



Re-powering the Electric Utility Work Force

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Transmission Technology Development

American Electric Power

IEEE/PES T&D Conference and Exposition

Super Session: Overcoming the Technical Talent Challenge

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Industry Challenges

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



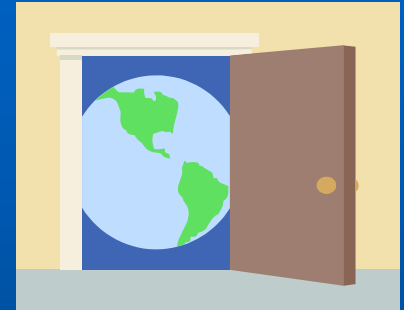
Human Resource Issues

- 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**

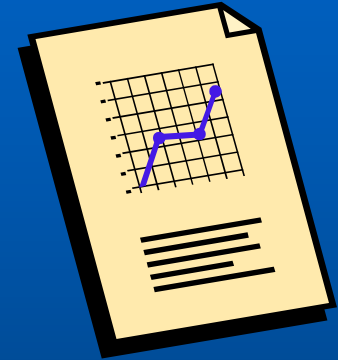


AEP Workforce Strategy



AEP Transmission Experience

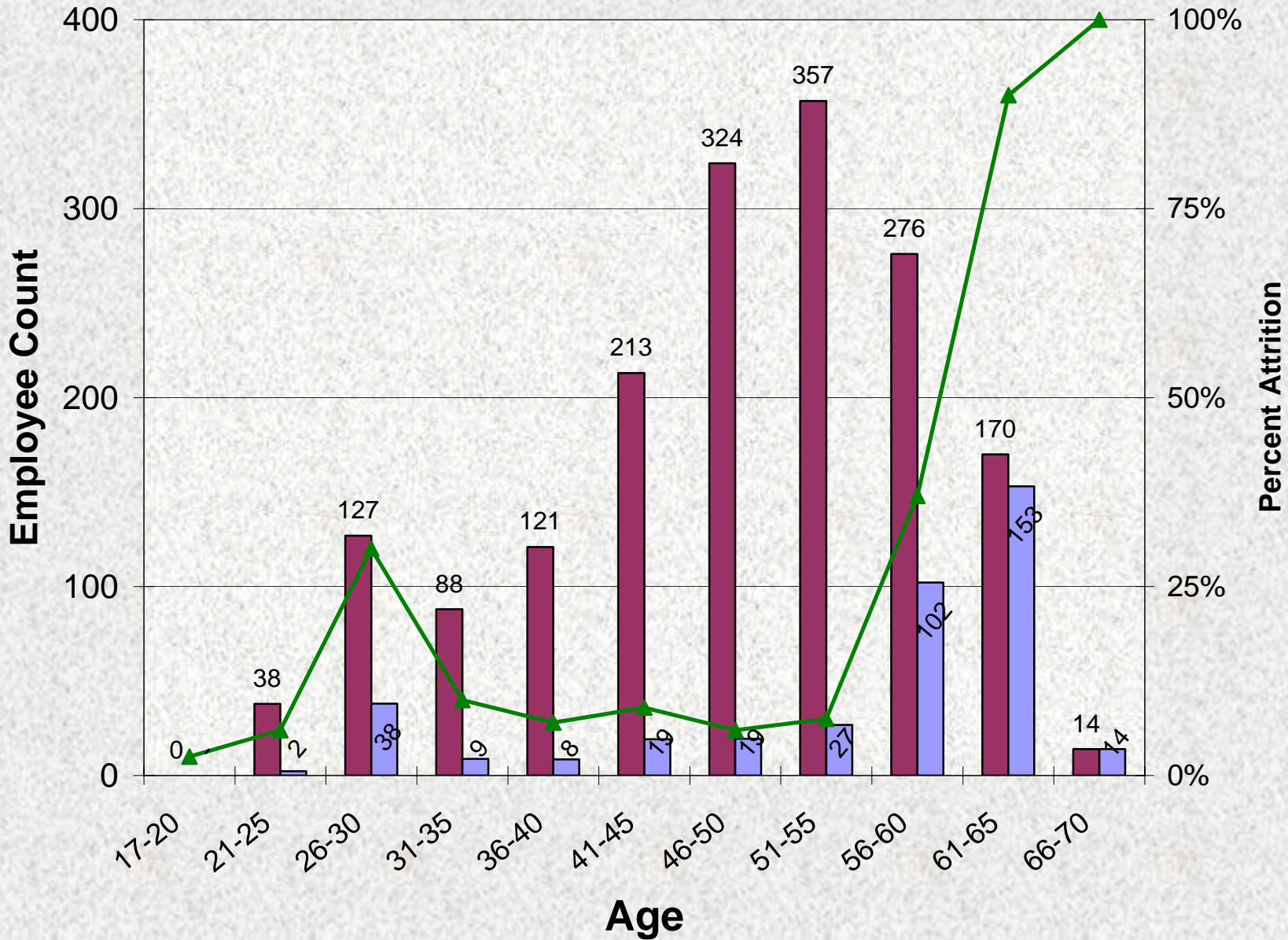
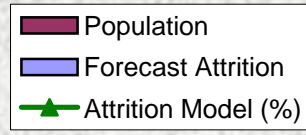
- *Forecast attrition*
- *Build hiring “pipelines”*
- Market opportunities
- Train & develop
- Retain employees, & knowledge
- Enrich the work experience



Forecast Attrition

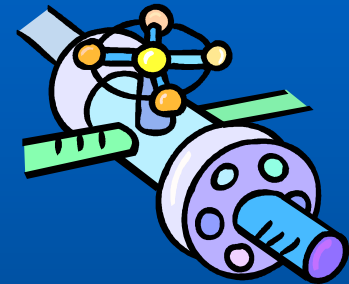
- A planning exercise
- Retirements only ~ 1/3 total attrition!
- Develop 5 year needs forecast
- Integrate into business cycle
- Feed into recruiting “shopping list”

Five Year Attrition Forecast Transmission – All Positions



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?***