



BetterBuildings

Workforce Peer Exchange Call: *Effective strategies for working with workforce development partners*
Call Slides and Discussion Summary

May 19, 2011

- Call Logistics and Introductions
- Featured Guest: *Elizabeth Reynosa, Goodwill Industries*
- Discussion:
 - How are you working with partners to recruit, train, and retain an effective workforce?
 - What are the advantages of working with partners?
 - What are the challenges?
 - What are keys to successful partnerships?
- Future Call Topics

Participating Grant Programs



- Virginia (SEP Program)
- Greensboro, NC
- St. Lucie, Florida
- New Orleans
- Kansas City, MO
- Wisconsin
- Chicago
- LA County

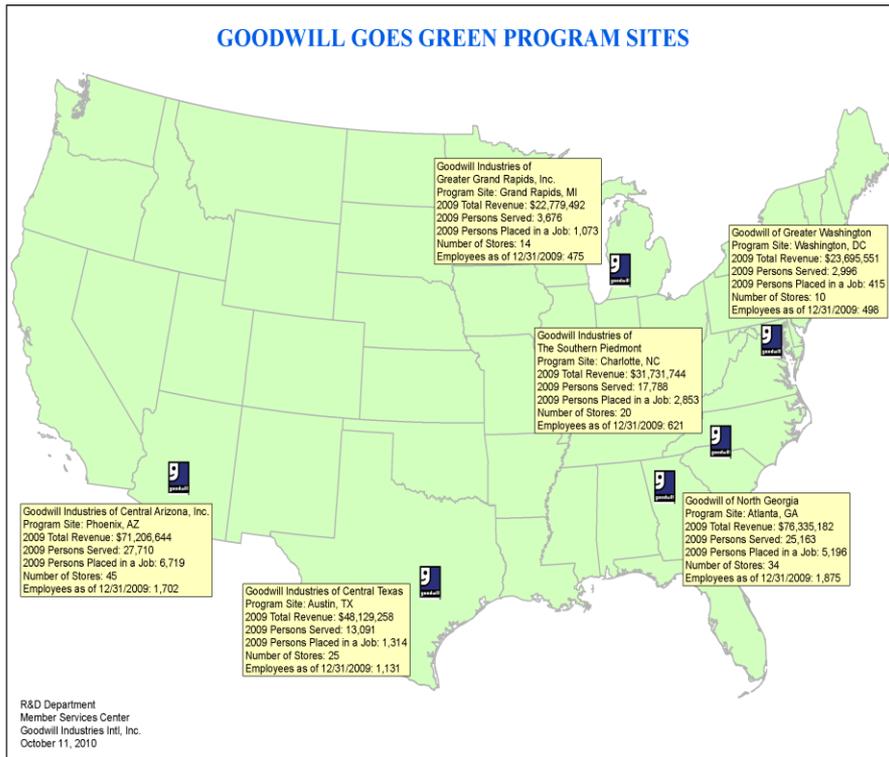
Goodwill Goes Green (G3)



Elizabeth J. Reynoso

Goodwill Goes Green Program Specialist

G3 Pathways Out of Poverty



City/State	Weatherization/ Energy Efficiency	Renewable Energy/Solar	Green Construction
Atlanta, GA	X	X	X
Austin, TX	X	X	
Charlotte, NC	X		X
Grand Rapids, MI	X		X
Phoenix, AZ	X	X	
Washington, DC	X		X

Partnerships: Essentials for Leading and Managing Partnerships

from The Heller School for Social Policy and Management, Brandeis University

Stage 1: Readiness Factors

Shared Vision for Change	+	Credibility & Legitimacy of Partners	+	Commitment to Invest in Partnership	+	Core Leadership & Management with Resources	=	Ready for Partnership Development
	+	Credibility & Legitimacy of Partners	+	Commitment to Invest in Partnership	+	Core Leadership & Management with Resources	=	Confusion & No "Case" for Partnership
Shared Vision for Change	+		+	Commitment to Invest in Partnership	+	Core Leadership & Management with Resources	=	Little Known= Little Leverage
Shared Vision for Change	+	Credibility & Legitimacy of Partners	+		+	Core Leadership & Management with Resources	=	Frustration About Lack of Resources
Shared Vision for Change	+	Credibility & Legitimacy of Partners	+	Commitment to Invest in Partnership	+		=	Standstill

