Utility Talent Struggles: What Should You Focus on First?
INTRODUCTION

The impending workforce shortage in the energy industry has been well documented. It is widely understood that an unprecedented number of retirements within the energy industry are anticipated prior to 2020 at the same time as new skill sets are needed to deal with the emergence of grid modernization and “greener,” energy-efficient technologies. In addition, generational differences are introducing workforce dynamics that organizations have been learning to manage in order to engage and retain younger staff as well as to engage and implore older staff to document and transfer their knowledge prior to their departures.

ScottMadden believes HR organizations are well positioned to enable utilities, strategically and operationally, to successfully navigate these current talent struggles. In this paper, ScottMadden will discuss the nature of the problem and four main areas on which HR organizations should focus in the near term to address some of the talent struggles currently underway in electric utilities.

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THE PROBLEM

The energy industry is facing multiple HR challenges at the same time—delayed retirements, skill gap issues, and generational differences in the workplace. Layer in operational challenges such as lack of knowledge documentation, insufficient workforce planning procedures, and reduced training budgets due to cost containment activities, and it becomes apparent that the electric utility industry is reaching a low point when it comes to managing talent. So, how did this happen?

Delayed Retirements

The precise timing of the impending wave of retirements in the energy industry is difficult to predict mainly due to the recent economic environment. The economic downturn has resulted in many aging workers delaying retirements to wait for the “right time” to retire from a financial perspective. A 2013 study from the Employee Benefit Research Institute (see Figure 1 below) indicates that worker confidence in the affordability of various aspects of retirement continues to decline. Sixteen percent of workers are not at all confident about their ability to pay for basic expenses during retirement, 29% are not comfortable regarding medical expenses, and 39% are not comfortable about long-term care expenses. In addition, only 24% of workers over the age of 54 have set aside more than $250,000 for retirement (Employee Benefit Research Institute, 2013 Retirement Confidence Survey).

Beyond financial reasons, many employees at retirement age are simply not ready to retire—they enjoy their job, they love to work, or they enjoy the social and mental benefits of working. Regardless of the reasons why Baby Boomers choose to stay in the workforce, the possibility of imminent retirements has led to uncertainty around hiring needs within the organizations in which they work. What is certain is the potential retiree population will retire at some point and likely very soon. Moreover, many of those retiring are not entry-level employees. Some possess skills and expertise that can take years to develop. HR organizations within the energy industry must be ready for this eventuality, proactively placing strategies in place to manage the transition in the energy industry workforce.

With delayed retirements, the utility workforce is continuing to mature. While utilities are recruiting actively, there is an anticipated replacement of 52% of critical positions by 2020 (Figure 2: 2011 CEWD Survey Results, “Gaps in the Energy Workforce Pipeline”).
This is not the situation for all electric utilities. Although the economy weakened from 2008 to 2010, many utilities chose to continue to hire during this period of time, recognizing that a workforce shortfall would threaten the reliability, efficiency, and security of their utility services. One midwestern utility made significant progress in reducing its average age in their workforce to the high 40s, down from a 2006 Department of Labor study estimating an average employee age of 54, the second-highest among all industries.

Unfortunately, many utilities that proactively planned for a large number of retirements and continued hiring throughout the downturn are now seeing retirement-eligible employees postpone retirement for reasons stated earlier. As a result, these utilities are finding themselves slightly overstaffed in some areas and many are moving back toward hiring on a case-by-case basis as employees announce their retirement.

Managing the Skill Gap

Managing staffing levels alone does not specifically address the skill gap issues that are becoming more prevalent in the industry. There are two primary driving forces behind the skill gap. First, new knowledge, skills, and abilities are needed to address more complex systems and grid modernization. Skills in energy efficiency, renewable energy, and Smart Grid design and implementation will be increasingly important, but difficult to find in an industry with an aging workforce that overall has struggled to recruit new workers in sufficient numbers. Second, staff with five to ten years of experience is becoming more difficult to recruit. This lack of talent availability is most likely due to the downturn in the economy as many utilities slowed hiring during this period. As the energy industry begins to experience high levels of retirement, staff with five to ten years of experience may not be easily recruited when needed to backfill roles vacated by staff leaving the workforce.

