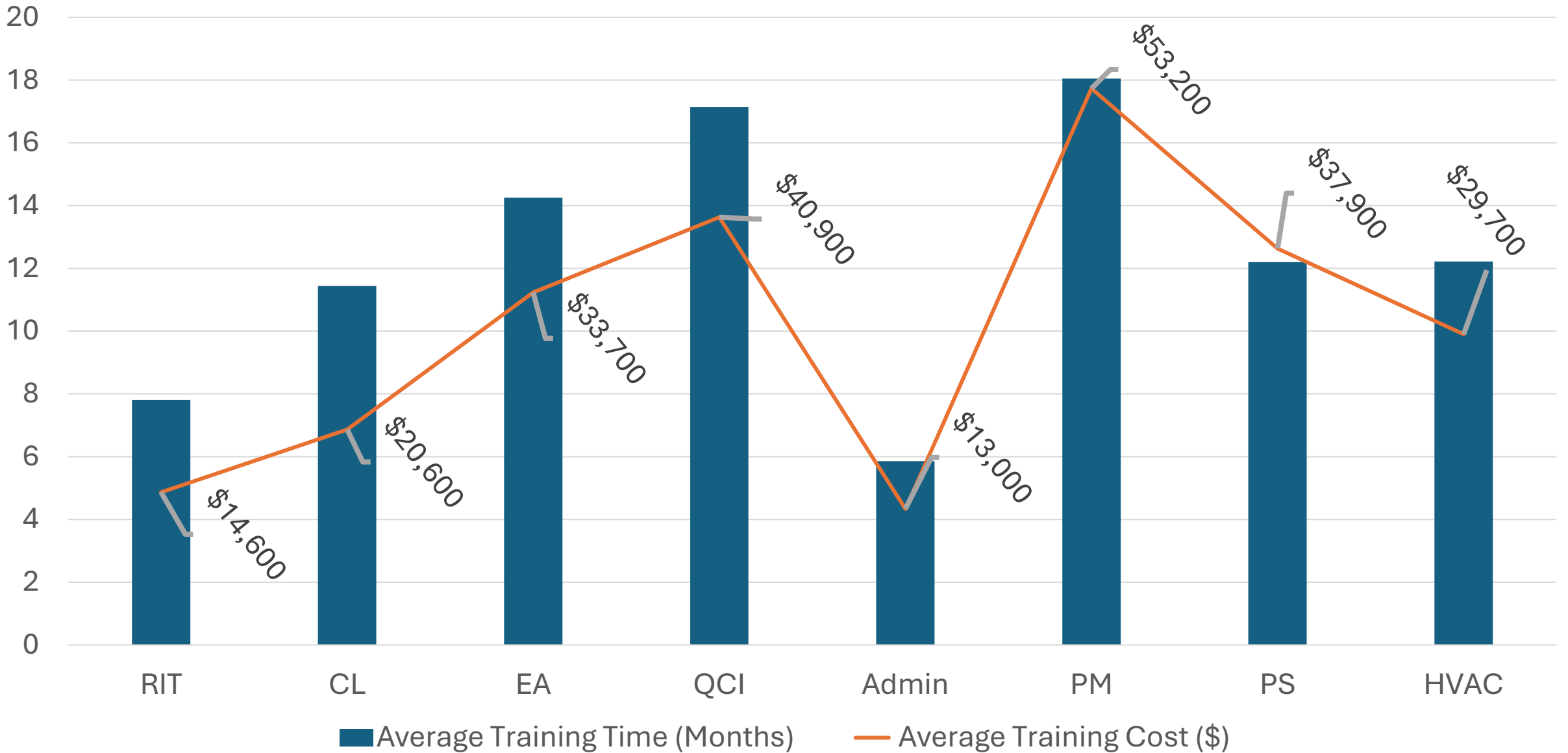
Partnerships

Successful Strategies

Engagement Activities

Challenges, Needs, and Suggestions

## Average Training Time & Cost Per Position



# Onboarding, Continuing Education, and Training Plans

## Trends

- Trainings in State Plans
- Corporate Onboarding
- Job Shadowing
- Safety Training

## Interesting Ideas

- Retrain JTAs every 4 years
- Conferences – CEUs
- Tuition Assistance – Employee Benefits
- NREL Installer Badges
- Add missing Admin Training
- 90-day Probation Periods before training begins

