

# A Future Ready Workforce

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A Touchstone Energy® Cooperative 

Confidential – Dairyland System

# Workforce Impacts

## Our Future Will:

- ▶ Have less emphasis on generation
- ▶ Have less reliance on coal
- ▶ Be less nuclear
- ▶ Be more coownership, 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

## Potential Replacements Needed by 2023

Lineworkers	29,000
Technicians	31,000
Plant/Field Operators	15,000
Engineers	12,000
Other Corporate Positions (IT, HR, Customer Service, Management & Security)	101,000

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



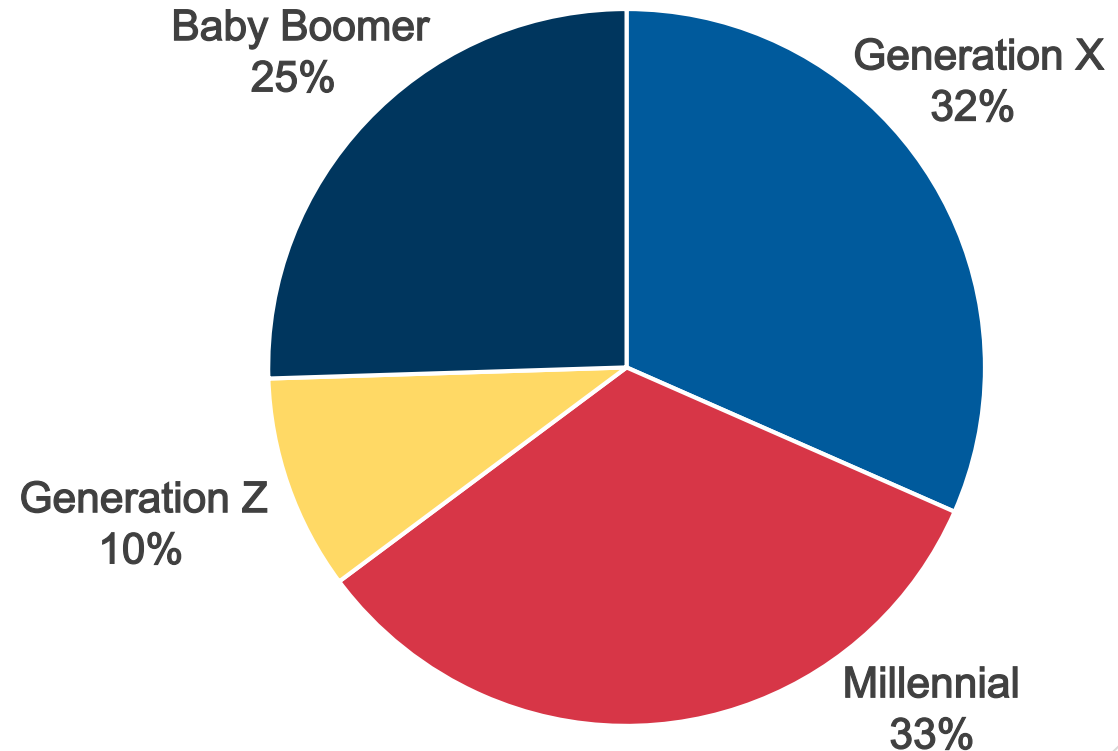
**Generation X**  
43-54



**Millennial**  
27-42

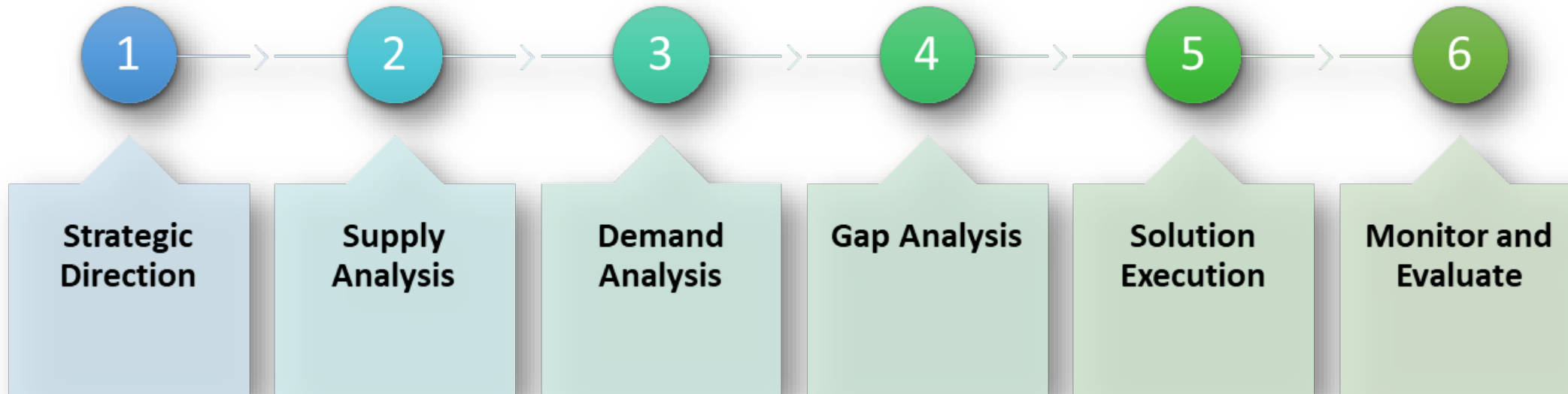


**Generation Z**  
18-26

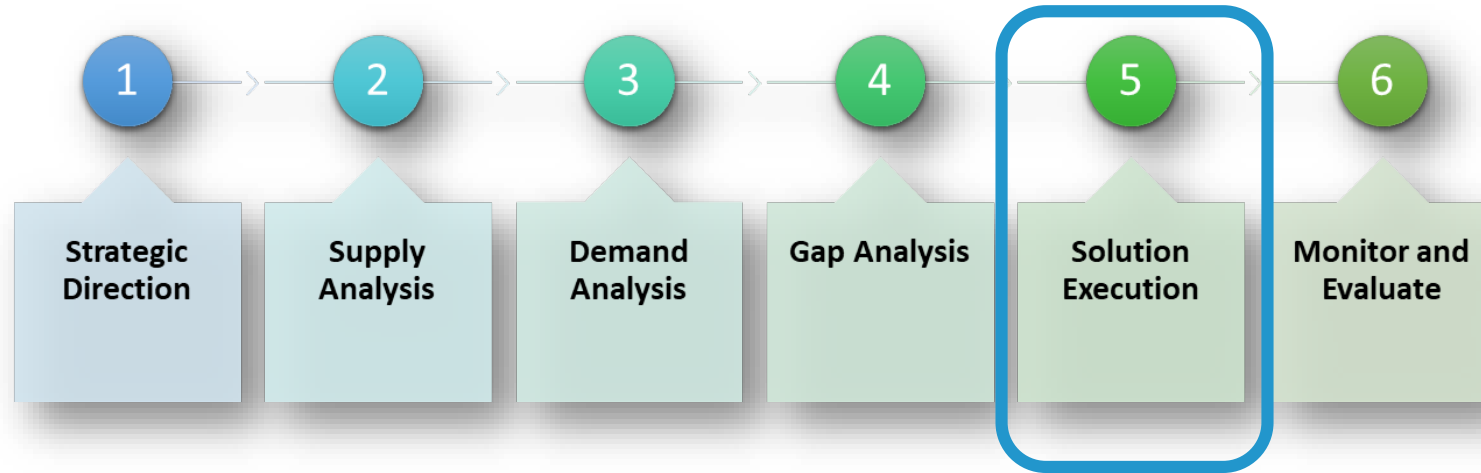


■ Generation X ■ Millennial ■ Generation Z ■ Baby Boomer

# Strategic Workforce Planning



# Solution Execution



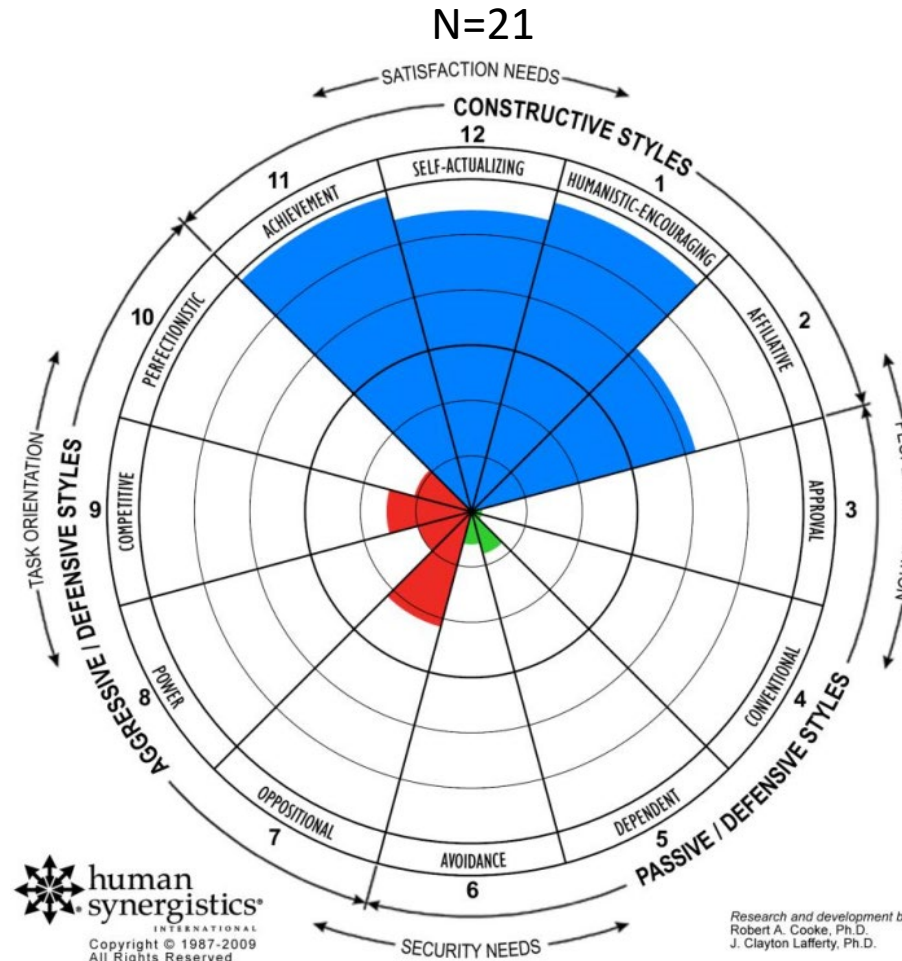
