



GOVERNOR'S WORKFORCE INVESTMENT BOARD

500 E. Third Street
Carson City, Nevada 89713
Telephone (775) 684-3911 * Fax (775) 684-3908

NOTICE OF MEETING

**Governor's Workforce Investment Board- Green Sector Council
Video & Telephone Conference Call**

Date: Tuesday, March 13, 2012
Time: 2:00 p.m.
Location: Department of Employment, Training and Rehabilitation
2800 E. St. Louis Avenue
Las Vegas, NV

AND

Department of Employment, Training and Rehabilitation
1325 Corporate Boulevard
Reno, NV

This meeting will be conducted via telephone conference call. Members of the public may observe this meeting and provide comment at the address listed above OR by calling the number and access code listed below.

1-877-810-9415
Access Code 4697842#

AGENDA

- I. **Roll call and Establishment of a Quorum:**Odalys Carmona, Program Specialist III
Workforce Solutions Unit, Department of Employment, Training and Rehabilitation (DETR)
- II. **Verification of Posting:**Odalys Carmona
- III. **Welcome and Introductions:**Stacey Crowley, Chair
Director, Nevada State Office of Energy
- IV. ***Discussion/Possible Action:** Approval of the March 13, 2012 Agenda Stacey Crowley
- V. ***Discussion/Possible Action:** Approval of the January 11, 2012 Meeting Minutes..... Stacey Crowley
- VI. **First Public Comment Session:** Members of the public may now comment on any matter or topic, which is relevant to or within the authority or jurisdiction of the Board. Please clearly state and spell your name. Each comment will be limited to three (3) minutes.
- VII. **Overview of the Governor's Office of Economic Development's Strategic Plan "Moving Nevada Forward"** Terri Janison, Regional Director, Governor's Office of Economic Development

- VIII. Discussion: Workforce 2020..... Kevin Geraghty, Vice President, Nevada Energy
- IX. Discussion: State Energy Sector Partnership Activities Jaime Cruz, Director
workforceCONNECTIONS, Green Economy Workforce Development
- X. Discussion: Green and Renewable Energy Sector Council Activities.....Jaime Cruz
- XI. Discussion: State Office of Energy Update Stacey Crowley
- XII. Discussion: Department of Employment, Training and Rehabilitation Update..... Earl McDowell,
.....Deputy Administrator, Workforce Solutions Unit, DETR
- XIII. Second Public Comment Session: Members of the public may now comment on any matter or topic, which is relevant to or within the authority or jurisdiction of the Board. You may comment now event if you commented earlier, however, please do not simply repeat the same comment you previously made. Please clearly state and spell your name. Each comment will be limited to three (3) minutes.
- XIV. *Discussion/Possible Action – Next Steps for Council Stacey Crowley
- XV. *Discussion/Possible Action - Adjournment and Next Meeting Stacey Crowley

2:00 pm - Tuesday, April 10, 2012

Note: (*) Indicates that action may be taken on these items. All items on this agenda are for discussion and possible action. Items may be taken out of order.

COUNCIL MEMBERS

Stacey Crowley-Chair, Jaime Cruz, Eric Dominguez, Rob Dorison, Ron Fletcher, Lenix Jorge, Scott Krantz, David P. McKinnis, John Owens, Scott Krantz, Pamela Vilkin, Karen Stanely, Dan Gouker, Dr. Manos Maragakis, Dr. Thomas Piechota, Dr. Terrence Surles, Dennis Perea, John Thurman and Debra Gallo

Notice: Persons with disabilities who require special accommodations or assistance at the meeting should notify Odalys Carmona, DETR, Workforce Solutions Unit, between the hours of 8:00 a.m. through 5:00 p.m., in writing at 2800 E. St. Louis., Las Vegas, Nevada 89104; or call (702) 486-7978; or fax (702) 486-6426 on or before the close of business Friday, March 9, 2012.

Notice of this meeting was posted in the following locations on or before 9:00 a.m. on the third working day before the meeting: Department of Employment, Training & Rehabilitation 2800 E St. Louis Ave, Las Vegas, NV, DETR, 500 E. Third St., Carson City, NV; DETR/Employment Security, Children’s Cabinet, 1090 S. Rock Blvd., Reno, NV; Nevadaworks, 6490 S. McCarran Blvd., Bldg A, Suite 1., Reno, NV; workforceCONNECTIONS, 7251 W. Lake Mead Blvd., Suite 200, Las Vegas, NV; Grant Sawyer Building, 555 E. Washington Ave., Las Vegas, NV; Blasdel Office Building, 209 E. Musser St., Carson City, NV; and Legislative Building, 401 S. Carson St., Carson City, NV , and on the DETR website at www.nvdetr.org. In addition, the agenda was mailed or e-mailed to groups and individuals as requested.

ITEM

V. *Discussion/Possible Action:
Approval of the January 11, 2012 Meeting
Minutes



GOVERNOR'S WORKFORCE INVESTMENT BOARD

500 E. Third Street
Carson City, Nevada 89713
Telephone (775) 684-0318 * Fax (775) 684-0327

MEETING MINUTES
Governors Workforce Investment Board- Green Sector Council
Video & Telephone Conference Call

This meeting will be conducted via telephone conference call. Members of the public may observe this meeting and provide comment at the address listed above OR by calling the number and access code listed below.

