



The National Clean Energy Workforce Alliance develops solutions to help build the diverse, highly-skilled workforce of the future. More than 300 organizations and 400 individuals have already convened in 2022 to identify best practices and processes to support a healthy clean energy workforce ecosystem. This report features input from employers and other workforce stakeholders across the U.S.

“  
How do we make  
the clean energy  
industry the best  
place to work?  
”

## What Workforce Challenges Do We Face as an Industry?

### Biggest Challenges Finding and Recruiting Workers

1. Salary expectations
2. Lack of applicants/awareness of clean energy careers
3. Applicants' lack of skills/knowledge/credentials/experience

### Critical Skills Missing in Employees

1. Soft skills
2. "People skills"<sup>1</sup>

### Biggest Problems Training and Developing Employees

1. Time and resources
2. Concerns about retention of trained/credentialed employees
3. Lack of standardized curriculum/methodologies

### Most Difficult Job Roles\* to Fill

1. Laborer
2. Installer
3. Crew lead/site supervisor

*\*across technologies: solar PV, energy efficient construction, retrofit/weatherization, EV infrastructure, energy storage systems, clean energy manufacturing, energy management, building controls, facilities management*

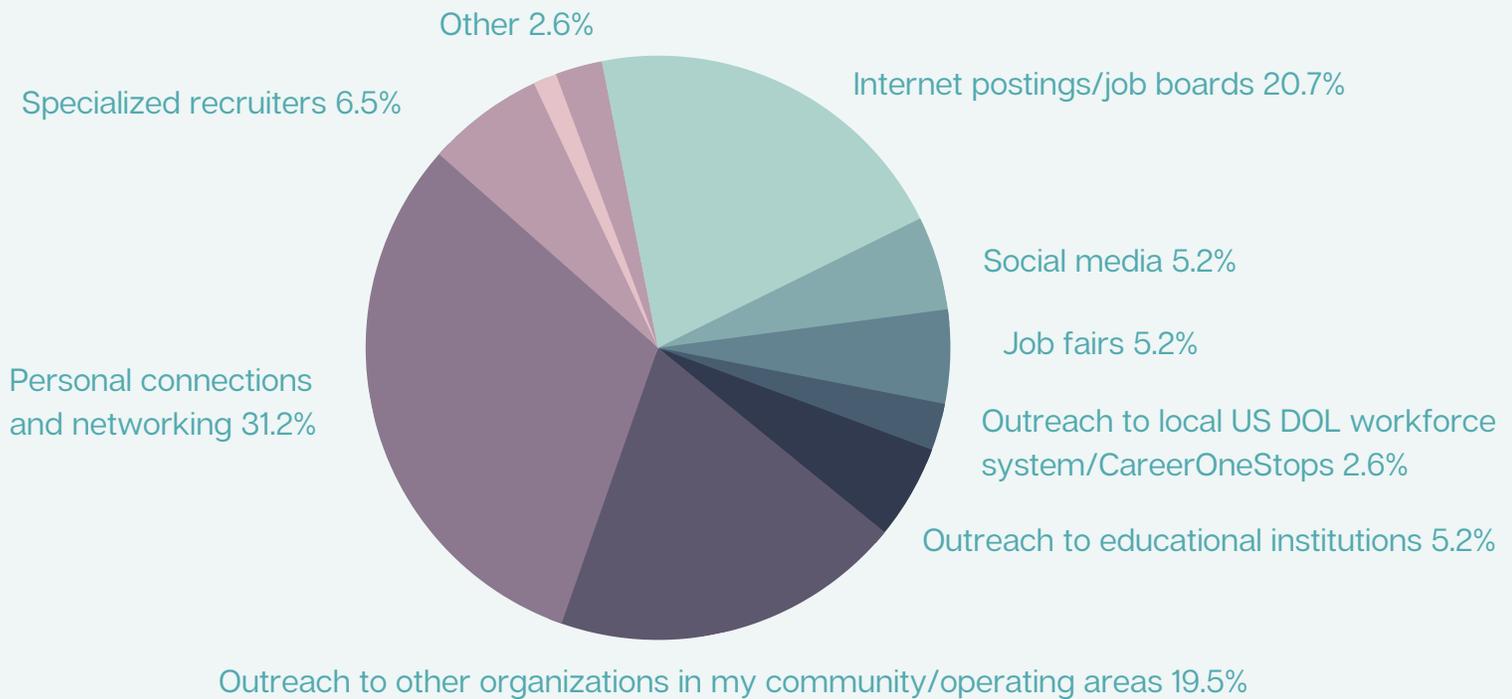
### Biggest Challenges Finding and Recruiting Diverse Workers

