

# Building the Workforce of the Future

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**PUGET SOUND ENERGY**

*The Energy To Do Great Things*

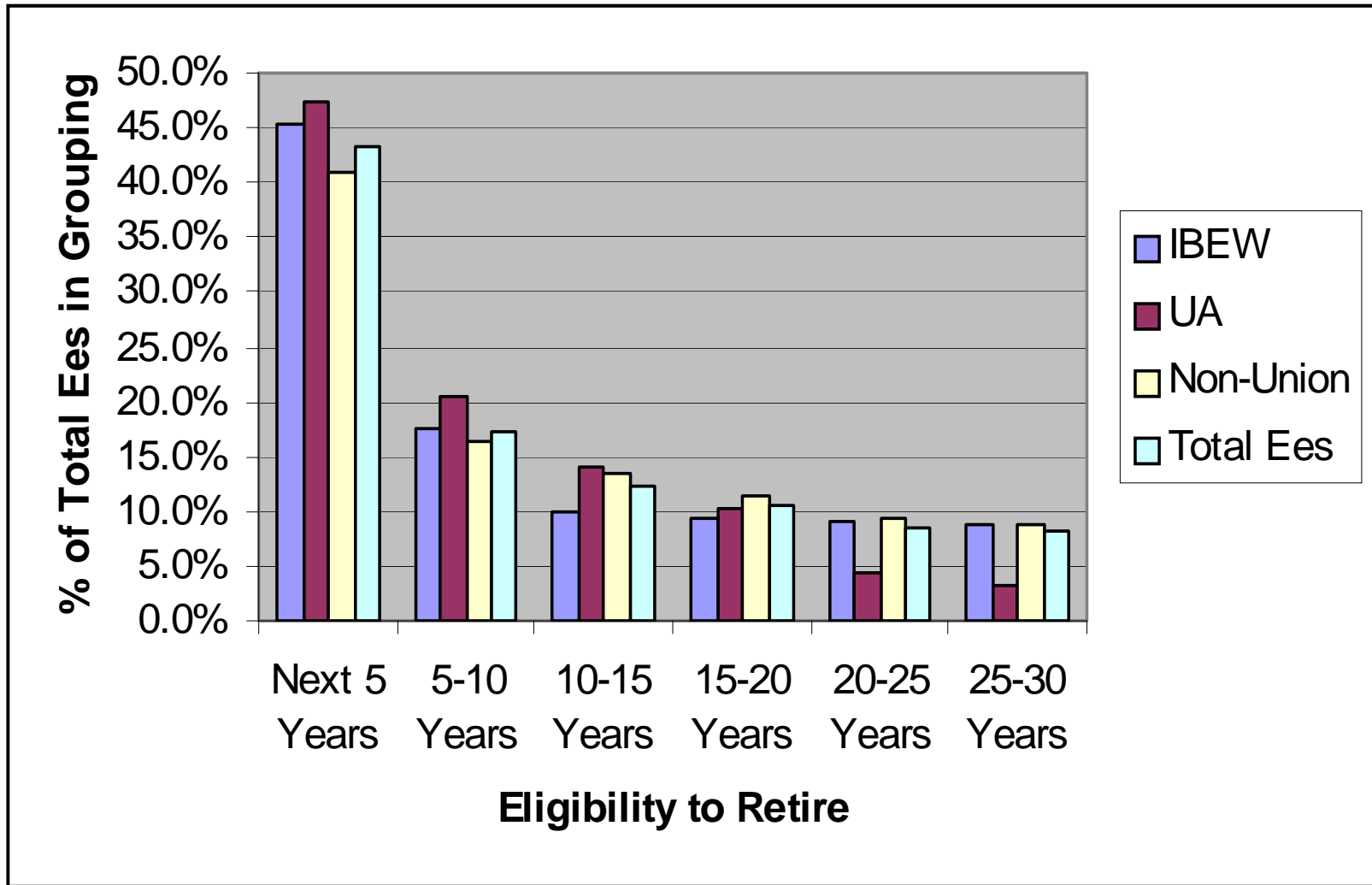
# Current Projections

- ◆ Department of Labor projects 23 million worker shortage in U.S. by 2014
  - ◆ Utility industry is particularly hard hit (up to 50% retirements U.S. in next decade)
- ◆ By 2030, the U.S. is on course to move from present minority population of 33% to 42%
  - ◆ Washington State projections are to go from 21% minority to 30% in the same timeframe

# Puget Sound Energy Facts

- ◆ Over 43% of PSE workforce could retire in next 5 years (45–47% of the union employees)
- ◆ Attrition slowing slightly, but could be temporary due to economy
- ◆ Though we have increased efforts to hire women and people of color, we tend to lose similar numbers in attrition
- ◆ Nearly half (48%) of current PSE employees have been hired since 2002
- ◆ The “friends and family” plan has diminished

# PSE Retirement Eligibility Timeline



# Energy Efficiency Services at PSE

- ◆ 17 jobs filled YTD
- ◆ 8 current open roles
- ◆ Attrition challenges, both internal and external
- ◆ 40% of Energy Management engineering staff eligible to retire now (age 55+)
- ◆ Partnerships are key to success

# Attraction – “Working It” on 3 Fronts

- ◆ In the communities we serve
  - ◆ Public and community outreach events
  - ◆ Media coverage
  - ◆ Advertising
  - ◆ PSE Foundation and other giving
- ◆ As an industry
  - ◆ Partnerships with other utilities, colleges and universities, and the unions
  - ◆ Emerging: More K-12 education
- ◆ As a place to work
  - ◆ Environmentally concerned - “green” theme
  - ◆ A “destination” career where employees have opportunities to grow
  - ◆ An overall “Great Place to Work”

# Recruitment – Strategy and Support

- ◆ Building up the support
  - ◆ Tools
  - ◆ Staff
  - ◆ Training
- ◆ Strategic and targeted approach
  - ◆ Revisiting job design prior to replacement
  - ◆ Make, buy, or outsource - all alternatives
  - ◆ Internships
- ◆ Filling the people pipeline
  - ◆ Internal
  - ◆ External

# Retention & Engagement – Beyond the Door

- ◆ Effective on-boarding, knowledge transfer
- ◆ Ongoing competitive compensation, benefits, and rewards
- ◆ Flexible work arrangements
- ◆ Phased retirement
- ◆ Opportunities for growth and development
- ◆ Vision and values
- ◆ Good management