877-873-8017
Access Code: 1487967#

- I. Roll call and Establishment of a QuorumOdalys Carmona, Program Specialist III
Workforce Solutions Unit, Department of Employment, Training and Rehabilitation (DETR)

Members Present: Stacey Crowley, Jaime Cruz, Dr. Jeffrey Daniels, Eric Dominguez, Debra Gallo, John Hargrove, Pamela Hilts, Scott Krantz, Dr. Manos Maragakis, David McKinnis, Dr. Thomas Piechota, Jordan Pinjuv, Karen Stanley, Terrence Surles, John Thurman and Pamela Vilkin

Members Absent: Rob Dorinson, Ron Fletcher, Dennis Perea

DETR Staff: Odalys Carmona , Venus Fajota, LeVerne Kelley, and Earl McDowell

workforceCONNECTIONS Staff: Kelly Woods, Debra Collins and Linda Yi

Nevadaworks: Linda Crawford, Sherry Lindloff and Claudia Crawford Smith

Public: Rene Cantu, Paul Carpino, Karen Severin, Nikola Poliv

It was established that there was a quorum.

- II. Verification of Posting Odalys Carmona

Mrs. Carmona verified that the meeting Agenda was posted in accordance with the Open Meeting Law at locations throughout the State.

- III. Welcome and Introductions - Stacey Crowley, Chair
Director, Nevada State Office of Energy

Stacey Crowley welcomed and thanked the Council members and the public attending.

- IV. *Discussion/Possible Action–Approval of the January 11, 2012 Agenda Stacey Crowley

Ms. Crowley asked for a motion to approve the January 11, 2012 agenda. Debra Gallo motioned. Jaime Cruz second. The agenda for January 11, 2012 Green Council meeting are approved.

V. First Public Comment Session: Members of the public may comment on any matter posted on this Agenda, which is before this Board for consideration and action today. Please clearly state and spell your name for the record. Each public comment will be limited to three (3) minutes

There were no Public Comments

VI. State Energy Sector Partnerships Activities Update..... Jaime Cruz, Director workforceCONNECTIONS, Green Economy Workforce Development
Jaime Cruz reported on the State Energy Sector Partnership Grant (SESP). In January 2010, Nevada received \$6M SESP grant from the US Department of Labor (DOL). The purpose of the grant was to invest in workforce sector strategies that target energy efficient and renewable energy industries. The goal is to promote skill attainment and career pathway development for workers.

Nevada's SESP grant will serve 3,500 participants:

- 610 job-seekers will be trained and/or placed in green related occupations.
- 1,500 incumbent workers will receive "green skills" upgrades to promote job retention and career advancement.
- 1,390 youth will participate in the "What's it Mean to be Green?" program, an introduction to the green economy and green career pathways.

a. Job Seeker Services – Emilio Pias, Project Development Manager, workforceCONNECTIONS (WC)
Emilio Pias reported on the SESP Grant. To date over 300 commercial building operators have received green skills upgrades and are helping to reduce Nevada's carbon footprint. Projected are a total of 800 commercial building operators served by the end of the grant.

The SESP grant and funds from the Recovery Act were aligned and deployed strategies that leveraged the different resources to maximize impact of the funds. To date over 100 participants have received training related to energy efficiency assessments and are helping to improve the energy efficiency of Nevada homes. Projected are total of 300 workers trained in residential energy assessments by the end of the grant.

b. Incumbent Worker Training – Scott Steinbach, Project Development Manager, WC
Scott Steinbach reported on the SESP Grant Incumbent Worker Training. The different strategies have allowed us to leverage both public and private sector resources for grant activities. The incumbent worker strategy leverages the salaries being paid by the employers while the employees attend the training. By serving a total of 610 job seekers, 1,500 incumbent workers and 1,390 youth under the SESP grant, we project approximately \$4M of leveraged resources.

c. Youth career pathways – Beth Rubins, Program Specialist, WC
Beth Rubins reported on the SESP Grant Youth career pathways and the K-12 partnership. The "What's it Mean to be Green?" youth program is being deployed in a collaborative partnership with the Clark County School District (CCSD). The curriculum is being delivered in the classroom by CCSD staff and the green Mobile Classroom provides the one-day hands-on experience that anchors the material learned from the textbook.

VII. Evolution of the State Energy Sector Partnership Council to the Green & Renewable Energy Sector Council.....Jaime Cruz
Jaime Cruz explained to the council that the SESP Council serves as a steering committee throughout the life of the grant to inform the planning and implantation of the State's Energy sector strategy and ensure the overall success of the grant. It must also conduct sustainability planning to help insure that the

strategic partnerships, training, placement and retention activities, or labor market information and exchange activities, are sustained after the grant performance period ends on January 2013.

**VIII. Discussion – Update on DETR and Brookings Institution/SRI Report Frank Woodbeck
Director, DETR**

Director Woodbeck updated the Council on the Brookings Institution/SRI Report. Director Woodbeck advised the Council that Nevada leaders have been engaging in an unusually serious discussions about the nature of the Nevada economy; the need for diversification; and ways to unleash the business, technology and government sector innovation that will drive growth.

Reflecting this ferment was the passage of the Nevada Legislature of the Economic Development Bill (AB 449) that was signed into law on June 17, 2011 by Governor Sandoval. AB 449 is a potential watershed because it undertakes the reorganize and elevate the importance of the state’s economic development activities by, first, gathering them within the governor’s office and, second, by providing them a first installment of new funding.

In spring 2011 the state of Nevada turned to the Metropolitan Policy Program at Brookings, Brookings Mountain West, and SRI International to provide important analytic and policy background for the state’s planning.

Intended as a credible third-party analysis of the state’s competitive position and economic development opportunities, this report “Unify/Regionalize/Diversify: An Economic Development Agenda for Nevada” speaks to the desire of Nevadans to “get on the same page” by providing detailed accounting of the state’s present situation and most plausible routes toward economic diversification. The full report is available by visiting: http://www.diversifynevada.com/images/uploads/brookings_sri - full_report.pdf

The Executive Summary is available by visiting:
http://www.diversifynevada.com/images/uploads/brookings_sri - executive_summary.pdf

**IX. Discussion – Sector Council Membership and By-Laws Earl McDowell
Deputy Administrator, Workforce Solutions Unit, DETR**

Earl McDowell reviewed with the Sector Council the roles and purpose of the sector councils. Mr. McDowell and the Council members reviewed the By-Laws the same used for all sector councils and the Governor’s Workforce Investment Board. All members received a copy of the Sector Council Roles and the By-Laws.