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1 2011 CEWD Survey Results, “Gaps in the Energy Workforce Pipeline”
On a positive note, the number of engineering degrees has been steadily increasing over the last decade. A study by the American Society for Engineering Education (Figure 3), shows that bachelor's degrees awarded increased by 19% since 2003, master's degrees awarded increased by 29 percent during the same time period, and doctoral degrees have increased by 42 percent (July 2013 Issue, American Society for Engineering Education). Specifically, many engineering disciplines saw double-digit percent increases in degrees awarded in 2012 over the previous year, including environmental (30%), nuclear (20%), petroleum (13%), electrical/computer (13%), and chemical (12%). Based on enrollment trends, degrees awarded in these fields should continue to grow into the foreseeable future.²

Figure 3: Number of Engineering Degrees Awarded

According to IEEE U.S. Power and Energy Engineering Workforce Collaborative research³, during the next decade, about half of the estimated 7,000 engineers in the field in the United States are expected to retire or leave the industry for other reasons. While on the whole this is good news for U.S. energy companies, the number of engineers entering the workplace is still not sufficient when replacing staff across all energy industry disciplines. Additionally, the energy industry has often not been viewed as an exciting industry in which to work. While this is changing in some areas, the industry still lags others on published surveys about work preferences.

Energy utilities are also experiencing competition within the broader energy space. Oil and gas exploration and production companies are vying for talent with similar backgrounds. As a result, utilities are struggling to attract and retain trained staff due to the talent drain caused by recent success of North American shale gas exploration and production. Unfortunately, with the United States on the cusp of becoming a global LNG exporter, the competition for talent will likely increase (Alanna Petroff, “Engineers Get Rich as Talent Wars Heat Up.” July 2013, CNN Money⁴).

Generational Differences

At this time, there are four generations working within the electric utility industry, with a fifth generation about to enter the workforce. As seen in Figure 4, the Builders will exit just prior to the Next Gen generation entering the workforce.

³ http://theinstitute.ieee.org/ieee-roundup/opinions/ieee-roundup/filling-the-power-engineering-skills-gap
With the introduction of each new generation, workforce dynamics are impacted. At this time, business management is navigating the introduction of the Millennials into the workforce. Company leadership and HR must manage the different work styles, expectations, and interactions among the generations, especially as Baby Boomer retirements are being delayed and some builders remain in the workforce.

**POISED TO PARTNER**

Within the energy industry, HR organizations have struggled for years to be recognized as a strategic partner to the business. To address talent issues related to a graying workforce—skillset gaps and generational issues—HR must become a partner in developing the business’ talent strategy. Business leaders are demanding a solution to the talent situation and this is HR’s opportunity to prove its value to the business.

To be successful, HR organizations should be focused on understanding the talent situation across the entire company. By expanding the focus on talent across the entire company, HR will understand how talent is moving throughout the organization, if talent is departing at a certain point in time and why, and what talent gaps are being experienced now and will be expected within the next five years given the company’s demographics. ScottMadden has found that companies that do this well have a competitive advantage in the market, enabling the business to both secure the right talent when needed, with the appropriate skillsets and experience, and develop employees in time for succession to leadership and critical positions.

There are four main areas on which ScottMadden believes HR talent organizations should focus in the near term: planning the workforce, attracting the right talent, developing for succession, and managing the generational gap.

**Planning the Workforce**

Some utilities currently spend time conducting annual planning for their future workforce needs. One southeastern utility has created a dedicated analytics group that forecasts workforce needs on a five-year outlook basis. However, workforce planning is not effective unless the plan is linked to recruiting efforts and/or further development of internal resources.
To manage talent effectively, all components of the talent management cycle must be linked (Figure 5). This linkage between the talent management cycle components is where ScottMadden has seen many utilities fall short when executing their workforce plan.

**Figure 5: ScottMadden’s Talent Management Model**

When a utility develops its workforce plan, it must start with the long-term strategic goals of the company. These goals provide an organization with the road map on which to base resource planning. For example, a utility planning to grow significantly will have different needs from one whose strategy is to reduce operational expenses to alleviate rate pressures. By comparing the capabilities and capacity of current resources to future needs dictated by the strategy for the enterprise and each function, companies are then able to map resource requirements across the business by number of staff, position, skillset, location, geographic availability, cost to acquire, criticality, and ease of development. Utilities should particularly focus on projecting workforce retirements, critical position succession plans, upcoming build projects or expansion opportunities, and expected turnover outside of retirements.

