

# Keystone Utilities Partnership

A Statewide Partnership to Meet the Needs of PA's Utilities Workforce  
Underwritten by the PA Department of Labor and Industry  
Managed by the Keystone Development Partnership



## KEYSTONE UTILITIES PARTNERSHIP FACT SHEET

The Keystone Utilities Partnership originated in 2006 with three employers represented by IBEW Local 29 in the Pittsburgh region and expanded to eighteen employers and twenty-three labor organizations statewide. The Partnership serves employers in the electric, gas and water sectors along with supply-chain, and construction trades. Nearly 4,000 workers in the utility industry have attended *Partnership* subsidized training since its inception.

The Partnership provides services to address emerging technology, the aging workforce, and the lack of skilled applicants. Utility industry employers have projected retirements due to the aging Pennsylvania utility workforce. Additionally, technology changes such as the development of *Smart Grid* will require new training integrated into apprenticeships, pre-employment and career ladder programs.

In 2009, the Partnership conducted a survey of its stakeholders that acknowledged the benefits of the Partnership. Respondents noted that the Partnership provides an important service to align organizations to create an economy of scale to meet the needs of the employer, the career goals of their employees, and to address utility industry challenges. A highly trained utility workforce lowers production and material costs while ensuring more effective and safer service.

### KEYSTONE UTILITIES PARTNERSHIP: EMPLOYERS & UNIONS BY WIB AREA

Employer	Union	Workforce Investment Board (WIB) Area
Duquesne Light	IBEW 29	Three Rivers and Southwest Corner
PPL	IBEW 1600	Eastern and Central PA
Sunbury Generation	IBEW 1600	Central PA WIB Area
GenOn Cheswick	IBEW 29	Three Rivers
GenOn Elrama	IBEW 29	Southwest Corner
GenOn Titus	IBEW 459	West Central
First Energy Nuclear	IBEW 29	Southwest Corner
First Energy Met Ed	IBEW 777	Berks, South Central, Lehigh Valley
First Energy Bruce Mansfield	IBEW 272	Southwest Corner
First Energy Allegheny	UWUA 102	SW Corner, Westmoreland-Fayette, Tri County
NEAT: I.B. Abel	IBEW 126 & 1319	Statewide
NEAT: Carr & Duff	IBEW 126 & 1319	Statewide
NEAT: Henkels & McCoy	IBEW 126 & 1319	Statewide
NEAT: Matrix Industrial	IBEW 126 & 1319	Statewide
Bruce & Merrilees	IBEW 712	Central West
Dagostino Electric	IBEW 5	Statewide
Sargent Electric	IBEW 5	Western WIBs
UGI	IBEW SC 22	Lehigh Valley, South Central, Luzerne Schuylkill
Voith-Siemens Hydro	IAM Local 98	South Central PA WIB
PA American Water	UWUA Local 537, SEIU, AFSCME	Luzerne-Schuylkill, Three Rivers, Lackawanna, Southwest Corner, South Central

**HISTORICAL ACCOMPLISHMENT:** Partnership members participating in training activities are required to complete the KDP Training Report Form. KDP captures quantitative data and as well as a qualitative narrative. Employers and unions reported the following outcomes:

- 1,622 workers trained 7/1/11 to 6/30/11
- \$462 average cost per trainee
- 79% career advancement
- 69% wage increase/promotion
- 73% increased job retention
- 93% increased skills
- 73% training led to certification

**TOTAL PARTNERSHIP SUBSIDIZED TRAINING**

Program Year	Number Trained
Year 1 (07/06-06/07)	217
Year 2 (07/07-06/08)	458
Year 3 (07/08-06/09)	948
Year 4 (07/09-06/10)	367
Year 5 (07/10-06/11)	1,622
<b>Total Participation</b>	<b>3,978</b>

**Keystone Utilities Partnership Grant Awards**

Revenue Source	Amount
Utilities Industry Partnership & Worker Training Grants - Three Rivers WIB	\$1,265,000
Living Cites Foundation for Labor Management Clearing House	\$27,500
PA Department of Labor and Industry Grant Awards	\$2,279,227
PA Department of Labor and Industry, Project Waterways	\$199,100
PA Department of Labor and Industry, Project Stormwater	\$250,000
Partnership Planning & Building Capacity - PA Fund For Workforce Solutions	\$155,000
<b>Total Funding Program Year 2006 through 2011</b>	<b>\$4,175,827</b>

**The Keystone Utilities Partnership Survey**

In June 2009, thirty-two KUP stakeholders completed the Keystone Utilities Partnership Survey.

