



TECHNICAL ASSISTANCE FORUMS

**CLIMATE POLLUTION
REDUCTION GRANTS**

U.S. Environmental Protection Agency

Workforce Planning Analysis

June 17, 2024

1:00 - 2:00 PM ET

Disclaimer



The information contained in this presentation is intended for the sole purpose of providing technical assistance to planning grant recipients under EPA's Climate Pollution Reduction Grants (CPRG) program.

In the event of a conflict between the discussion in this presentation and any legally binding requirement, this presentation document would not be controlling. Specific questions on how this information relates to a particular grantee's deliverables should be directed to that grantee's EPA Project Officer.

Welcome



Housekeeping Notes:

- Please keep your mics and cameras off unless you are speaking.
- Please enter all questions in the Chat Box. Questions will be answered during the Q&A session.
- We encourage you to answer the poll questions which will pop-up periodically throughout the training.
- Slides will be shared after the training via email and on the TAF Resource Library.
- A recording will be posted to the TAF Resource Library for those who were unable to attend.

Agenda

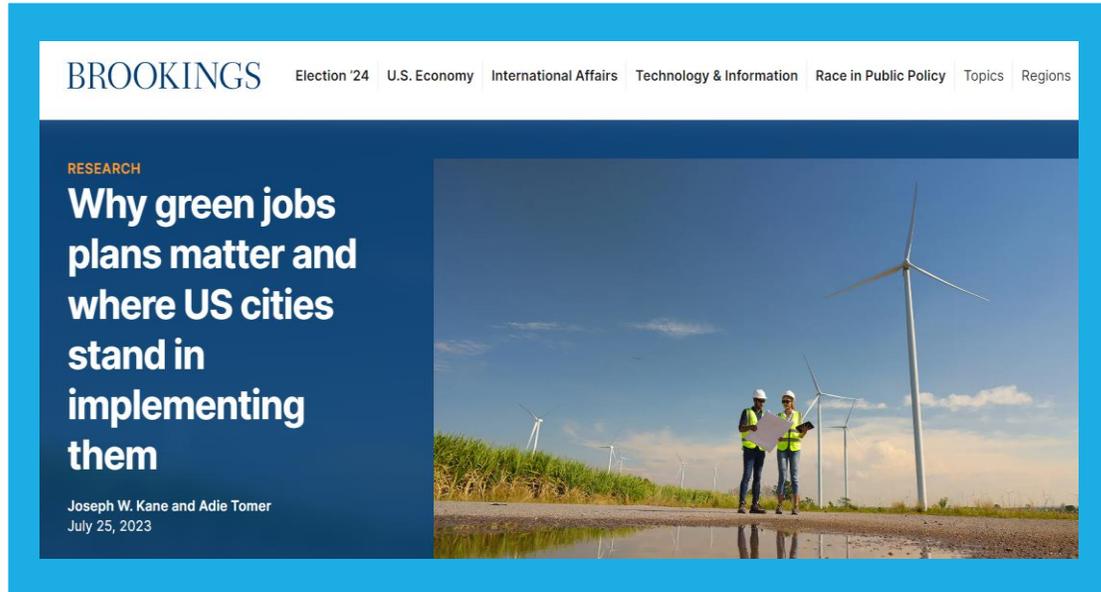
- **Rachel Zuckerman**, Special Advisor for Implementation, Administrator's Office - Background on CPRG Workforce Planning Analysis, 15 minutes
- **Emlyn Bottomley**, Policy Analyst at the Office of the Assistant Secretary for Policy, U.S. Department of Labor – How to approach workforce planning, 20 minutes
- **Discussion and Q&A**, 25 minutes

Aligning climate and workforce planning



Findings (from July 2023):

- Most of the relevant cities—**47 of 50**—mention **green jobs** in their CAPs, but they only tend to do so in passing.
- Most of the cities—**40 of 50**—emphasize **energy projects when discussing workforce needs**, but considerably fewer cities emphasize workforce needs in terms of buildings, transportation, or other parts of the built environment.
- Only **19 of the 50 cities include detailed information on collaboration** with other institutional and organizational partners when discussing workforce development.
- Only **11 of the 50 cities include information on funding**—or additional programmatic support—for workforce development.
- Only **9 of the 50 cities include specific dates, benchmarks, or timelines** for workforce development.



Reminder of CCAP workforce requirement



*Grant recipients must conduct an analysis of anticipated **workforce shortages** that could prevent them from achieving the goals described in the CCAP and identify potential **solutions** and **partners** at the state, regional, and/or local level that are equipped to help address those challenges. Plans may note **existing funding or programs** that can help support the workforce needs of the plan.*

Goals of the workforce requirement



- **Forecast:** Take a holistic look at the workforce needed to implement major CCAP initiatives, including near-term (next five years) and longer-term needs. Identify acute, priority shortages where demand > supply.
- **Communicate:** Engage workforce/education stakeholders about the PCAP/CCAP and their likely impacts so it can inform their work.
- **Collaborate:** Work together with workforce/education partners to identify workforce priorities and co-design solutions, feedback mechanisms.
- **Align:** Align investments and workforce training opportunities where possible to support successful implementation of measures while maximizing a “just transition.”
- **Implement:** Collaborate on implementation where needed. Collectively identify specific, measurable goals and implementation priorities.