It is important to note that comparing future state needs with current state capabilities will introduce the need for several side analyses in order to successfully build the plan. One such analysis will be focused on the question of how to anticipate worker retirements. Companies have used multiple approaches to project retirements more accurately. Several companies have used the approach of directly asking all employees, “What do you plan to do in the next two to three years?” These companies were able to then gauge retirement levels more effectively. However, this approach will only be successful if employees do not feel they will be looked at differently upon reporting their retirement plans. At other companies, similar data is gathered through anonymous surveys.
A second side analysis is needed to determine how the company would like to use external resources such as contractors, outsourcing partners, and other “buckets” of talent who can supplement the employee base. Contractors and outsourcing can be effective when used for the right reasons. Contractors are ideal for short, project-based work efforts in which the contractor is able to supply critical skills or expertise currently not available in the employee base, or when manpower is needed for a defined period of time. Outsourcing can also be an effective way to manage workload; however, utilities should be cautious about the work they choose to outsource. When effectively deployed, outsourcing should involve either non-strategic work activities or those for which the company lacks expertise or scale. It is important to note that when contractors and outsourcing work are used excessively, utilities lose competencies and skills that they may not be able to re-acquire. Additionally, when contractors convert from working on defined projects to long-term staff augmentation roles, it can be quite costly for utilities if contractors are hired to augment the employee base for an undefined amount of time. Management resources must provide governance and oversight of the outsourced service provider using proper controls, a defined scope of work, and a projected timeline. Without the proper controls, it is not unusual to see contractors perform a set of non-project-based work activities continuously for years.

A third side analysis that must be conducted is the determination of the competencies and skills needed for the future work environment. As the utility industry experiences change, such as shifting generation technologies, the operation of major environmental retrofits, the introduction of clean technologies, and the automation of the distribution system, core-competencies, and skills will need to be redefined from what has historically been valued.

Retiree Staffing

An alternative staffing model that many industries are leveraging, including the energy industry, is rehiring retirees as contractors. ScottMadden believes this model is ideal since retirees are familiar with the company, have valuable skillsets and expertise, can work flexible hours, can work on a project-by-project basis (e.g., when most needed, such as during outages), and are often readily available.

This model also aids with the knowledge transfer process since younger employees can continue to learn from the rehired retirees’ experience. However, there are some limitations to this model.

Some companies have run into the problem where retirees lose retirement benefits if a retiree works more than 18 hours per week or 1,000 hours per year. This means retirees should not be leveraged for long-term projects or allowed to be eligible for overtime. Companies can sometimes avoid this problem by hiring retirees as consultants or independent contractors, but these options have downsides as well.

Hiring seniors as independent contractors may flag the Internal Revenue Service, resulting in an audit of the business. IRS criteria for independent contractor status must be understood and adhered to; otherwise, companies could face significant penalties. Using retirees as contractors through a third-party employment provider can reduce this liability, but this could be more costly.

ScottMadden recommends that if a utility plans to use retirees to supplement its workforce, this should be a temporary means to close critical skill gaps, and that desired future skillsets are still hired into and developed within the company. Staffing retirees should not delay the creation of longer-term future capabilities. In addition, career advancement opportunities should still be made available to staff in order to engage and retain younger, trained individuals.
Examples of emerging, changing, or non-traditional skills that ScottMadden believes will be required going forward that are different and/or more advanced from today include:

*Figure 6: Non-Traditional Energy Utility Skillsets*

Upon completion of the workforce plan, companies should ensure that talent acquisition resources in the organization and that company leadership are on board with the plan going forward. This will help mitigate deviations from the plan and ensure recruitment activities are targeted appropriately.

**Attracting the Talent**

Utilities have done a great job building awareness about the industry through various outreach programs, internships and cooperatives, career fairs, partnerships with community colleges and schools, and other similar techniques over the last 20 years. In smaller cities where the utility is the largest employer, attracting talent may not be as large of a problem with the exception of hard-to-find skill sets. However, competing industries are beginning to intrude into the hiring game. For example, oil and gas production companies are stealing talent from power generation companies because of similar desires for skillsets and backgrounds. In some cases, newly trained talent is leaving at the exact time they become most productive because oil and gas work is considered to be more exciting than working in a power plant. Figure 7 shows a 41% increase in posted oil and gas positions since June 2012 with the highest increases in jobs in Houston, Oklahoma City, Bakersfield, Dallas, and New Orleans.
Given the increasing output from Marcellus, Bakken and other areas, these increases are likely to spread geographically.