**INDUSTRY PARTNERSHIP DATA**

- 90% of respondents said the Partnership led to cost savings for training
- 70% said that the Partnership led to improved labor/management relations
- 50% said that training provided through the Partnership led to increase in productivity

**EMPLOYMENT DATA**

- Only 16.7% expressed satisfaction with the supply of qualified candidates in skilled trades
- 80% cited the need to retrain or to provide additional new hire training in the skilled trades
- 70% cited the inability to find qualified candidates in the skilled trades as having a negative effect on productivity.

**TRAINING DATA**

- Only 31.6% noted that the PA post-secondary education provides an adequate supply of qualified new hires
- 63% said their company would benefit from an industry-wide apprenticeship similar to those offered in the building trades
- 55% responded that their company used CareerLinks in the last three years for new hires

## TRAINING SUBJECTS

### TRANSMISSION & DISTRIBUTION

Basic Electrical Apprenticeship  
Equipment Operator Apprentice  
National Safety Council Cert  
No Voltage Breaker Cert  
Antilock Airbrake M & O  
SEL Relay Breakers M & O  
SF6 Gas  
Mobile Hydraulic FPS Cert  
Doble Test Lab & Theory  
Doble Hands-on  
HVAC, Plant Maintenance  
Pipe Bending, Plant  
Maintenance  
Painting, Plant Maintenance  
Masonry, Plant Maintenance  
Lead Awareness  
Substation, Person in Charge  
Mobile Electric Troubleshooting  
ABB Breaker M & O  
Delta Star Mobile  
OSHA Lockout/Tagout  
NERC Reliability Standards Cert  
Mitsubishi Breaker M & O  
Electrical Equip Tech Refresher  
Welding Recertification

### ELECTRICAL GENERATION

Stainless Steel Welding Cert.  
Beginning Welding  
Advanced Welding  
Adv. Vehicle Electrical Maint  
Crane Operator, Stationary  
Crane Operator Mobile  
Control Room Operator Simulator  
Nuclear Seal Penetration  
Nuclear Asbestos  
Requalification  
Nuclear ABB Relay M&O  
HVAC Beck Drive M&O

### GAS

Welding Certifications  
Leak Location & Investigation  
Backhoe Operation  
Natural Gas Main Installation  
International Fuels Gas Code  
Regulator and Relief Valve  
Pipe-fitting  
Fuel & Air Systems  
Regulator Const. and Repair  
Mercury Instrument Testing  
Mercury Removal

### WATER & WASTEWATER

Backhoe Operation  
Class E Water Dist. License  
Basic Water Business  
Mentor/Shadow New Hires  
Arch Flash  
Leak Detection  
Dam Safety  
Trenching and Shoring

### SUPPLY CHAIN

Intermediate Blueprint Reading  
Advanced Blueprint Reading  
Welder Blueprint Reading  
Metal Removal Procedures  
Elementary Blueprint Reading

### CONSTRUCTION

Pre-apprentice Boot Camp  
Customer Relations  
Management  
RedZone Solo Deployment  
Lineworker Boot Camp  
Basic Life Support  
First Aid CPR AED  
CDL A and B Certifications

## FAMILY SUSTAINING WAGES IN THE UTILITY INDUSTRY AND PROMISING HIRING OUTLOOK

The average annual wage for occupations that participated in *Partnership* subsidized training was \$51 thousand per year. Extreme hiring demands driven by an aging workforce, major infrastructure upgrades, and a lack of skilled applicants challenges the utility industry.