Consider both **risks** and **opportunities**. Risks include worker shortages delaying or impacting project quality. Opportunities include job quality and addressing under and unemployment, especially in LIDACs through new investments.

Workforce analysis



Identify
Workforce
Needs

Understand
What Works

Scale and
Replicate
What Works

Identifying workforce needs



Partner with workforce agencies and workforce boards

- ✦ Appoint a CPRG labor and workforce liaison - this person should hold regular meetings with counterparts in [workforce agencies](#) and [workforce boards](#), establish relationships with key workforce system partners, and conduct outreach.
- ✦ Educate your state workforce agency and workforce board about your PCAP and collaborate with them on your CCAP.

Identify priority industries and occupations

- ✦ Understand the key occupations required for implementation, e.g., occupations in the skilled trades.
- ✦ Evaluate workforce demographics to understand which populations are underrepresented.

Conduct stakeholder outreach

- ✦ Meet with Building Trades Councils, Contractor Associations, and other industry groups and labor organizations.
- ✦ Consider other mechanisms like Requests for Information (RFI) for collecting timely feedback from employers, labor unions, and training providers about workforce supply and demand.

Indicators of a high-performing workforce development program



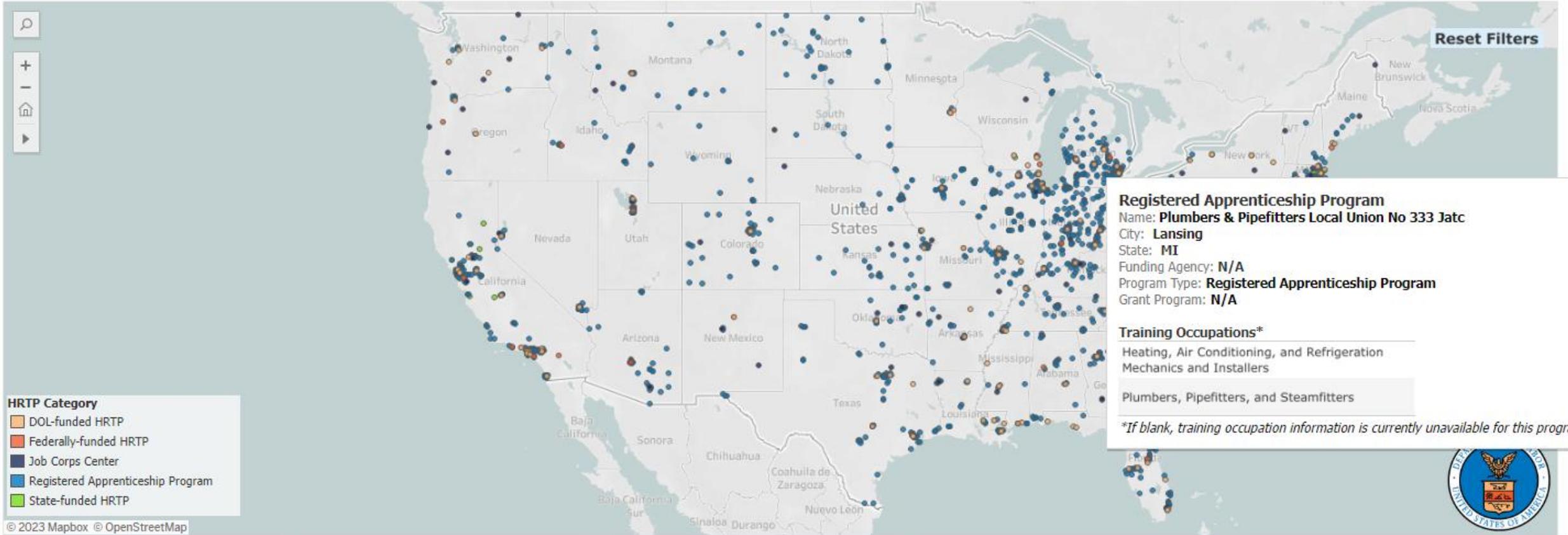
- **Program Completion:** Percentage of program participants that complete training.
- **Credential Attainment:** Percentage of participants who receive industry-recognized credentials during their training.
- **Employment Rate and Placement in industry:** Employment rate after program exit (in the industry or occupation of training).
- **Wages and job quality:** Average hourly wages and other elements of job quality after program exit.

Recommend data include demographics/socioeconomic indicators to understand if workers with barriers to employment are being successfully served by the program.