In the last five to ten years, utilities have been struggling to position themselves appropriately when competing for talent within the energy space as well as against other industries. In the 2013 Accenture College Graduate Employment Survey, utilities ranked third from the bottom out of a potential 25 interesting industries in which to work. This survey just reinforces what many in the energy industry have feared for several years. An industry once attractive because of the stable environment, great pay and benefits, and promotional opportunities is now viewed by younger generations as old, antiquated, and hierarchical. The utility industry must become desirable if utilities want to compete successfully in the fight for young talent. With the Next Gen demographic poised to enter the workforce, the time is now to start appealing to the younger generations despite their somewhat limited work experience. This requires understanding what appeals to those target audiences, which is different from what appeals to other cohorts, such as the Baby Boomers.

For example, Millennials seek challenging opportunities with tremendous upward-mobility potential, vibrant and altruistic cultures, the latest technology, and innovative ideas. They thrive on networking and yearn to be lifelong learners. They desire a flexible work environment that is fun, and they do not believe working for a utility will provide them this experience. Given this, there can be a mismatch of desires. Utilities are complaining that they cannot fill their critical positions, while Millennials are complaining that they are not able to find jobs that meet their needs. ScottMadden believes there are ways to resolve this imbalance:

**Build talent, don’t just hire it.** Companies look for candidates that possess the competencies and skills they need now and in the future and often disregard applicants that are a good cultural fit and may have base-level competencies, but lack specific job skills that could be developed. By shifting the way companies hire to focusing on employee training and development, utilizing assessment center interviewing, and creating multiple paths to allow for skill development prior to hire (e.g., internships, co-op programs, middle school programs, STEM high school programs, alliances with community colleges and technical schools, on-boarding training programs), the search for qualified candidates can yield significantly better results.

**Enhance the employee value proposition.** By developing an employee value proposition that emphasizes flexible work opportunities, technology improvements, social and environmental involvement, and career growth opportunities for all types of positions in the utility, a utility can target
what is important to Millennials. Utilities should reinvest in their employment brands, re-energize their recruiting materials and logos, and portray their work environments as fun, vibrant, challenging, and career building. Talent acquisition organizations should also use the latest recruitment methods: apps for applicants to navigate through the application process, video interviewing, and onboarding portals where new hires can meet and greet each other prior to the first day of their employment.

Think “outside of the box” when developing the workplace model. Making a power plant environment “fun” may be a difficult thing to do. However, recognizing the constraints and thinking outside of the box may provide organizations with opportunities to recruit and retain top talent. Methods include implementing workplace wellness competitions and employee recognition portals, building cohorts of new hires who work and play together, and fostering a workplace environment where young employees are empowered to immediately contribute. Through a concerted effort by the HR organization to develop an environment that younger generations enjoy and want to contribute to, provide internal resources opportunities to grow and develop so that they may strive for leadership positions in the future, and use these levers to improve the external image of the utility, attracting the necessary talent will be a natural by-product.

Developing for Succession

Succession planning most often targets leadership and critical positions, ensuring that potential successors have been identified and groomed to be able to assume these critical roles when they are vacated. However, with the potential departure of a large wave of Baby Boomers in the next five to ten years, companies should be preparing for role departures a little differently. There should be two areas of focus for utilities preparing for employee retirements: knowledge transfer and retention.

Facilitate knowledge transfer. How employees use knowledge and apply it in their daily work tasks is something that is difficult to capture unless there are defined programs and procedures to obtain and document this information. Utilities have been documenting this information to different extents. Some utilities are far along the path, while others have little or outdated documentation or are just beginning the documentation effort. For those utilities with documentation, documented procedures and processes can sit in a knowledge management system without employees ever reviewing them unless there is a process in place that requires employees to use and update them. Utilities must find a way to make this knowledge transfer process action oriented. Leveraging programs such as mentorships, craft-based apprenticeships, critical skill development opportunities, and cross-training will guarantee that tacit knowledge is shared, which is vital for a successful workforce transition. These programs will also ensure that younger, less-experienced employees will be ready to assume roles vacated by retiring employees.

Focus on retention. The second focus area, retention, is critical for ensuring the departure of Baby Boomers takes on the appearance of a curve as opposed to a cliff. Employing new policies that can keep potential retirees on staff longer is
ideal. These policies could include a flexible workplace policy with fewer hours or a compressed work schedule or a phased retirement policy, which could allow for working during retirement or working part time (ensuring adherence to IRS guidelines).