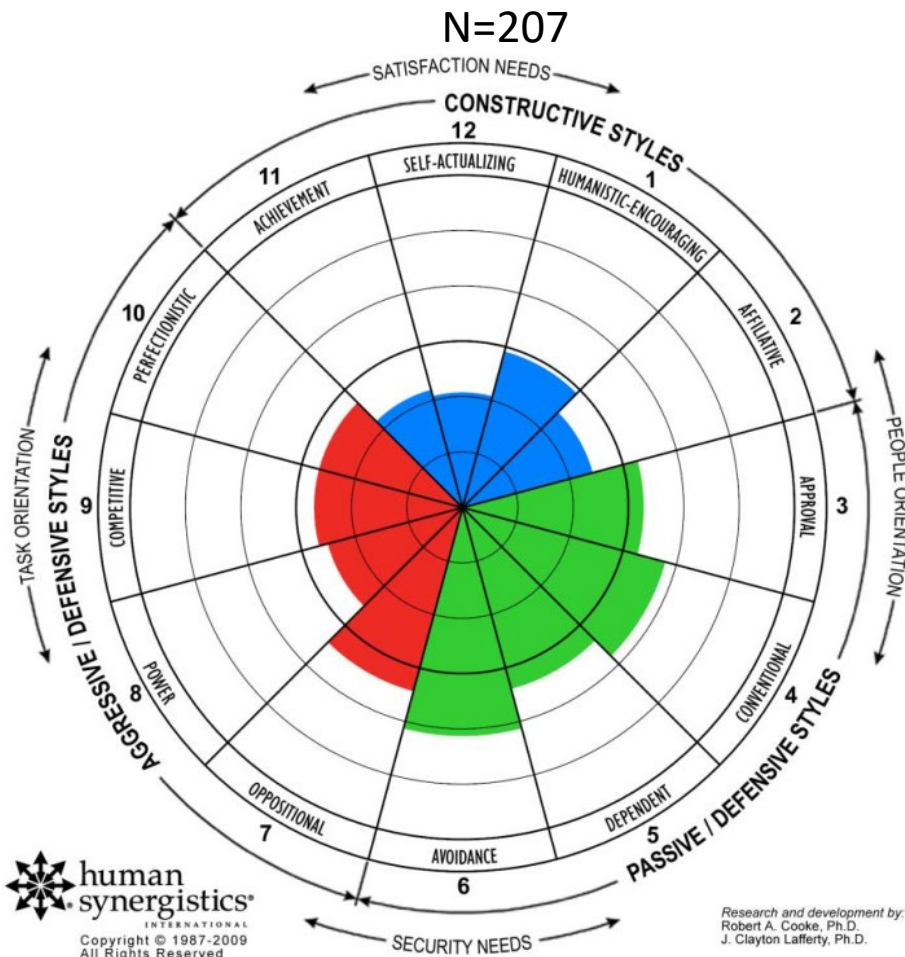
- ▶ Succession Planning
- ▶ Leadership Development
- ▶ Apprenticeship Programs
- ▶ Internships
- ▶ Work-Based Learning
- ▶ Focused Reskilling
- ▶ Outplacement
- ▶ External Partnerships

# Building Our Ideal Culture

## Current Culture

vs.

## Ideal Culture





# A Future Ready Workforce

## Amanda Hoefling

- ▶ 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



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