X. State Office of Energy updates Stacey Crowley

Stacey Crowley, Chair and the Director Nevada State Office of Energy, reported that the Nevada State Office of Energy (NSOE), is the recipient agency for the U.S. Department of Energy (DOE) Office of the Energy Efficiency and Renewable Energy grants for the State Energy Program (SEP), the SEP ARRA (American Reinvestment and Recovery Act), the Energy Efficiency and Conservation Block Grant, and the Appliance Rebate and Energy Assurance Planning programs in Nevada. The NSOE received four awards under the provisions of the ARRA, launched a Statewide Renewable Energy Project, and received a \$5 million grant for the Nevada Home Energy Fitness Campaign.

XI. Second Public Comment Session: Members of the public may now comment on any matter or topic, which is relevant to or within the authority or jurisdiction of the Board. You may comment now event if you commented earlier, however, please do not simply repeat the same comment you previously made. Please clearly state and spell your name. Each comment will be limited to three (3) minutes.

Rene Cantu, I am the Executive Director Community Foundation for the Latin Chamber of Commerce. We are also the first green provider to receive funding through workforceCONNECTIONS. I am pleased to be here today and excited about the conversations in this room. At the Latin Chamber we have the health care and the green energy programs. I just have a few thoughts to share.

- 1) Workforce development provides new skills as well as upgrading skills and programs should not have to be developed as much as we should be using the programs already developed to be able to train Nevadans on a new job or upgrade their skills to their current employment.
- 2) How do we train for Green? The first thing I think of stepping up our STEM curriculum in K-12. Through STEM we can achieve our future graduate to have that career path in Green.
- 3) As Caesars and MGM have shown us, Green includes the products that safe to the environment for maintenance, so having a little more on Green will enable us to train these folks for those types of jobs as well.
- 4) Smart Meter Program could have been a candidate for retraining their incumbent workers. Those meter readers could have been trained for the Smart Meter Program.

I look forward to continuing our work with workforceCONNECTIONS and the Council. Thank you.

XII. Discussion – Next Steps for Council Stacey Crowley

The Council discussed several programs within their own industry. Full description available for listening at the DETR offices by contacting: Odalys Carmona, Program Specialist III, (702) 486-7978.

Ms. Crowley advised the Council, in going forward we appreciate any ideas, programs that were not mentioned today, please bring them to my attention, Jaime’s or DETR’s in order to continue discussion. At this time, does anyone in the Council have any additional comments? No, then we are ready to adjourn the meeting.

XIII. *Adjournment and Next Meeting Stacey Crowley

The next meeting is Tuesday, February 14, 2012 at 2:00 pm. The meeting will be held at DETR, Video Conference in Reno and conference call. Do I have a motion to adjourn the meeting? Jaime Cruz motioned. Eric Dominguez second. All in favor, agreed, the meeting is adjourned at 4:20 pm.

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COUNCIL MEMBERS

Stacey Crowley-Chair, Jaime Cruz, Eric Dominguez, Rob Dorison, Ron Fletcher, Lenix Jorge, Scott Krantz, David P. McKinnis, John Owens, Dennis Perea, John Thurman and Debra Gallo

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Notice of this meeting was posted in the following locations on or before 9:00 a.m. on the third working day before the meeting: Department of Employment, Training & Rehabilitation 2800 E St. Louis Ave, Las Vegas, NV; DETR, 500 E. Third St., Carson City, NV; DETR/Employment Security, Children’s Cabinet, 1090 S. Rock Blvd., Reno, NV; Nevadaworks, 5905 S. Virginia St., Reno, NV; Southern Nevada Workforce Investment Board, 7251 W. Lake Mead Blvd., Suite 200, Las Vegas, NV; Grant Sawyer Building, 555 E. Washington Ave., Las Vegas, NV; Blasdel Office Building, 209 E. Musser St., Carson City, NV; and Legislative Building, 401 S. Carson St., Carson City, NV , and on the DETR website at www.nvdetr.org. In addition, the agenda was mailed or e-mailed to groups and individuals as requested.

ITEM

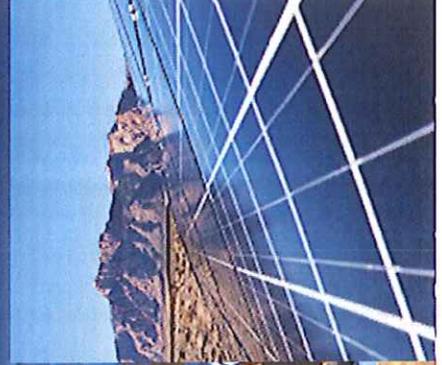
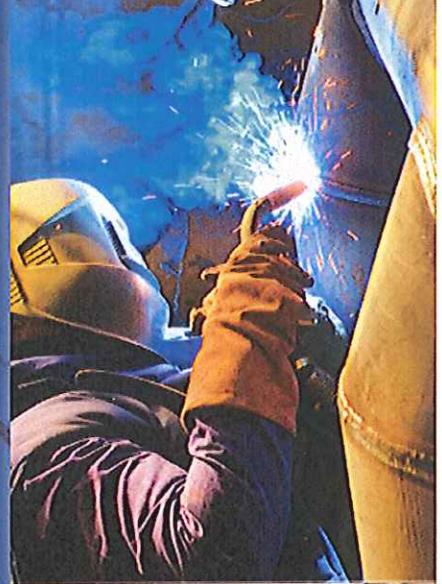
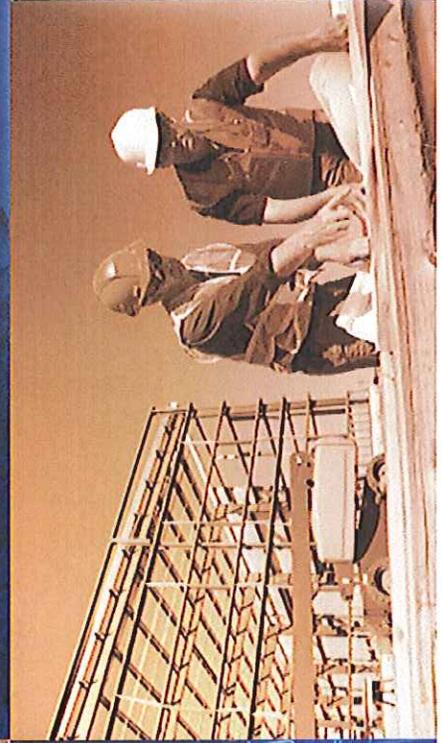
VII. Overview of the Governor's Office of Economic Development's Strategic Plan "Moving Nevada Forward"