1. Current lack of diversity/workplace cultures do not support diverse workers
2. Additional support/wraparound services/flexibility needed
3. Perception that diverse applicants lack skills/knowledge/credentials/experience

<sup>1</sup>Examples cited: work ethic, interpersonal skills, problem-solving, emotional intelligence.

# What Are the Best Practices and Solutions We Should Scale?

## Which Recruitment Methods Yield the Highest Quality Candidates?



### Successful Recruitment Strategies Shared by Participants

- Apprenticeships
- Build authentic relationships in the communities you want to recruit from
- Consider formerly incarcerated citizens
- Elevate the quality of the job (salary, benefits, etc.)
- Enticing job postings
- Highlighting justice, equity, diversity, and inclusion initiatives
- Hold seminars in underserved areas
- Paid internship programs sponsored by third parties
- Partnering with DOL workforce system, community colleges, community based organizations, unions, utilities, and other stakeholders

### Successful Strategies for On-the-Job Training

- Provide feedback
- Training incentives
  - *Increase pay as employees learn more skills*
- Documented training protocols
- Hands-on activities in field and simulations (VR)
- Visual diagrams to teach complex systems
- Mentor and 'buddy' programs
  - *Weekly check-ins with mentor*
- Ensure the benefits of training are clear to employees
- External support to pay for training/time spent on training
- Maintain a training-focused crew or dedicated crew lead for new hires
- Expand 'onboarding' period to include more extensive time to upskill
- Safety coordinator to interact with new hires

## Examples of Successful Retention Strategies

- Flexible work hours/work from home
- Increase pay and benefits
- Make employees feel valued for their work and ideas
- Make employees part of the decision-making process
- Professional development opportunities
- Promotions
- Share success stories/recognize success and milestones
- Strive to offer work-life balance

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**We need to be aware of what is already out there so we don't constantly recreate the wheel.**

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## Employer Resources and Programs Shared by Alliance Members

- <https://theseedcenter.org/wp-content/uploads/2019/09/Connecting-with-3.pdf>
- <https://cgsm.org/>
- <https://skillbridge.osd.mil/>
- <https://www.nyserda.ny.gov/All-Programs/Clean-Energy-Workforce-Development/NYS-Clean-Energy-Internships>
- <https://www.careeronestop.org/LocalHelp/AmericanJobCenters/american-job-centers.aspx>
- <https://youthbuild.org/>
- <https://corpsnetwork.org/>
- <https://destinationoccupation.com/>
- <https://www.solarenergy.org/courses/introduction-to-renewable-energy/>
- <https://inclusiveapprenticeship.org/clean-energy-spotlight/>
- <https://www.climategen.org/our-core-programs/climate-change-education/curriculum/green-careers-for-a-changing-climate-instructional-supplement-for-grades-6-8/>
- <https://www.solarenergy.jobs/>

NATIONAL  
CLEAN ENERGY  
WORKFORCE  
ALLIANCE

COHORTS

### Funding and Program Design

Federal, regional, and state entities, policy makers, utilities

### Training, Education, and Credentialing

Colleges and other education and training orgs, organized labor, credentialing bodies

### Recruitment and Support of Workers/Learners

CBOs, energy justice orgs, CAPs, workforce system, others providing services and removing barriers to entry

### Employer Recruitment/Retention

Employers and trade associations

Learn more at [irecusa.org/programs/the-national-clean-energy-workforce-alliance](https://irecusa.org/programs/the-national-clean-energy-workforce-alliance)