### STRATEGIES TO ADDRESS CHALLENGES

- **INDUSTRY PARTNERSHIP FORMATION:** KDP assists in identifying stakeholders (employers, unions, and industry associations) to participate in Industry Partnerships and to form an Industry Partnership Steering Committee. KDP coordinates activities to ensure that the Partnership is industry led and governed.
- **LABOR MANAGEMENT TRAINING COMMITTEES:** KDP developed an organizational structure designed to focus on employer and employee skill training needs. At the core of this structure are the Labor Management Training Committees (LMTCs) and proven data-driven processes to identify skill and training needs and determine solutions.
- **EMPLOYER OUTREACH:** KDP identifies and contacts employers as well as other industry stakeholders such as Labor Unions to align with Local Workforce Investment Boards, CareerLink<sup>®</sup> offices, and community based organizations.
- **UNION ENGAGEMENT:** Affiliated with the Pennsylvania AFL-CIO, KDP engages unions to participate in subsidized training programs. Through Partnership activities, KDP staff provides support for Union leaders and training coordinators to prepare, plan, and implement programs.

- **INDUSTRY ASSOCIATIONS:** The Partnership collaborates with the PA Public Utilities Commission, the Energy Association of Pennsylvania, and the PA AFL-CIO to meet the needs of the utilities industry and its workforce.
- **PROGRAM MANAGEMENT:** Keystone Development Partnership (KDP) has extensive experience managing data-driven training programs, and provides programmatic and fiscal oversight on federal, state, and local projects. In all KDP programs, the Local Workforce Investment Boards, employers, and unions cooperate to document participant data in an accurate and confidential manner. KDP uses the Performance Management System that the PA Department of Labor & Industry uses for evaluating workforce programs and for measuring program results. All employers use the KDP Training Report form to track training and trainee data. KDP then uses the information for reports and funding requests.

### **STAKEHOLDERS ENDORSE THE KEYSTONE UTILITIES PARTNERSHIP**

*"With KDP's assistance, we've successfully developed and implemented training curriculums for our Transportation Department, fostered reciprocal training with the Port Authority Transit of Allegheny County, conducted a "Train-the-Trainer" program to enhance the skills of our training staff and have plans to use the partnership in other departments within our company. KDP is and continues to be a great training partner for Duquesne Light Company."* Jane Cuff, Duquesne Light Manager Workforce Development and Safety

*"Since deregulation, the IBEW has been stressing the need for more training for its members and the Keystone Utilities Industry Partnership is a perfect fit to fill this need. The Keystone Development Partnership has a proven track record in the Transportation Industry and we are now seeing this success being transferred to the Utility Industry. There are programs up and running at several electric utilities with interest to expand into the gas industry. Our hope is that every utility local union and utility company will form a partnership to enhance training in the industry."* Michael Welsh, International Brotherhood of Electrical Workers (IBEW) International Representative Third District

*"This training maintains our workforce and gives our employees additional skills to make them more employable. This Partnership has already been fruitful and we hope to continue it and use it as an ongoing training tool as we hire new field employees".* Fred Kaczor, Vice President – Planning and Implementation, UGI

*"The help provided by the Keystone Partnership has enabled Voith to provide customized blue print and welding training for our workforce in order to build competence and confidence."* John Seifarth, Director, Manufacturing

*"The Advanced Trenching and Shoring curriculum development and training of 262 employees "is a hands-on program that was developed with subject matter experts across PA! We are proud of this program--and grateful for the support of the KDP grant funding. It is difficult to calculate the cost savings of programs like this-- preventing just one accident and one injury is priceless."* Joan N. Shott, M.Ed., Learning and Development Consultant, American Water

*"In cooperation with KDP and the WIB, we at PPL we were able to offer quality hands on training to employees that would have not otherwise have learned new skills."* John Wirth, PPL Instructor

### **THE KEYSTONE DEVELOPMENT PARTNERSHIP**

The Partnership is managed by the non-profit Keystone Development Partnership (KDP) started in 2005. KDP works with labor/management training committees to develop programs to enhance incumbent employees' skill levels as well as provide training for new hires. KDP provides project and fiscal management for training partnerships and coordinates activity for stakeholders to define priorities, customize curriculum, and implement programs. KDP identifies and recruits interested employers, labor organizations, workforce development agencies, community based organizations, and the educational community to participate in the Partnership to address common needs.