Nevada Governor's Office of Economic Development

— Empowering Success —

Moving Nevada Forward - Plan
Overview





■ State Plan Highlights

- Regional Effort
- Driven by Community Leaders
- State Resources
- 50K by 2015 – Seven Key Sectors

■ How The Plan Helps Nevada

- Provides Structure & Fosters Greater Collaboration

■ Case Study – The Plan In Action

Aerospace and Defense



Tools Provided by the State

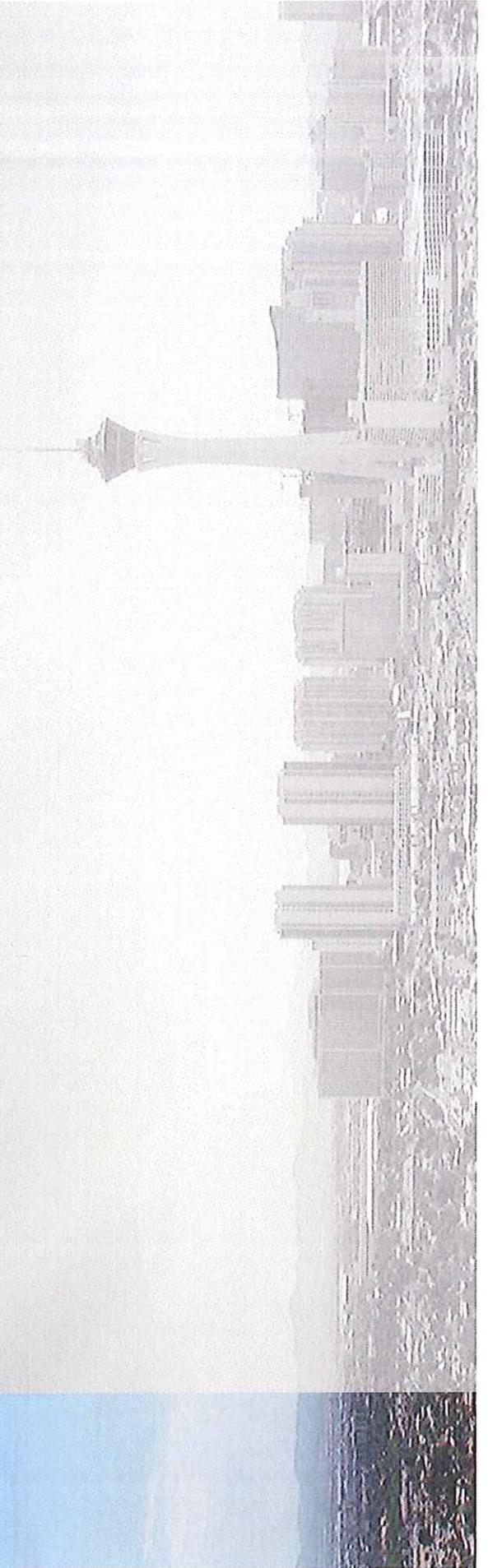
- Governor Plays Key Role in Economic Development
- Brand & Communicate Nevada's Message
- Retain & Expand Existing Nevada Businesses
- Offer Awards & Incentives
- Catalyst Fund