Partnerships: Essentials for Leading and Moving Forward

from The Heller School for Social Policy and Management, Brandeis University

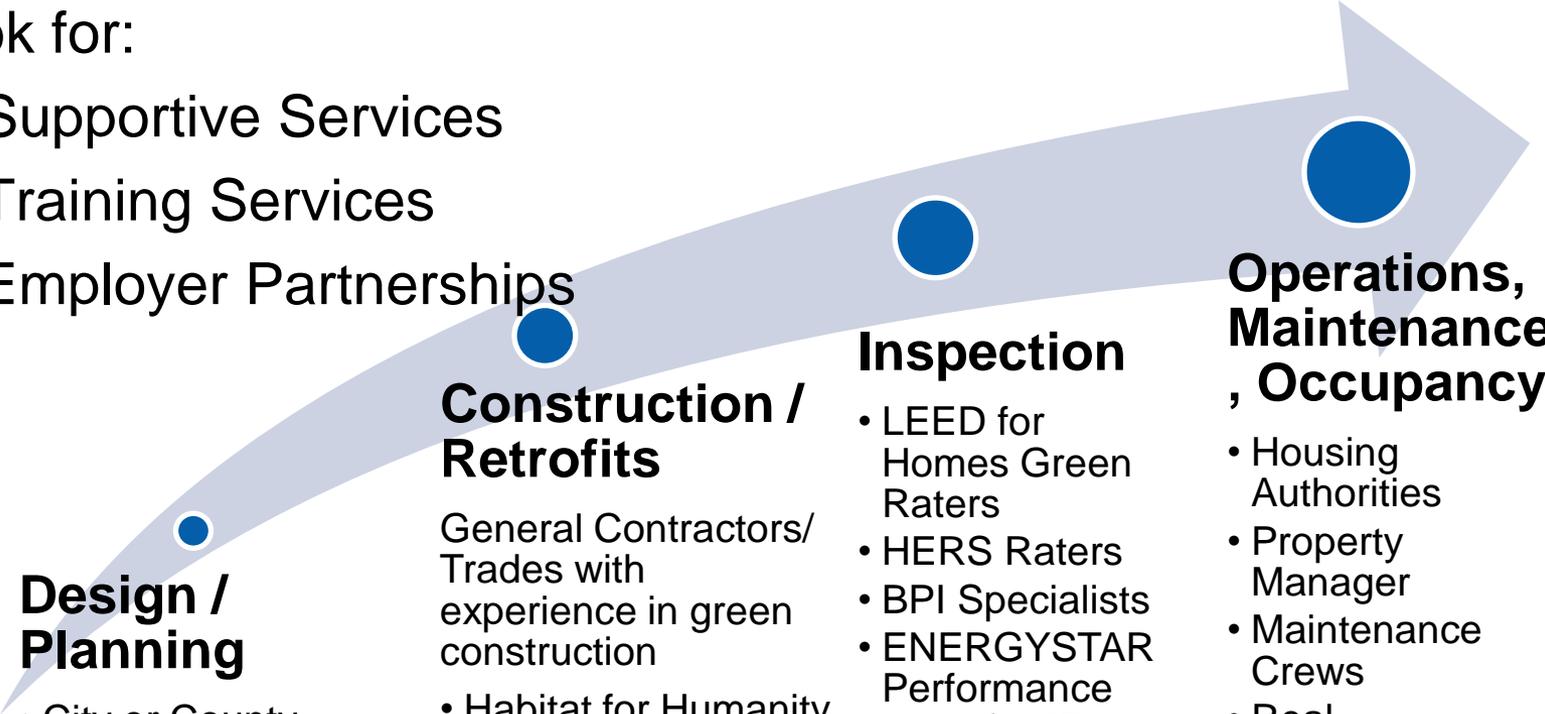
Stage 2: Continuous Improvement

Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	Continuous Improvement of Partnership
	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	False Start, Poor Sustainability
Ensuring the Match & Building Trust	+		+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	Negative Experience, Lack of Clarity
Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+		+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	Bogged Down in Jargon, Miscommunication, & Resentment
Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+		+	Evaluation	=	Limited Meaning & Productivity
Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+			Plateau

Finding Partnerships in Construction

Look for:

- Supportive Services
- Training Services
- Employer Partnerships



Design / Planning

- City or County Planning Departments
- Green Architecture Firms specializing in LEED, ANSI National Green Building Standard, or other green buildings

Construction / Retrofits

General Contractors/ Trades with experience in green construction

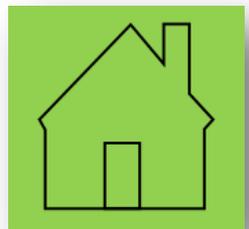
- Habitat for Humanity
- Installers of Renewable Energy Equipment
- Labor Unions, Trade Organizations
- Product manufacturers/sales

