Re-powering the Electric Utility Work Force

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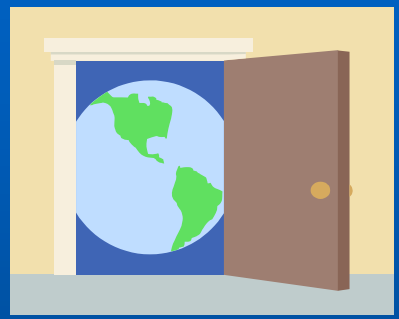
Industry Challenges

- **Rising workload**
- **New technologies**
- **Aging physical infrastructure**
- **Changing expectations & rules**
- **Aging workforce**
- **Uncertain replacement pool**

Human Resource Issues

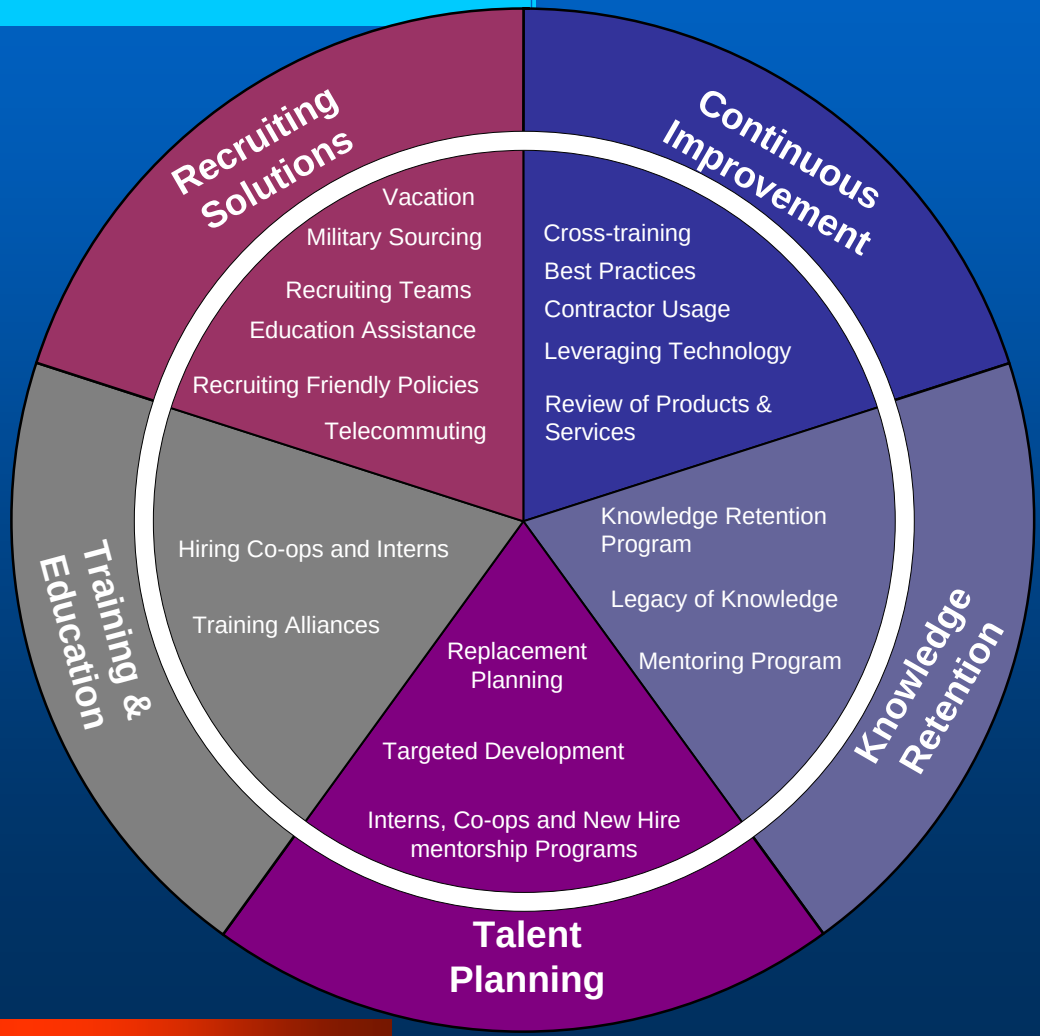
- Industry appeal
- Recruiting & retention
- Knowledge retention/transfer
- Training & development
- Generational differences
- Work life balance
- Need for collaborative solutions

Improvement Opportunities



- **Showcase our industry**
- **Scale (up) our organization**
- **Refresh our culture & talent**
- **Transform our facilities & practices**
- **Influence educators & communities**
- **Select, train & develop right people**
- **Expanding our talent pool**