Nevada Governor's Office of
Economic Development

— Empowering Success —

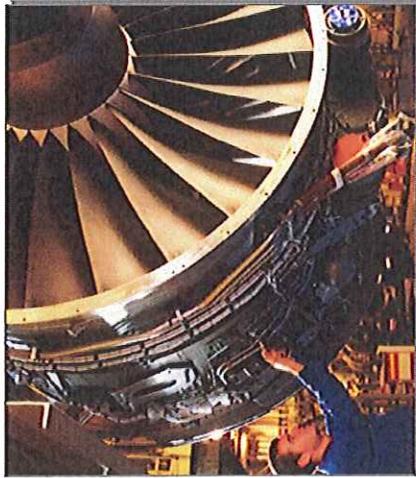
SEVEN CORE SECTORS



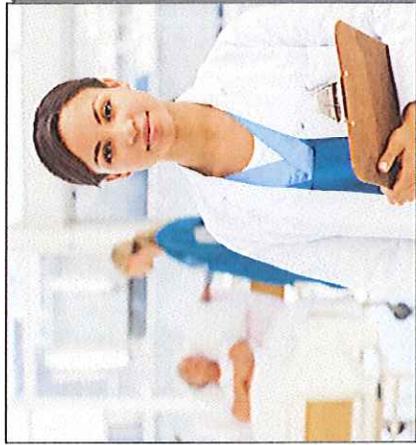


Nevada Governor's Office of
Economic Development

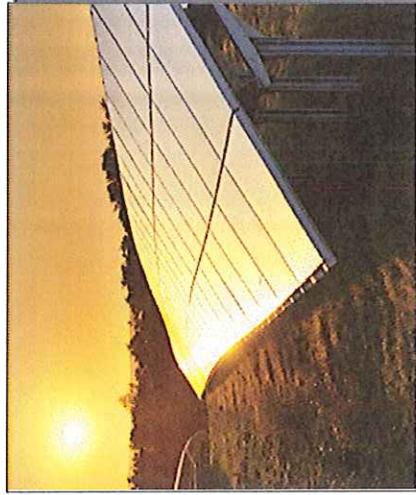
— Empowering Success —



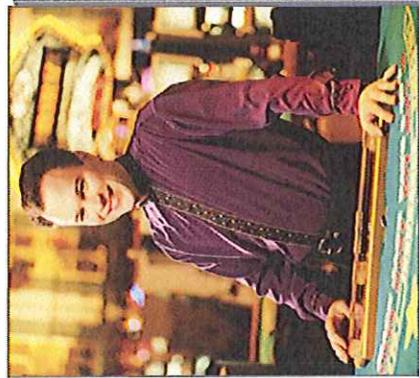
AEROSPACE & DEFENSE



HEALTH & MEDICAL



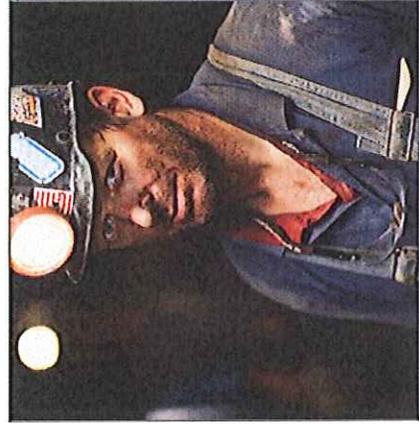
CLEAN ENERGY



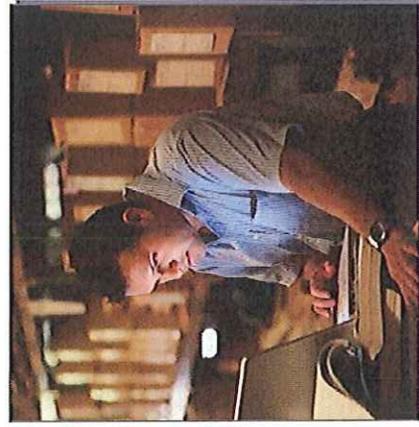
TOURISM & GAMING



INFORMATION
TECHNOLOGY



MINING &
MANUFACTURING



LOGISTICS &
OPERATIONS





Nevada Governor's Office of
Economic Development
— *Empowering Success* —

Partnerships

Sector Councils

Education

Public/Private

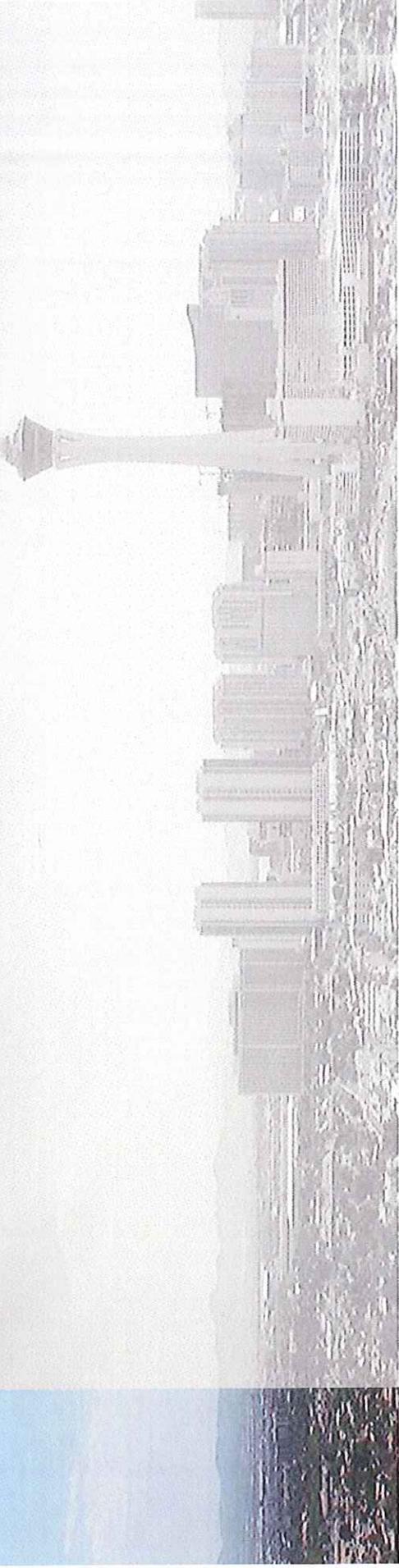


Nevada Governor's Office of
Economic Development

— Empowering Success —

Connecting with Sector Councils

- Establish a Cohesive Economic Development Operating System
- Connect Targeted Sectors and Opportunities in the Regions
- Opportunity Through Education & Workforce Development
- Identify Innovation in Core & Emerging Industries





Economic Development and Education

GOED will work with NV Dept. of Education, NSHE & DETR to
Develop Coursework Necessary to Prepare Students for Industry
Sectors

