

# Keystone Utilities Industry Partnership

## Structuring a Superior Workplace

The Keystone Development Partnership (KDP) is a non-profit organization that coordinates the Utilities Industry Partnership. KDP creates joint labor-management training consortia to utilize an economy of scale. This provides training programs maximum value for every dollar. KDP offers sector partners an extensive range of industry expertise, cost effectiveness, and self-sustainability for their program activities.



**Underwritten by the Pennsylvania Department of Labor and Industry,** KDP assists industry stakeholders in creating and governing the Industry Partnership, developing training programs, career ladders for incumbent employees, and a pipeline for new hires.

**Employer Engagement:** Through its affiliation with the Pennsylvania AFL - CIO, KDP has partnered with the International Brotherhood of Electrical Workers (IBEW) in the energy sector and the Utility Workers Union of America (UWUA) as well as other unions in the water sector. These links to organized labor allow KDP to engage new employers for labor-management training partnerships, as well as further enhance existing programs.

## Confronting Workforce Attrition

Utility companies employ thousands of workers in the Commonwealth and are facing increasing retirements for highly skilled workers. They are struggling with applicants who often lack skills and experience. KDP is prepared to make available to these challenged companies joint training and skill building programs. This will produce career ladders for less experienced members of their workforce. KDP brings together government, education, and community organizations as a pipeline to employers who need to fill entry level job vacancies.

## KDP Created Utilities Industry Partnership for Energy and Water Systems



The Keystone Utilities Industry Partnership was formed in 2006 to address the crisis in workforce demographics faced by energy providers in Southwest Pennsylvania. Working with the IBEW, the Keystone Utilities Industry Partnership includes employers in power generation and transmission. In its first year, the Utilities Industry Partnership expanded statewide. As of May 2008, partners and participants include Duquesne Light Energy, Sunbury Generation, and PPL.

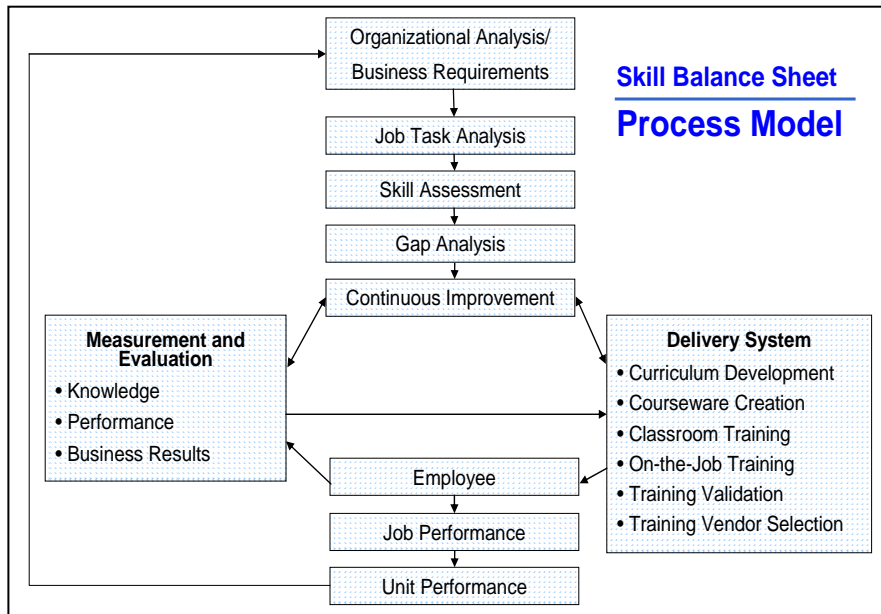
The water production and distribution sector is experiencing similar workforce challenges. The Industry Partnership outreached to water sector employers. Pennsylvania American Water and the UWUA were the first to participate. The Utilities Industry Partnership subsidized classes for PA American Water employees. This included training and testing for Class E Water Distribution Certification which produced a pay increase for some employees.



**A model for sharing resources:** The Keystone Utilities Industry Partnership statewide program is now viewed by participants as a model for sharing resources. KDP is planning to expand the Utilities Industry Partnership to include the gas sector.

## Leveraging Knowledge

**KDP** helps form or enhance labor-management training committees at the employers' locations. Once stakeholders designate a pilot program for curriculum development, KDP brings in curriculum development specialists, Educational Data Systems, Inc. (EDSI). EDSI works directly with the joint training committees to identify specific training needs of the target group. The EDSI process has four steps: 1) Organizational Analysis, 2) Job Task Analysis, 3) Skill Surveys and 4) Skill Gap Analysis. This "data driven" process produces the Skills Balance Sheet. The diagram below illustrates the activities and steps necessary to achieve a customized training program.



## Resources and Process

**Real-world data:** KDP utilizes subject matter experts to identify individual needs for training and skill-building.

**Customized job training:** This data-driven process avoids a "cookie-cutter" approach to training and produces customized curriculum, fully documented by actual job task analysis and assessments. The outcomes of needs assessments make possible *made-to-order* training opportunities that can help companies move along a direct pathway to high performance.

## Added Value

Partnering with KDP and EDSI, stakeholders draft training proposals to access resources necessary to fund the training program. The Utilities Industry Partnership has served employers in many ways.

**Economy of scale:** The Industry Partnership offers employers the opportunity to share resources, create industry standards for curriculum, and reduce training costs. By scheduling training for multiple employers with common needs, the trainers can repeat classes to limit the impact on production caused by employees attending training. The EDSI database of job tasks and curriculum is the property of the Industry Partnership and can be used by interested industry stakeholders to enhance their programs.

**Aligning resources:** The Keystone Utilities Industry Partnership helps employers to access PA government agencies such as the CareerLink offices. Through Partnership activities, employers outreach to high schools and educators to develop a pipeline for recruitment.

**Program support:** KDP staff assists labor-management partners in the formation of joint work groups focused on defining training needs, developing training solutions, and providing resources to build the capacity of workgroups to perform these functions.

**On-the-job mentoring:** When senior workers retire without being provided the opportunity and means to pass on their valuable skill and knowledge, they walk away with thousands of dollars in company resources. Working with KDP and EDSI, utility industry employers can develop mentor programs to transfer knowledge from veteran skilled employees to less skilled new hires.

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