At the same time, utilities should be determining the retention drivers of the millennial generation. It has been proven that Millennials are more likely to switch jobs. According to a 2012 Bureau of Labor Statistics study, median employee tenure varied significantly by age—older workers tend to have more years of tenure with their current company than their younger counterparts (i.e., the median tenure for employees age 65 and over was 10.3 years in January 2012, which was more than three times the tenure for workers age 25 to 34 of 3.2 years (2012 Bureau of Labor Statistics, “Employee Tenure Summary”). When this tendency is coupled with upcoming Baby Boomer retirements, utilities are likely to experience knowledge and productivity loss, higher recruitment and training costs, and, potentially, leadership gaps unless they intervene. It will be critical for utilities to analyze and understand the retention drivers for their organization to ensure that the knowledge transfer effort does not go to waste. According to a recent article by Forbes, offering workplace flexibility, such as flexible hours and teleworking, allowing Millennials to contribute creatively to the company and have their ideas heard, and clearly communicating the company’s missions and values during the recruiting process, will help retain Millennials once hired. (Forbes, 2012, “Job Hopping is the ‘New Normal’ for Millennials: Three Ways to Prevent a Human Resources Nightmare”).

Managing the Generational Gap

Managing the generational gap requires two initiatives—understanding and mitigating differing generational perspectives and implementing strategies to bridge the generational gap.

Understanding and mitigating differing generational perspectives. Some of the older generations’ largest complaints about Millennials are fixated on Millennials’ high expectations for rapid advancement (i.e., “When can I be promoted to VP?”), as well as the desire of Millennials for work-life balance from the first moment they are hired. This generation is often described as having the “working to live” versus the traditional “live to work” mentality that many of the older generations have held for years. However, this generation also possesses key attributes that ScottMadden believes will enliven and create opportunity in the workplace. For example, Millennials are relationship driven and know how to leverage technology effectively. With work being increasingly performed in a technology-enabled environment, Millennials will be positioned well to contribute in the workplace and to help drive the transformation of how work is performed.

Millennials also have a strong desire for ongoing development. This generation is the most educated generation in history, and organizations must find ways to provide frequent ongoing education opportunities. One positive for organizations is that fulfilling this need for continuous learning will support the requirement for future knowledge transfer and succession planning activities, both of which are problems that many companies are wrestling with today, as discussed earlier.

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5 http://www.bls.gov/news.release/tenure.nr0.htm
While the millennial generation is forcing companies to do work differently, there is some alignment between generations on their expectations of employers. Research conducted by Ben Rosen, Ph.D., Professor of Organizational Behavior for the Kenan Flagler Business School at the University of North Carolina at Chapel Hill, in 2011 discovered all of the generations expect:

1. To work on challenging projects
2. Competitive compensation
3. Opportunities for advancement and chances to learn and grow in their jobs
4. To be fairly treated
5. Work-life balance

Companies should strengthen messaging to the various generations on how their expectations are being addressed and met; however, the approach as to how these expectations are addressed may differ depending on the generation targeted.

**Bridging the generational gap.** Programs should be deployed using strategies that work best for each generation. In the following table (Figure 8), ScottMadden has provided tactics that could be used to address some of the expectations voiced by current generations in the workforce.

**Leadership Focus**

One large utility’s generation business established a program for every new employee to meet with the plant manager during the first 30 days on the job. These sessions were used to answer questions and share the importance of values and behaviors.
### Figure 8: Tactics for the Generations