GOED Sector Specialists & DETR Economist on each Sector
Council

Representatives from K-12 and NHSE will be on each Sector Council



Nevada Governor's Office of
Economic Development

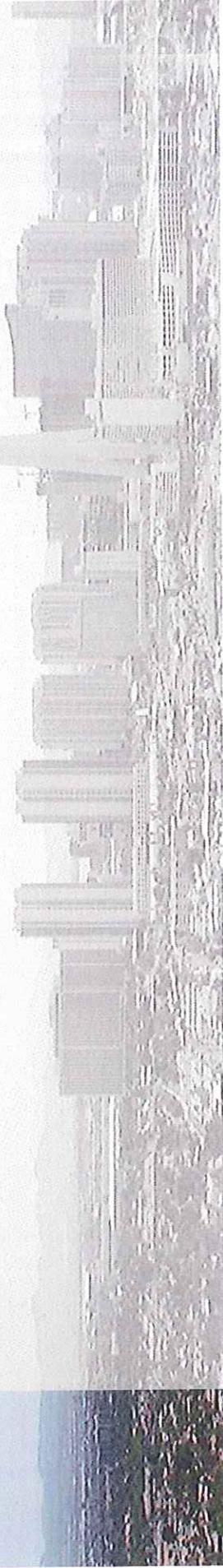
— Empowering Success —

Sector Councils – Why Within DETR

Align Education, Career Training and Workforce Development to
Ensure Consistent Flow of Industry Intelligence

How You Can Help

Identify Training Needs in Your Industry
Align Education Efforts with Workforce Needs
Share Best Practices

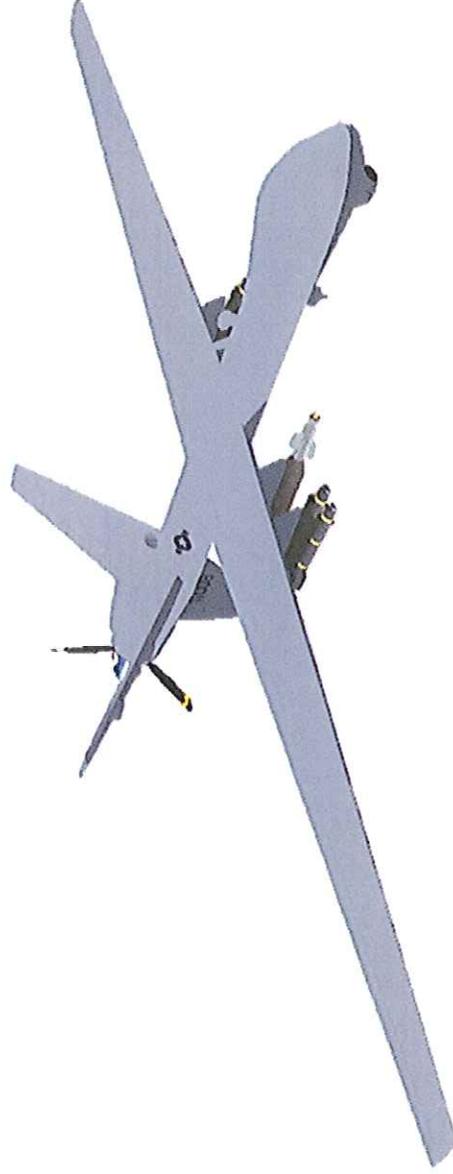




Nevada Governor's Office of
Economic Development

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A CASE STUDY – THE UNKNOWN DEFENSE



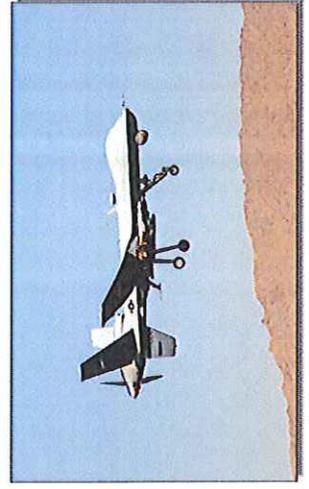
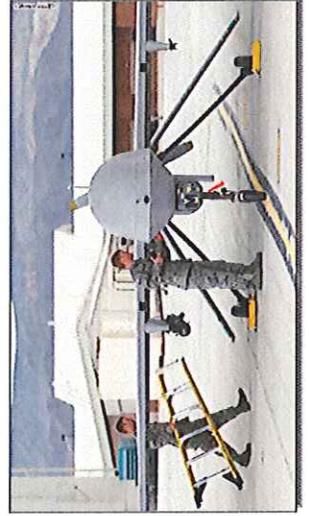
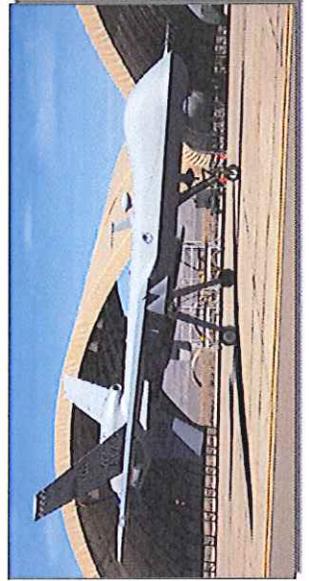


Nevada Governor's Office of
Economic Development

— Empowering Success —

AEROSPACE & DEFENSE - INITIATIVE

- Establish Nevada As One of Six Centers of Excellence for Unmanned Aerial Vehicles Via the FAA, Leading to UAVs in Nevada's Commercial Airspace by 2015





THE PATH TO NEVADA BECOMING A UAV CENTER OF EXCELLENCE

- Actively Engage with DoD Chain of Command and DoE Management
- Identify International Aerospace Companies that Are Seeking to Establish a U.S. Presence
- Identify synergies within NSHE (UNLV, DRI & UNR)
- Engage with DETR to Identify Workforce Strengths and Weaknesses within the Defense Sector
- Developing Relationships with DoD Contracting Command to Identify Future Opportunities to Position Nevada-Based Defense Contractors
- GOED Industry Specialist to Share Knowledge with RDAs