# Partnerships for Recruitment, Training, and Workforce Outreach

## Trends

- Training Centers
- Temp. Agencies
- Career Centers
- Community Colleges
- Apprenticeships/Internships

## Interesting Ideas

- Linked In
- Workforce Development Programs (80% of wages)
- K-12 School Districts
- Youthbuild
- Utility Companies
- Americorp
- Climate Impact Corp



- Partner with Workforce Development Programs/Organizations (ex. WIOA, Green Workforce Connect)
- Recruit/partner with local tech schools and community colleges
- Use Apprenticeship Programs
- Offer competitive wages and career ladder
- Offer paid On-the-Job training
- Recruit through job websites and social media

## Successful Workforce Development Strategies & Initiatives

# Outreach & Engagement Activities

- **Most common strategies mentioned include:**
  - Partnerships with local nonprofits that serve the low-income community.
  - Employee referral with **formalized compensation incentives.**
  - Partnerships with local community colleges and technical schools.
  - Referring the clients they serve to internal job postings.
  - Working with WIOA One Stop local offices.
  - Posting at local unemployment offices.
  - Working with apprenticeship programs.
  - Social Media.
  - Posting employment opportunities at local Head Start Offices.
  - Job fairs held in disadvantaged communities.


# **Challenges, Needs & Suggestions for Future Workforce Development Training Topics, Tools, and Resources**

## **Trending themes from the comments included:**

- **Pay, wages, and compensation**
- **Employee Retention**
- Guidance and Recruiting Ideas,
- **Finding Qualified and Willing Workforce**
- Localized/In-State Training
- Larger Variety of Training Offered Spanning the Entire WAP in One Location/T.C.
- Labor Deficiencies at ALL Levels,
- Expansion of Training Offered/Supported (Ethics, Employee Behavior, etc.),
- Increased ACPU to Support Higher Labor and Material Costs, Elimination of Position Pay Caps Based on "The Bucket" they Fall In Rather than the Experience and Knowledge the Individual Brings to the Table
- **Lack of Certified/Qualified Auditors**
- **The Appeal to Work in Low-Income Households vs. New Construction is Lacking**

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## Suggestions for Partnerships & Training

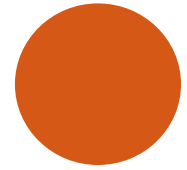
- Partnerships between State WAP Office and Training Centers to Ensure "Up-to Date" Training/Program Requirements
  - **Bring Back "Hands-on" Training in High Schools**
  - Pathways to Trade Schools and Certifications
  - Professional Recruiters
- 
- Four short, thick, light brown curved lines arranged in a diagonal pattern in the bottom right corner.

## Current Challenges:

- Extremely Difficult Housing Stock
- Lack of Individuals/Workers to Complete the Actual Labor on Projects
- **WAP Staff/Contractors are not able to live in or near areas they provide service to, driving up cost/ACPU**s
- **Excessive Amount of Training Time Required for Assessors to be Fully Trained and Ready for the Field**
- **There are Higher Paying Jobs with Less Mental and Physical Demand**
- Unknown Future Funding and How to Plan Accordingly

## Needs & Resource Ideas:

- Refresher Training and Certification Availability
- Additional/More Flexible Funding
- **Development of Standardized Apprenticeship Programs and Career Opportunities**
- More Virtual Training Opportunities
- **Virtual QCI to reduce Travel and Time/Production Burdens due to Lack of Certified Local QCI**
- Reduction in Administrative Burden/Duplication in Reporting Requirements



# Partnership & Training Opportunities

High School Internship Opportunities.

Tuition Reimbursement for Tech Schools, Community College Trade Programs, or Energy Efficiency College Coursework.

Work with your CSBG, SEP, or other programs to create a work/training program or scholarship opportunity for the energy or building trades.

Partner with similar mission-driven organizations. This helps to align goals.



# In-Network Partnership Opportunities

MOU for shared services with other Subgrantees. Contractors, energy audits, inspections, training, etc.

Create “roaming” energy auditors or QCIs in the state that multiple agencies can use.

Cross-training opportunities with other agencies that have available mentors or experienced staff.



# Questions & Open Discussion

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Questions, comments, concerns?



# Thank You

For questions, please reach out to [kgarvin@nascsp.org](mailto:kgarvin@nascsp.org)



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