



# Workforce Development Plan

## Template & Instructions

Version 1.0 Release Date April 2025

This document outlines the Workforce Development Plan requirements for Community Energy Reliability and Resilience Investment (CERRI) Program grant recipients. Use this template to structure the plan and ensure that all the required information is included throughout each section. Wherever possible, **s**pecific, **m**easurable, **a**chievable, **r**elevant, and **t**imely (SMART) milestones and timelines should be used. Plans should be no more than 10 pages in length; for recipients with subprojects in multiple geographic areas, plans should not exceed 20 pages.

Please review the Workforce Development [Best Practices](#) at the end of this document to assist with the development of the project's Workforce Development Plan.

### I. INTRODUCTION & BACKGROUND

The introduction and background section should be a concise overview of the project, its intended outcomes, and the community(ies) it aims to serve.

- Please include information on the current workforce, including employment statistics and demographics.
- If applicable, please describe how the project adheres to the Project Labor Agreement (PLA).
- This section must also describe existing workforce development challenges and barriers. Examples of challenges include the following:
  - An aging workforce nearing retirement (more people exiting the workforce than entering).
  - Difficulty attracting younger talent due to industry perceptions.
  - Lack of diversity, particularly in rural communities.
  - Ongoing technological advancements that require continuous skill updates.
  - Regulatory constraints.

### II. WORKFORCE DEVELOPMENT STRATEGIES AND ACTIVITIES

The Workforce Development Strategies and Activities section must include:

- Description of planned workforce development activities (e.g., apprenticeships, trainings, etc.). Please include the timeline of activities, number of activities, expected number of participants for each activity, and the support services provided to attendees (e.g. transportation, childcare). **Please note, support service expenses are ineligible for CERRI Program funding and must be covered by match funds.**
- Anticipated job training metrics such as expected number of trainees, type of training to be provided, target population, expected average number of hours of training per individual, etc.
- Anticipated job creation metrics such as expected number of jobs created, employees hired, union involvement, intent to hire local/disadvantaged groups, availability of health and safety plans, etc.



- Anticipated metrics should include those listed in Project Metrics (Attachment 09 of the project proposal).
- Strategy to attract, train, and retain a skilled workforce, particularly from priority communities<sup>1</sup>, for durable careers in the clean energy industry.
- Detail steps the recipient will take to overcome any challenges/barriers discussed in the introduction and background section.

### III. WORKFORCE DEVELOPMENT BEST PRACTICES<sup>2</sup>

To aid recipients in high-quality workforce development, recommendations for attracting, training, and retaining a skilled workforce are listed below. Recipients are encouraged but not required to take these recommendations into consideration while creating and implementing their Workforce Development Plan.

- Consider offering apprenticeships.
  - Apprenticeships offer paid, work-based skills development through on-the-job, employer-directed training, often supplemented with classroom instruction. Apprenticeships typically last one to six years and result in occupational credentials or certificates.
  - The [California Division of Apprenticeship Standards \(DAS\)](#) consults with employers to develop a skilled workforce with viable career pathways to increase productivity and strengthen the state's economy. DAS may assist recipients in creating an apprenticeship program.<sup>3</sup>
- Consider upskilling.
  - Upskilling is the practice of retraining existing employees in new technology and data developments in the energy field.
  - Current employees who may not have the technical knowledge needed for the project may benefit from upskilling.
  - Recipients should consider investing in training curriculums that emphasize advances in energy-related data science, such as grid analytics, modernization, technology integration, and modeling.
- Consider negotiating a Project Labor Agreement (PLA) with the community in which the project is located.
  - PLAs are pre-hire collective bargaining agreements negotiated between construction unions and construction contractors that establish the terms and conditions of employment for construction projects. PLAs are an effective tool to 1) ensure timely completion of projects at or under budget, 2) provide employers with a reliable source of highly skilled workers, and 3) improve worker health and safety on the job.

<sup>1</sup> Priority Communities consist of low-income communities, California Native-American Tribe (tribe) territories, and disadvantaged communities (DACs) as determined by the [California Climate Investment Priority Populations 2023 tool](#). The Priority Populations tool can be accessed at: <https://gis.carb.arb.ca.gov/portal/apps/experiencebuilder/experience/?id=6b4b15f8c6514733972cabdda3108348>

<sup>2</sup> Modicamore, Dominic, Julia Goswick, and Jack Morris. 2023. *Addressing workforce challenges in the energy sector*. ICF. <https://www.icf.com/insights/energy/workforce-challenges-energy-sector>.

<sup>3</sup> The Division of Apprenticeship Standards can be accessed at: <https://www.dir.ca.gov/das/>.



- Consider prioritizing the local workforce:
  - The [California Workforce Development Board](#) is comprised of 49 local boards that may assist CERRI Program grant recipients in outreach to the local workforce.<sup>4</sup>
  - Collaborating with local colleges, universities, training providers, and nonprofits can help ensure effective and respectful relationship-building in priority communities.
    - These partnerships can create educational opportunities, scholarships, job training programs, and community-focused initiatives.
  - When implementing workforce development in priority communities, ensure communication is conducted clearly and through a variety of communication channels. In alignment with the project's [Community Engagement and Impact Plan](#), focus on communication that considers the priorities and concerns of community partners and residents.
    - Foster engagement that not only highlights the project's job creation and economic benefits but also educates the community on clean energy initiatives.
  - Consider hosting educational workshops on energy-related topics and emphasizing the environmental and health benefits of the project.

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<sup>4</sup> The California Workforce Development Board may be accessed at: [https://cwddb.ca.gov/local\\_boards/](https://cwddb.ca.gov/local_boards/).