

# Cultivating Tomorrows Leaders

**Solving Skilled Labor Gaps through Recruiting, Training, and Retention**



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# Challenges Solving Skilled Labor Resources Gap

- **According to industry surveys 71% of construction companies plan to expand their payrolls in 2016**
- **Survey results also report that 70% of the industry is having problems finding Qualified Electrical Professionals**
- **According to the U.S. Bureau of Labor Statistics industry will face a shortage of 1.6 million QEPs in the next six years.**
- **Large percentage of Qualified Electrical Professionals are set to retire in the next 10 to 15 years**
- **Poaching problems from Hi-Tech Silicon Valley firms and others new technology firms provide a formidable competition.**

- PG&E is not waiting until the last moment to embrace this challenge
- Qualified Electrical Professionals shortage could undermine the industry growth if staffing shortages delay future construction projects.

Our strategy is based on the following three key areas.



Our approach is to create a model for internal upward mobility and advancement by growing the technical staff and leadership from the ground up.

- Entry Level Electrical Technicians,
- Entry Level Engineers,
- Supervision and Leadership.



# PG&E's strategy is comprised of the following five elements:

Elements	Details
✓ Recruiting.	Recruitment and engagement of potential young generation candidates by using social media, and using recent recruited hires to attract prospects through word-of-mouth referrals.
✓ Hiring	Hire from the ground up by creating internship or entry level programs such as an internal apprentice program, entry level engineer, and pathway to leadership programs.
✓ Training	Provide ongoing training programs for both classroom and on-the-job-training opportunities.
✓ Onboarding	Provide continuing feedback and mentoring opportunities at all levels using seasoned veterans in order to provide and capture knowledge and experience.
✓ Retention	Focus on competitive pay as well as other factors such as work life balance and personal development.



# Field - Electrical Technicians

Labor Force is a highly skilled position that maintains, test and commission electrical protection systems.

The entry level programs are to provide internal and external candidates with a company sponsored apprenticeship program that is based on a 30 month time period with classroom level training as well as a detailed On-the-Job Training (OJT) with a progressive task tracking.

## Classroom courses:

- Advance Schematics, Protection Principles, SCADA for technicians, Relays and Phasors I, Protective Grounding, and Relays and Phasors II

## Sample of OJT Task tracking:

- ✓ Perform Trip / Wire Checks
- ✓ Perform TCO Isolation
- ✓ Complete and file test forms
- ✓ Communicate and program meters
- ✓ Perform Relay Tests

## Training, Onboarding and Retention:

- Once a journeymen, PG&E provides ongoing technical training and training for internal upward mobility and advancement.



# Engineers – Field Technical Specialists

Labor Force is a Operating Field Technical position that supports the maintenance, test and commission electrical protection systems.

The entry level programs provides the engineering candidates with the ability to learn the Electric Power Business and obtain skills and experience that can be used in other areas throughout the company.

## Recruiting and Hiring Process:

- **Target National Events**

- Annual Participation and Corporate Sponsor
- Career Fair
- Ability to Scan Large Quantity of Resumes
- Quick Discussion with Interested Candidate, and Ability to Conduct Ad-Hoc Interviews with Timely Follow-Up with Candidate
- Hire FT Employees from Summer Intern

## Training, Onboarding and Retention:

- Offer technical training and training for internal upward mobility and advancement as well as skills that can be used in other company departments.

## Target National Events

**Society of Women Engineers (SWE)**  
October 27-29, 2016  
Philadelphia, PA



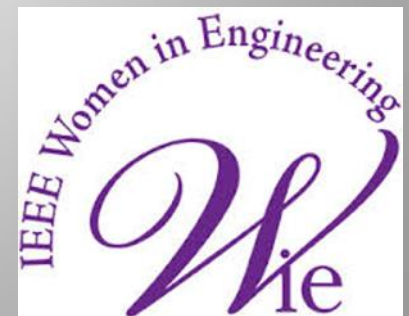
**Society of Hispanic Professional Engineers (SHPE)**  
November 2-6, 2016  
Seattle, WA



**National Society of Black Engineers (NSBE)**  
March 23-27, 2016  
Boston, MA



**Institute of Electrical and Electronics Engineer (IEEE)  
Women in Engineering (WIE)**  
May 23-24, 2016  
San Jose, CA





## Leadership - Test Supervisors

**Labor Force is a highly skilled position that leads and supervises the maintenance, testing and commissioning of PG&E's electrical protection systems.**

**Knowledge Drain has been rapidly increasing due to the majority of the Test Supervisors (>90%) eligible to retire from now until 2020.**

**The knowledge transfer strategy has been the Pathway to Test Supervisor Program which enables internal candidates to emerge as leaders and expand their management skills, broaden their organizational experience, and foster networks they can leverage in the future.**



## The Pathway to Test Supervisor Program key elements are as follows:

- Pathway To Test Supervisor committee is made up of current Leaders
- Program initiation and nomination process which allows candidates to submit their application for consideration into the program.
- A comprehensive candidate selection process, which allows candidates to communicate their aspirations for a leadership role.
- Once a candidate is selected a comprehensive individualized development plan is made, in order to bridge the individual gaps found.
- Provide on-the job learning opportunities such as rotational assignments, vacation relief and mentoring by other leaders.
- Finally allowing the candidates to perform the Test Supervisor job and develop their leadership style.



Through the apprentice, entry level engineer and the Pathway to Test Supervisor internal programs PG&E has been able to pull future QEP into the electrical technician, Field Technical Specialists and technical leadership careers.

- We have added 50 new Apprentice Electrical Technicians, with 20 from external hires, in the last 3 years.
- We have added 4 new entry level engineers for the Field Technical position in the last 3 years.
- We have added 11 new Pathway to Test Supervisor candidates and have promoted 4 new Test Supervisors from this program in the last two year.



# Meeting the Challenges

**By retaining the top talent and actively recruiting and training new employees, we are aiming to overcome the obstacles of the Qualified Electrical Professional's labor shortages.**

# Questions?