KEEPING OUR FOCUS

- Initiate Effective Regional Economic Development
- Capitalize on Near-Term Job Creation Opportunities
- Build a Business Case for Expansion
- Focus Marketing on Targeted Sectors
- Grow New and Existing Businesses
- Tap into Knowledge-Based Industries Through Higher Ed
- Improve Business Environment

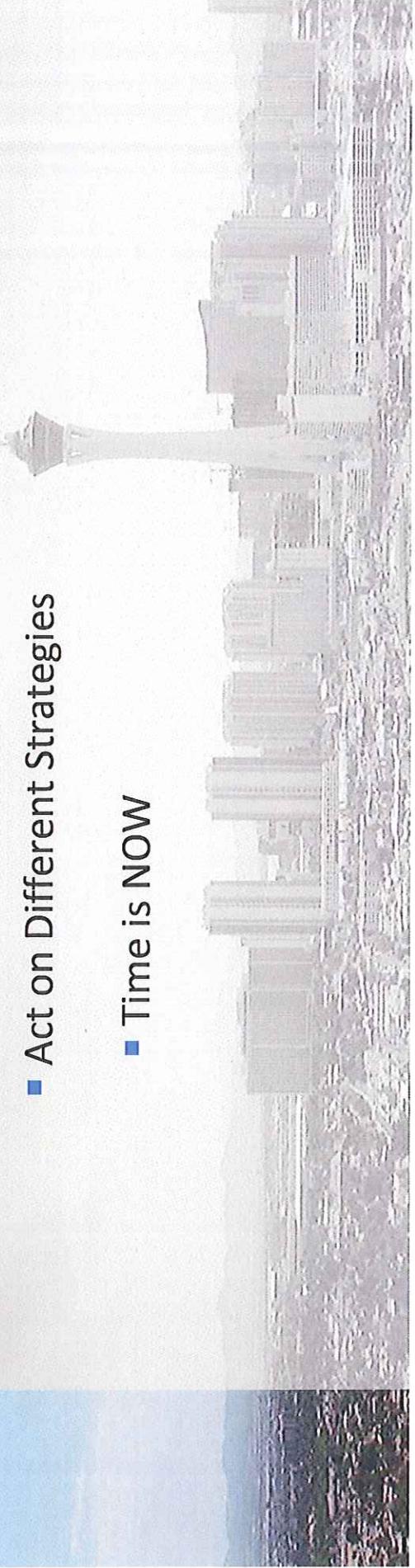


Nevada Governor's Office of
Economic Development

— Empowering Success —

HOW WILL WE GET THERE?

- A Call for Statewide Action
- Region by Region, County by County, City by City
- All Contribute to the State Economy
- Act on Different Strategies
- Time is NOW





Nevada Governor's Office of
Economic Development

— Empowering Success —

QUESTIONS & COMMENTS?

ITEM

VIII. Discussion: Workforce 2020

Power Generation Workforce 2020

Governor's Workforce Investment Board
Green Sector Council

Kevin Geraghty

Vice President, Power Generation

Tuesday, March 13, 2012

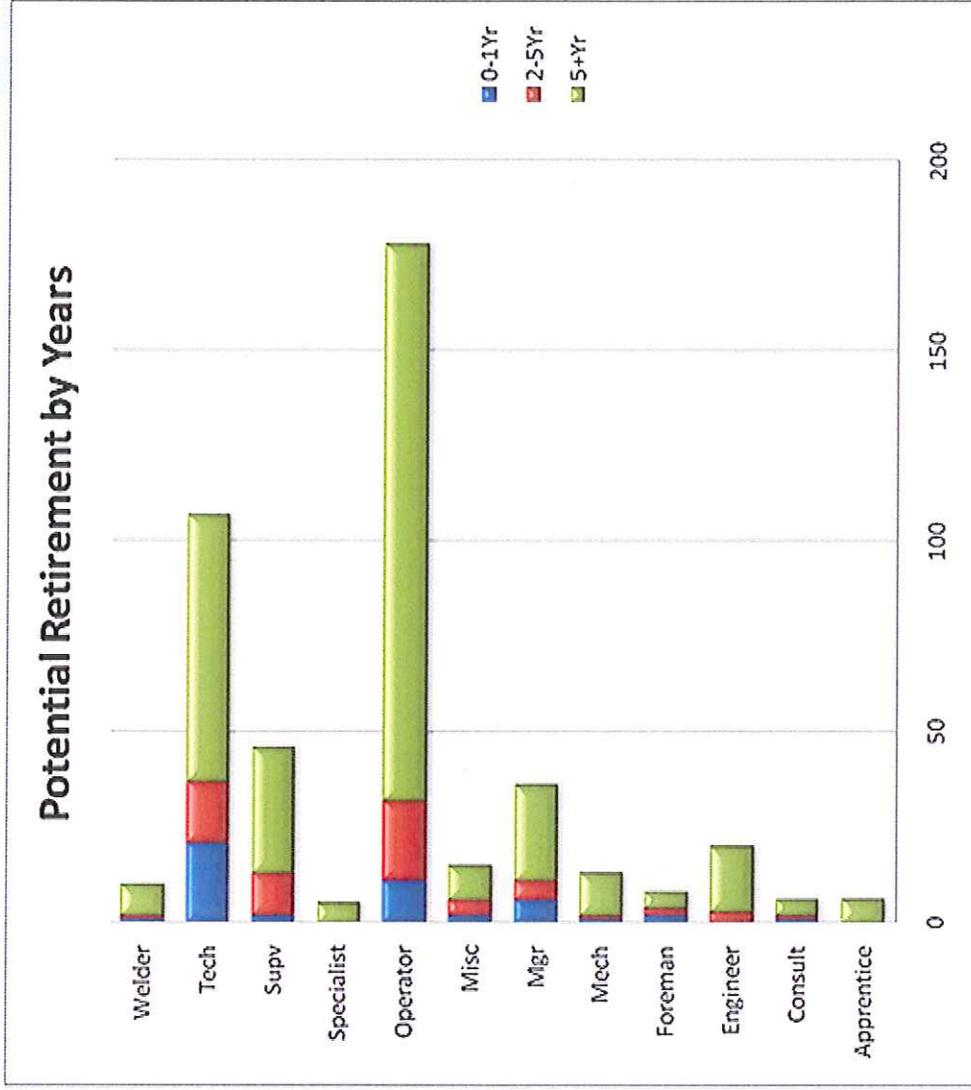


The Goal of Workforce 2020

- Create a system to continuously evaluate, define and produce the competencies and skills necessary to meet the current and future needs of NV Energy's Power Generation Team
- Utilize Hoshin methodology