Understanding what works



Keyword Search Training Occupation Community College Program Labor Management Partnership Pre-Apprenticeship Registered Apprenticeship Program Sector-Based Program



- H RTP Category**
- DOL-funded H RTP
 - Federally-funded H RTP
 - Job Corps Center
 - Registered Apprenticeship Program
 - State-funded H RTP

American Samoa | Guam & Mariana Islands | Hawaii | Alaska | Puerto Rico

<https://www.dol.gov/general/good-jobs/high-road-to-the-middle-class>

Understanding what works - examples



Understanding what works

Identify successful programs

- ★ Partner with workforce counterparts to identify proven successful programs that can scale.
- ★ Convene stakeholders to better understand the programs that are working well and gaps.

Identify workforce development gaps

- ★ Identify occupations and geographical areas where the capacity of proven successful training programs is insufficient to meet demand.
- ★ Identify areas where there no successful programs that offer training in relevant skills.

Scale and replicate what works

Coordinate workforce development investments to scale and replicating successful programs

- ✦ Invest in proven training programs and build additional on-ramps to grow the workforce (e.g., pre-apprenticeship).
- ✦ Address barriers to entry and retention (e.g., transportation, childcare, counseling and mentorship) and focus on proactive recruitment.

Plan to leverage procurement policies to scale and replicate successful programs, including:

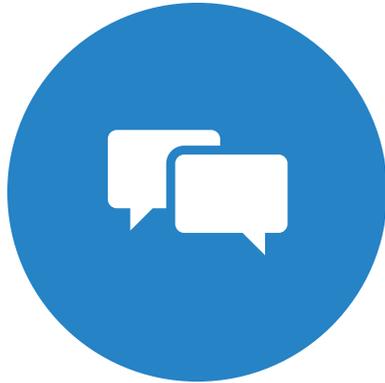
- ✦ Apprenticeship Utilization Requirements;
- ✦ Local and Economic Hiring Preferences;
- ✦ Project Labor Agreements (on construction projects) and community benefits agreements; and,
- ✦ Prevailing Wages and other labor standards to improve job quality on CPRG projects.

Bringing it all together: a few practical suggestions

- **Scope a workplan for conducting the Workforce Planning Analysis to share with State/local labor partners. Discuss roles/responsibilities.**
- **Identify information needed and develop stakeholder engagement plan.**
 - Examples: Request for Information and contractor roundtable to identify stakeholder perspectives on supply and demand for key sectors/occupations.
- **Evaluate capacity of existing high-demand Registered Apprenticeship programs and evidence-based training models. Evaluate current demographics and existing pathway/readiness programs (e.g., pre-apprenticeship).**
 - Examples: Talk to labor unions and State apprenticeship agency/team to evaluate RAPs that are likely to see the most growth.
- **Work with partners to develop dedicated strategy for supportive services and barrier mitigation on publicly funded climate/energy projects.**
 - Examples: Evaluate funding streams that could be coordinated to support participation and retention in climate training programs and jobs.
- **Determine how procurement can be used as a tool to advance workforce development goals.**
 - Example: Integrate apprenticeship utilization requirements into public procurements to expand near-term training pipeline and/or encourage Project Labor Agreements on construction projects.
- **Identify and publish top ~5 measurable priorities for climate workforce development with timelines and benchmarks. Work with partners to establish a resourcing plan/options.**



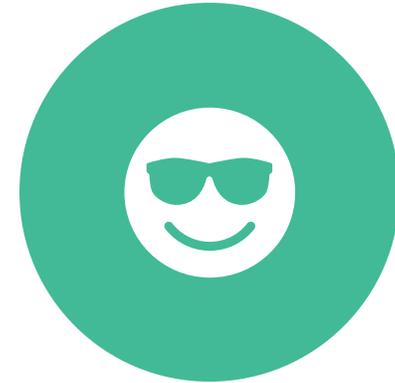
Q & A



PLEASE ENTER QUESTIONS
VIA THE CHAT BOX



PLEASE KEEP QUESTIONS TO
PLANNING GRANT TOPICS



THANK YOU!

Discussion Questions (peer- exchange) and Q&A

- **For the PCAP, which workforce partners did you connect with?** (State and local public partners, employers/contractors, labor unions, community colleges, supportive service providers, others?) Who are your critical partners?
- **Have these partners been collaborative?** How are you thinking about your role versus the role of the workforce/education stakeholders?

- **Did you learn anything surprising? Did you learn about existing workforce development goals, plans, or funding sources** that the CCAP can align with?
- **What have you found most challenging?** How have you evaluated workforce impacts of measures? How are you prioritizing the highest-impact activities?
- **Do you already have a sense of workforce risks to CCAP implementation?**
- **Do you already have a sense of opportunities to create inclusive workforce pathways** via CCAP implementation? Are there promising solutions that could be scaled or evolved to align with climate investments?
- **What are the greatest barriers to equitable workforce participation in your community?** What are solutions or investments needed to address those barriers? What stakeholders would be interested in addressing these together?
- **Do any planning grant recipients already use procurement or other policy** to encourage strong workforce outcomes?
- **What would success look like for your Stat**
- **e/community** in the next 2, 5, and ~10 years if CCAP implementation adequately addresses workforce development opportunities?