AEP Workforce Strategy

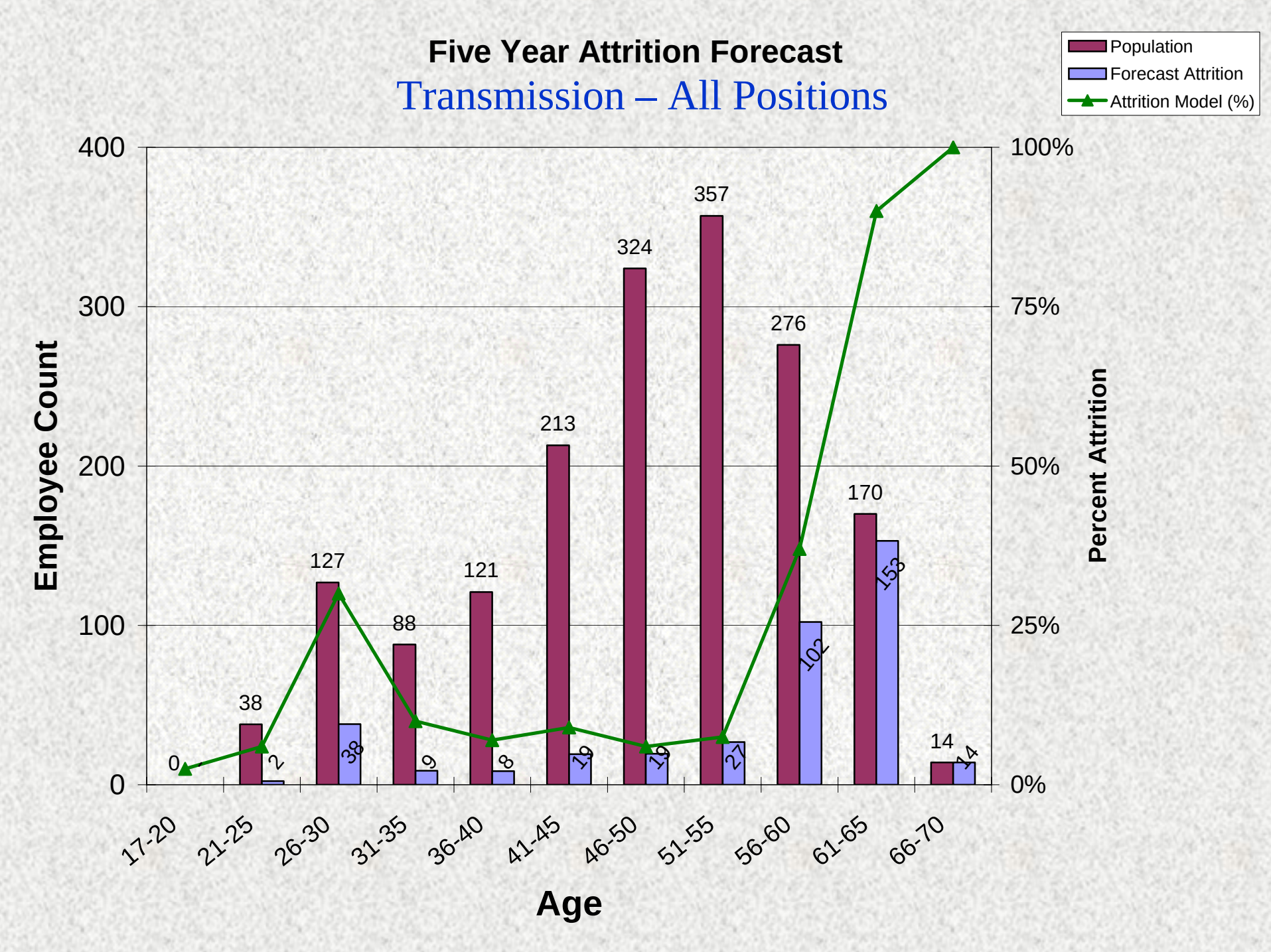


AEP Transmission Experience

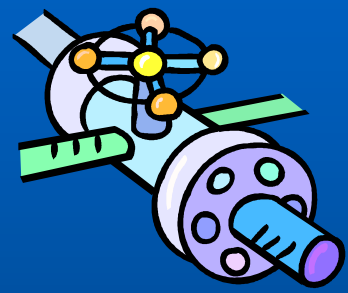
- ***Forecast attrition***
- ***Build hiring "pipelines"***
- **Market opportunities**
- **Train & develop**
- **Retain employees, & knowledge**
- **Enrich the work experience**

Forecast Attrition

- A planning exercise
- Retirements only ~ 1/3 total attrition!
- Develop 5 year needs forecast
- Integrate into business cycle
- Feed into recruiting “shopping list”


Five Year Attrition Forecast
Transmission – All Positions
Population
Forecast Attrition
Attrition Model (%)
Employee Count
Percent Attrition
Age
400
300
200
100
0
100%
75%
50%
25%
0%
0
38
2
127
38
88
9
121
8
213
19
324
19
357
27
276
102
170
153
14
14
17-20
21-25
26-30
31-35
36-40
41-45
46-50
51-55
56-60
61-65
66-70

Our Hiring Pipelines



- **Universities**
  - ***Co-op program***
  - **Internships**
  - **Technical & financial relationships**
- **Veteran candidates – home & abroad**
- **Diversity is an enabler, if . . .**
- **Junior High/High School**
- **Contract employees**

Transmission Co-op Program

Program Description

- Since 1996
- 26 students/yr
- > 80% hire rate
- Rich diversity
- Rotate assignments
- Learning objectives
- Real work
- Schools near us

Keys to Success

- Vision & passion
- Long term view
- Constant commitment
- Relationships
- Real work
- Good compensation
- Executive support
- HR support

Observations

- **Emphasize action**
- **Collaborate on industry outreach**
- **Reframe industry perceptions**
- **Develop menu of solution options**
- **Build robust training & development**
- **Expect the best from new people**
- **Build school relationships**

Questions

What solutions can you imagine?