Challenges

- Changes in Operating Technology
- Increased Regulation
- Renewable Generation
- Economic Pressures



Date: May 2011

Hoshin Objective: Workforce 2020

Hoshin	Strategies	Owner	Measures	Goals
<p>Create a system to continuously define and produce competencies and skills that meet business needs.</p>	<p>1.0 Define how Energy Supply will look in 2020 and 2030 (For example: Assets; Internal/External relationships) Outsiders = NVE, Customer, PUC, Senior Leaders, Legislators</p> <p>2.0 Create a process for continuously reviewing and producing current and future competencies and staffing. Includes benchmarking best practices in staffing and compensation, make or buy criteria, define core versus non-core work, and produce an initial 2020 org chart and staffing plan</p> <p>3.0 Develop Service Level Agreements (SLA) with internal/external service providers.</p>	<p>SH</p> <p>PS</p> <p>DR</p>	<ul style="list-style-type: none"> 2020/ 2030 Gen Assets defined Outsider's view of 2020/2030. Documented Business Process Initial 2020 Org. Chart/Staffing Plan Gap Analysis (current & 2020) Core & Non-Core Work Defined SLAs identified and drafted. SLA Program Review Process and Remedies when SLA levels not met. 	
<p>Measure (s)</p>	<p>4.0 Identify the process to create and review position requirements and duties that support the needs of the Generation fleet and result in flexible job descriptions for Workforce 2020.</p> <p>5.0 Develop a multi-year, phased labor strategy for the 2020 workforce and align with contract negotiation schedule(s). (Strategy should include labor philosophy and recommendations for labor management training)</p> <p>6.0 Develop a standard fleet-wide process to manage external labor.</p>	<p>JF</p> <p>AA</p> <p>RS</p>	<ul style="list-style-type: none"> % of Job Descriptions for 2020 Organization Chart. Multi-contract phased Labor Strategy developed. Documented Business Process Generation Leadership Training 	
<p>Goal</p>	<p>7.0 Develop a skills-based training plan for the Generation 2020 workforce (technology, job specific, hard skills). (Includes certification/qualification process, training organization structure) (Include BU)</p> <p>8.0 Create a <i>two-way</i> communication process to develop and implement the competencies. Create the "buzz". Gather employee input needed by strategy teams. Deliver leadership's message (BU)</p> <p>9.0 Identify emerging technologies and align technology strategy with 2030 Workforce</p>	<p>SP</p> <p>FH</p> <p>JM</p>	<ul style="list-style-type: none"> # of jobs defined by team 4 that have a training plan established. Evaluation of different means of skill-training. Communication Plan # of Face-to-Face, Focus Groups Survey Gap Analysis Benchmark 	
<p>Target values of the measure as it relates to the objective</p> <p>Example: 10%</p>				

Date: June 2011

Workforce Staffing Process – Workforce 2020

Hoshin or Strategy	Strategies	Owner	Partner Group	Goals
2.0 Create staffing process and initial 2020 organizational chart	2.1 Collect needed information from other strategy teams: Generation strategy, technology, labor strategy 2.2 Combined with 2.3	GB	Generation – Valmy Plant	8/30/2011
Measure (s)	2.3 Define future core competencies and skills needed. Analyze demographics and potential attrition. Establish definition for Core Competency with examples.	VS	Client Services	10/30/2011
% of workforce who work multiple locations MWH/person	2.4 Identify external support needed to perform non-core work	DP	Generation – Reid Gardner Plant	3/30/2012
	2.5 Develop 2020 Workforce Design (organization chart)	SP	Generation – Silverhawk Plant	12/30/2011
	2.6 Define business processes needed to facilitate future workforce	PS	Generation – Generation Eng.	10/30/2011
Goal	2.7 Determine adaptability - mobility and flexibility - needs for future workforce.	DP	Generation – Reid Gardner Plant	9/30/2011
20%	2.8 Benchmark best practices for developing future workforce strategies	Talent Management	Talent Management	7/30/2011
Top decile	2.9 Develop the process for how we will create and regularly maintain the Generation workforce organization so that it meets our business needs.	PS	Generation – Generation Eng.	9/30/2011

WORKFORCE DESIGN

- **Package includes the following elements:**
 - Executive Summary
 - A hierarchical, organization chart for Generation, each plant and Generation support-services group, including FTE counts for each position. This chart will define the workforce ten years in the future.
 - A list of future required competencies
 - A summary statement of Core vs Non-core work of Generation
 - A summary statement of labor/bargaining unit issues to implement the workforce design
 - A summary statement of employee mobility and flexibility requirements
 - A summary of required SLAs and their status (in place, under development, not started)
 - A list of identified trends upon which the workforce design is based (particularly political, economic, environmental, social, technological, and global)
 - A list of key assumptions (such as attrition, technologies, strategies)
 - A plan for preparing employees for future workforce design, including training and knowledge transfer
 - A gap analysis between the future desired workforce outcomes and the current state including MPATs, BUs, competencies, SLAs, contractors, contingent workers, and consultants
 - A list of recommended actions to close the identified gaps

NVE Workforce 2020

Questions