Inspection

- LEED for Homes Green Raters
- HERS Raters
- BPI Specialists
- ENERGYSTAR Performance tester/verifier
- Estimators

Operations, Maintenance, Occupancy

- Housing Authorities
- Property Manager
- Maintenance Crews
- Real Estate/Leasing agents



Partnerships: Potential constraints

adapted from The Heller School for Social Policy and Management, Brandeis University

- **Inexperience:** A lack of experience and clarity around expectations, roles, and purpose of a partnership.
- **A fear of negative experiences:** Potential partners worry about negative experiences or “getting burned” would limit their ability and interest in establishing future partnerships.
- **An unproven track record:** A partner’s lack of a proven track record could be a big deterrent to partnership development. Potential partners tend to look for a positive reputation and track record in the community.
- **A lack of time and resources:** One of the greatest challenges to partnerships is finding adequate time and resources to commit at the level they thought necessary.

Key Aspects of Goodwill Program

- Goodwill is not just about donations; it has robust employment training services and works with employers on recruitment and retention.
- Working with Pathways out of Poverty program through efforts in 6 communities to train 600 people for the energy efficiency market.
- The focus is on people that are chronically unemployed, have no diploma, or have criminal records
- Employment focus leverages tax incentives (e.g., work opportunity tax credit).
- Created Goodwill's own weatherization company in Charlotte NC.

- Created Green Jobs Task Force, which includes around 30 different organizations throughout the region (including energy training centers, colleges and universities, employers, and utilities).
- Many of the people on the Green Jobs Task Force already knew each other from previous local efforts, and had good working relationships.
- The program meets weekly with eight primary partners.
- Among other things, the Task Force provides a strategic link to employers to advise the program and connect employers and potential employees.
- State and regional green job surveys helped create information about what kinds of jobs employers were seeking to hire for but didn't provide detail on what training or skills were needed; the Task Force helps fill that gap.
- One focus of the program is encouraging entrepreneurship and small business development (in addition to worker training).
- EnergyWorks KC also has energy centers that provide 1-2 day workshops, BPI training, and mentoring for first time contractors.

- In early stages of creating a workforce intermediary organization (similar to the Green Jobs Task Force in Kansas City) to serve as the hub to align what employers need, what workers are looking for, and what training programs are doing.
- Leveraging Chicago's history and experience with developing sector-specific workforce intermediaries.
- See the workforce intermediary as an opportunity to align with existing workforce training programs in Chicago to provide a structure that can live beyond the BB grant period.

- Trying to recruit non-traditional contractors into the program, which has been a challenge (e.g., finding a “happy medium” between union and nonunion businesses).
- Milwaukee implemented a community workforce agreement, to which all energy efficiency contractors in the program have to adhere; the program is still assessing the operations and effectiveness of the workforce agreement.
- Trying to make connections with the local Workforce Investment Boards in Madison and Milwaukee to coordinate training efforts and funding.
- Looking at ways to engage contractors trained through the local Weatherization Assistance Programs.

- For workforce partnerships, meeting different sets of requirements, such as different workforce standards, workforce agreements, etc. for different partners.
- Creating employer demand to hire trained workers.
- Attracting “non-traditional” contractors and/or employees.
- Working with union and non-union partners.

- Partner with local Weatherization Assistance Programs and local community colleges for training (Virginia)
- Focus on creating independent contractors and/or small businesses in addition to training workers.
- For partnership institutions, take the time to find people with the right personalities and working relationships
- Identify early on what each partner is seeking to get out of the partnership and recognize that there may be multiple objectives.
- Incorporate sales training as part of workforce programs (e.g., Goodwill is working on this in Austin and Phoenix and Efficiency Maine and Efficiency Vermont have sales training for contractors)

- Chicago Metropolitan Agency for Planning: RFP that describes a model design/framework for a workforce intermediary
- Kansas City workforce pipeline strategy—*in development*
- Webinar (3/22/11) on sales training for contractors, which highlights the work of Efficiency Maine and Efficiency Vermont: available on the Solutions Center Webcasts page under "Past Webcast Presentations":

<http://www1.eere.energy.gov/wip/solutioncenter/webcasts/default.html>

- **June 16:** Workforce Training Curriculum
- **July 21:** Recruiting a Local and Diverse Workforce and Mitigating Barriers to Entry
- **August 18:** Lessons from Pilot Programs (e.g., Austin?) or Quality Assurance Strategies
- Other suggested topic: Fostering entrepreneurship