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<th>Strategies</th>
<th>Tactics for the Generations</th>
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<td>Establishing Career Opportunities</td>
<td>- Career paths should be mapped out for all positions in the organization&lt;br&gt;  - Baby Boomers like to know they have had a stellar career, titles and upward mobility are important&lt;br&gt;  - Generation Xers need a path to follow and to measure their progress against&lt;br&gt;  - Millennials need to see the variety of career options open to them; titles and promotions are not as important as the ability to learn new skills and be challenged&lt;br&gt;  - Opportunity and challenges should be offered early in an individual’s career, including interactions with senior leadership.</td>
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<td>Facilitating Work/Life Balance</td>
<td>- Innovative workplace policies and practices should be employed with the message, “when deadlines are met is more important than how they are met”&lt;br&gt;  - Face-to-face opportunities for interaction should be employed to make Baby Boomers and Generation Xers feel comfortable and ensure the company culture adapts and thrives at the same time.</td>
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<td>Establishing Mentoring Opportunities</td>
<td>- Informal networking groups, meet-ups, and other “peer networking” opportunities should be available to Millennials so they can access like-minded groups and share knowledge, as needed&lt;br&gt;  - Overly structured mentoring relationships should be avoided, since Millennials like to scan the environment for the “best” solution&lt;br&gt;  - “Reverse mentoring” is encouraged for younger colleagues to teach older colleagues about technology, networking, and work/life balance.</td>
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<td>Providing Feedback</td>
<td>- Companies should explore changing the performance review process from an annual review cycle to a continuous feedback system&lt;br&gt;  - Millennials desire continuous feedback&lt;br&gt;  - Generation Xers like the ability to know how they are doing according to expectations instantaneously&lt;br&gt;  - Baby Boomers would be able to log in once a year, as expected, to see a formal review per documented process.</td>
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<td>Offering Professional Development</td>
<td>- Companies should employ social collaboration tools across workgroups and similar positions to aid in communication, knowledge sharing, and ease of solution finding&lt;br&gt;  - Companies should capitalize on how Millennials currently find solutions in their personal lives&lt;br&gt;  - Gen Xers enjoy being able to see what has happened in the past&lt;br&gt;  - Opportunities for ongoing development should be offered via a variety of channels (e.g., online, classroom, virtual, etc.), allowing for all generations to find a method that suits their learning style&lt;br&gt;  - Millennials are eager to learn continuously, so those organizations viewed as cultivating this group to become leaders of tomorrow will experience higher retention of Millennials&lt;br&gt;  - Rotational assignments should be leveraged to provide a sense of moving within the company and to increase and broaden experience.</td>
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<td>Matching Skills</td>
<td>- Millennials should be targeted for jobs requiring multitasking and learning and leveraging new technologies quickly and extensively&lt;br&gt;  - For team-based projects, multi-generational teams should be leveraged to ensure a diverse solution.</td>
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Each generation is shaped by their unique experiences, impacting what is important to them at work. However, the work environment is changing and Millennials provide a lot of energy, creativity, and value to an organization. Purposely using strategies to bridge the generational gap will allow companies to maximize the productivity and engagement of their staff.

WHAT UTILITIES SHOULD FOCUS ON FIRST

As strategic plans are being finalized for 2014 and beyond, this is the right time for thoughtful consideration of how the talent gap will be addressed in your utility businesses.

If a workforce plan has not been created for the next year, it would wise to develop a comprehensive plan based on future business strategies. If a plan has been created but has not been linked with your talent acquisition plans for 2014, it would be ideal to link these two steps in the talent management cycle. If the workforce plan has been linked to talent acquisition activities for the next year and your company is actively focused on building your pipeline, it would make sense to focus on internal development and retention. Lastly, determining retention drivers in your workforce and establishing counter measures as a result will ensure that future development activity and associated costs to develop will not go to waste.

One way to increase retention, smooth the workforce transition, and increase engagement and productivity is to develop and deploy innovative programs to bridge the generation gap. Utilities should use these innovative programs to strengthen their employment value proposition and find ways to introduce the industry to non-traditional channels of talent.

Utilities are facing extraordinary talent challenges at a time when many other industries are also looking for critical skills and expertise. Refraining from focusing on talent is dangerous when multiple industries are fighting for the same talent in the context of such a large generational transition in the workforce. This is the time to think strategically and tactically about what the next step should be. The companies that approach this strategically, have an actionable plan in place, and continue to make progress will succeed in the game. It is up to HR to provide the strategic leadership to help them do so.

ABOUT SCOTTMADDEN’S CORPORATE & SHARED SERVICES PRACTICE

ScottMadden has been a pioneer in corporate and shared services since the practice began decades ago. Our corporate & shared services practice has completed more than 1,100 projects since the early 90s, including hundreds of large, multi-year implementations. Our clients span a variety of industries from entertainment to energy to high tech. Examples of our projects include business case development, shared services design, and shared services build support and implementation.

ABOUT SCOTTMADDEN’S ENERGY PRACTICE

Since 1983, we have been energy consultants. We have served more than 300 clients, including 20 of the top 20 energy utilities. We have performed more than 2,400 projects across every energy utility business unit and every function. We have helped our clients develop strategies, improve operations, reorganize companies, and implement initiatives. Our broad and deep energy utility expertise is not theoretical—it is experience based.
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