A Future Ready Workforce

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Workforce Impacts

Our Future Will:

- Have less emphasis on generation
- Have less reliance on coal
- Be less nuclear
- Be more co-ownership, purchased power, more contracts
- Require more financial analysis and contract management
- Likely have more shared services

Require New Skills:

- Innovation
- Adaptability
- Analytics
- Technology
- Customer focus
## Industry Demand – 5 Year Outlook

<table>
<thead>
<tr>
<th>Position</th>
<th>Needed by 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lineworkers</td>
<td>29,000</td>
</tr>
<tr>
<td>Technicians</td>
<td>31,000</td>
</tr>
<tr>
<td>Plant/Field Operators</td>
<td>15,000</td>
</tr>
<tr>
<td>Engineers</td>
<td>12,000</td>
</tr>
<tr>
<td>Other Corporate Positions (IT, HR, Customer Service, Management &amp; Security)</td>
<td>101,000</td>
</tr>
</tbody>
</table>

Source: CEWD, Gaps in the Energy Workforce 2019 Pipeline Survey Results
Workforce Availability

National Unemployment Rate
- December 2009 – 9.9%
- December 2019 – 3.5%

Wisconsin Unemployment Rate
- December 2009 – 8.7%
- December 2019 – 3.4%

Job openings continue to exceed the number of job seekers
Our Changing Workforce

- **Baby Boomer**: 55-73
- **Generation X**: 43-54
- **Millennial**: 27-42
- **Generation Z**: 18-26

**Percentage Distribution**
- Baby Boomer: 25%
- Generation X: 32%
- Millennial: 33%
- Generation Z: 10%
Strategic Workforce Planning

1. Strategic Direction
2. Supply Analysis
3. Demand Analysis
4. Gap Analysis
5. Solution Execution
6. Monitor and Evaluate
Solution Execution

- Succession Planning
- Leadership Development
- Apprenticeship Programs
- Internships

- Work-Based Learning
- Focused Reskilling
- Outplacement
- External Partnerships
Building Our Ideal Culture

Current Culture vs. Ideal Culture

N=207 vs. N=21
A Future Ready Workforce

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- Our industry is changing and requires new workforce skills
- As a result of industry changes, the makeup of our workforce will change
- Strategic Workforce Planning is a key practice to help us prepare our workforce for the future
- Talent Management Programs are in place to build our workforce of tomorrow
- Building our ideal culture will enable the workforce to thrive today and into the future
Comments and questions