



# Workforce Development in the Energy Industry



The energy industry is faced with an unprecedented problem. Large numbers of older workers are considering retirement and few companies have developed thoughtful strategies for replenishing their workforces. Who will replace these older workers as they retire? How will the recruitment strategies resonate with younger potential workers? How can the immense store of knowledge that these older workers possess be shared with others? These problems need solutions now. Demand for energy is expanding globally, and competition is fierce, not only for energy services, but just as crucially, for talent. To implement successful business plans, leading companies must develop comprehensive strategies to meet both their core business needs and their evolving workforce needs.

ICF International is an expert in workforce needs across the energy industry. With more than 30 years of experience working with leading energy companies, as well as in workforce development, ICF understands the complexities of the energy businesses, and knows what today's talent is looking for when they accept a position, as well as what will convince them to stay.

## Our Approach

ICF works with leading energy companies to identify current and projected workforce gaps, and then helps these clients to develop strategies to recruit, engage, and retain the employees they need now, and will need in the future. The talent pool today is very different from what it was even 10 years ago. At ICF, we understand what motivates today's workforce and how to develop employee skill-sets to meet strategic business goals.

As a leading advisor on workforce development issues, ICF's team of experts works with clients to: assess their workforce needs, formulate comprehensive workforce strategies, develop and execute implementation plans and change management programs, and evaluate program performance. Some specific capabilities are outlined below in our approach to talent management:

### Plan a strategy to:

- Save and transfer the knowledge of retiring workers
- Recruit and retain motivated younger employees
- Ensure career satisfaction and continued professional development for top performers
- Understand how evolving technologies impact the skill-sets employees need now, and in the future

### ICF's Talent Management Approach



Passion. Expertise. Results.

# Featured Solutions

ICF's 30 years of experience supporting both private and public sector energy clients, combined with our deep expertise in workforce development strategies, has solidified our position as a thought leader and strategic advisor to some of the energy industry's leading corporations. A few highlights of our support include:

## Major Utility Company, Management System Benchmark Assessment

A major utility company engaged ICF to conduct an industry benchmark assessment that compared their own environmental health and safety management systems with those of eleven leading utility and non-utilities partners. A unique methodology was employed during the interviews to collect data regarding organizational structures, human resources, roles and reporting relationships, performance measurement, and culture.

The assessment included interviews with more than 60 employees across five business units and corporate services departments, as well as a detailed review of internal programs and policies. Data and information gathered during the internal assessment were then compared with information collected from the benchmarked firms, as well as industry best practices, and market trends. In the end, ICF developed a "roadmap to success" that identified gaps, strengths, and opportunities for improvement, as well as strategic imperatives and tactical recommendations for program implementation.

## Louisiana Recovery Workforce Training Program

ICF is playing a key role in the Louisiana Recovery Workforce Training Program which focuses on two regions, Hurricane Katrina- and Hurricane Rita-affected. With the program's goal of recruiting, training, placing, and retaining workers to recover workforce displaced by these hurricanes, ICF was the natural partner to engage in the Oil and Gas sectors.

We are conducting the following tasks and activities:

- Outreach and Recruitment: Develop messaging and marketing materials, conduct outreach events, develop supportive services plan, and interface with social service providers

- Skills Assessment and Labor Market Analysis: Profile occupations and analyze labor market data in targeted sectors, assess skills and determine training paths of participants, and interface with employers on labor needs
- Retention and Performance Measurement: Develop and train program staff on Management Information Systems (MIS), run quarterly reports on performance indicators, write annual reports, and develop and implement participant retention plan

## Mobil Corporation, Work-Life Balance Needs Assessment

ICF supported Mobil Corporation in its efforts to recruit and retain talent by designing and performing a national needs assessment. Focus groups were held for all segments of the workforce throughout the country, and the results of this study informed the development of a comprehensive survey sent to 16,000 employees. In addition, market studies of dependent care services were conducted in Mobil's major geographic areas. The results of the assessment, with recommendations and an action plan, were presented to senior management.

### Consider This:

- A lifetime of knowledge and professional networks must not be lost as older workers retire. What is the impact of losing institutional knowledge?
- Younger workers want autonomy, and they want feedback and training and development opportunities. How will your company provide those things? How will you train managers to deal with younger workers who have a different view of the workplace?
- Technological changes are on-going, and they require constant new skills from your workforce. How will you predict what will be needed, and how will you prepare your employees?

ICF International partners with leading energy firms to strategically plan and implement their workforce goals. As the leader in understanding the latest industry and workforce trends, ICF has become the go-to advisor for tackling complex workforce issues across the energy industry.

# About ICF International

ICF International (NASDAQ: ICFI) partners with government and commercial clients to deliver consulting services and technology solutions in the energy, climate change, environment, transportation, social programs, health, defense, and emergency management markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,000 employees serve these clients worldwide. ICF's Web site is [www.icfi.com](http://www.icfi.com).

For more information, please visit [www.icfi.com/energy](http://www.icfi.com/energy) and [www.icfi.com/workforce](http://www.icfi.com/workforce) or contact:

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