

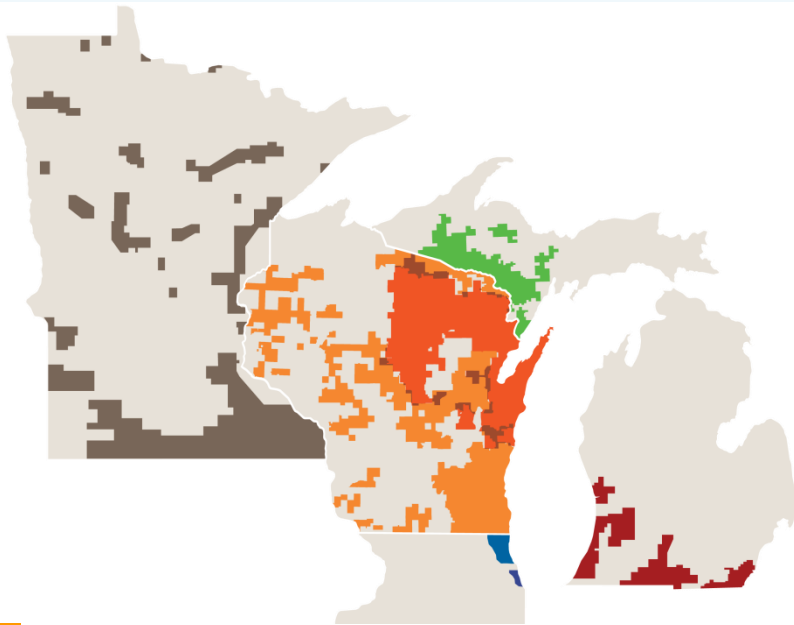


# **Workforce Development MARC**

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# WEC Energy Group

## Service territory



- We Energies
- Michigan Gas Utilities Corp.
- Minnesota Energy Resources Corp.
- North Shore Gas Co.
- The Peoples Gas Light and Coke Co.
- Wisconsin Public Service Corp.
- Upper Michigan Energy Resources Corp.

## Company statistics

- 1.6 million electric customers
- 2.8 million gas customers
- 69,000 miles electric distribution
- 46,000 miles gas distribution
- 8,400 active regular employees

# Workforce development

## What is it?

- Series of processes that begin with the cultivation, attraction and acquisition of diverse, qualified and talented employees and the evolution and development of those employees throughout their careers, however long.

# Workforce development

What's the goal?

- The goal is to have engaged, productive employees who meet the goals of the organization.

# Workforce development foundation

- Data-driven opinions and actions only!
  - No alternative facts
  - Challenges vary by segment, location & skill set
- Who is on first?
  - Role of the business
  - Role of HR
- Monitor trends in business
  - Automation, analytics
  - Leadership
  - Employment market

# Strategies

- Cultivation/acquisition
  - Partnerships, contingency workforce, seasonal workforce
- Employee development
  - Aggressive performance management
  - Individual Development Plans
  - Broadband occupations/salaries
- Data
  - Monitor employee groups/needs across the operating companies and enterprise: engineers, analyst (financial, IT, general business)
- Succession planning

# Opportunities and challenges

- Do your core work right
- System upgrades/process redesign
- Occupational design
- Impact of economy on workforce strategy
- Digital natives are now arriving

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