PATHWAY FORWARD
TO AN INCLUSIVE CLEAN ENERGY FUTURE

Lever Two:
RECRUITMENT PIPELINE

Clean energy industries globally are poised for exponential growth. Where will we find the skilled talent needed to support this growth? A competitive labor market and new expectations for flexibility, compensation, benefits, and mobility has eliminated conventional approaches to finding and hiring talent. Smart companies increase their attractiveness to potential job candidates with demonstrable DEI behavior and new investments in building talent pathways: partnerships with training and educational institutions, paid internships, fellowships and experiential education; support for wrap-around services and upskilling; and most importantly, modeling inclusive workplace cultures through leadership commitment and company representation.

Lever Two:
RECRUITMENT PIPELINE

Recruiting talent includes the intentional effort and process of identifying, attracting, engaging and hiring candidates from diverse backgrounds, identities, experiences and various skill sets to meet organizational and industry needs.

Elements of Recruitment Pipeline:

2.1 Pipeline Development:
Develops external organizational outreach efforts and strategic partnerships to develop diverse talent pipelines.

2.2 Hiring Process:
Ensures that the organization's hiring processes are inclusive for all candidates.

2.3 Onboarding:
Fostering belonging, psychological safety, and an understanding of organizational values within the onboarding process.

2.4 Employer Value Proposition:
Increasing the organization's integrity in living the brand, so that internal and external awareness aligns to attract talent.

Equity Commitment

We generate employment opportunities and proactively create diverse talent pipelines within the renewable energy sector with underrepresented communities through outreach, strategic partnerships, and long-term engagement.

What to Measure

- Recruitment Strategies
- Job Training and Employment Opportunities
- New Hire Representation
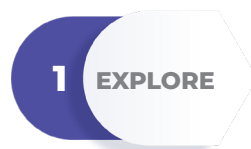- Investment in Strategic Partnerships and wrap-around support for candidates

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2.1 Pipeline Development:

The development of organizational external outreach efforts and strategic partnerships to develop diverse talent pipelines.

Equity Building Actions

- [ ] Promote renewable energy careers through mutually beneficial partnerships. Operating divisions collaborate with their HR partners to develop a long-term recruitment strategy.

- [ ] Consider programs that build access for candidates from apprenticeships, internships, returnships, or mid-career transition programs to meet the needs of candidates.

- [ ] Determine and address existing gaps and barriers for participation in the clean energy industry.

Growth Stages - Assess Your Organization

The growth stages are a tool to help you assess your organization. Read the descriptions and identify which stage sounds most like your organization. The full self-assessment tool can be found here.

1 EXPLORE
Organizations **explore** benchmarks to guide the development of strategic partnerships and outreach efforts.

2 DEVELOP
Organizations **develop** plans for outreach efforts or pipeline programs and identify potential partners within target communities.

3 IMPLEMENT
Organizations **implement** outreach or pipeline programs and track data to determine the impact of strategic partnerships.
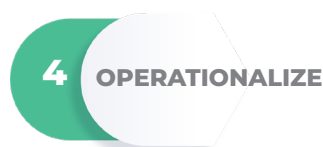
4 OPERATIONALIZE
Organizations and departmental leaders collaborate with HR and recruiting functions to **operationalize** and ensure sustainability.
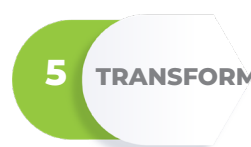
5 TRANSFORM
Organizations continuously assess outreach efforts based on both strategic partnerships and organizational needs, and apply best practices from successful programs toward developing additional pipelines.

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2.2 Hiring Process:

Ensures that the organization's hiring processes are inclusive for all candidates.

Equity Building Actions

- [ ] Monitor demographic representation in applicant data including candidate withdrawal while addressing disparities in representation across the organization.

- [ ] Provide hiring managers and recruiters with education to detect and mitigate bias within policies and practices.

- [ ] Provide a structured interview process and ensure diverse representation on interview panels that focus on the candidate's capacities, values-fit, and addition to the culture as opposed to culture fit.

Growth Stages - Assess Your Organization
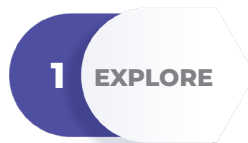
1 EXPLORE
Organizations **explore** benchmarks to understand how to incorporate inclusion and equity in the hiring process.

2 DEVELOP
Organizations review the current state of the hiring process and **develop** strategies for incorporating inclusion and equity at various stages of the hiring process.

3 IMPLEMENT
Organizations **implement** inclusive strategies and identify what metrics or data collection systems are necessary to inform future direction.

4 OPERATIONALIZE
Organizations **operationalize** inclusive practices across all hiring processes and implement systems to track hiring data to measure impact and inform decision making.

5 TRANSFORM
Organizations report hiring data to **increase accountability** and act on potential areas of growth.

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2.3 Onboarding:

Fosters belonging, psychological safety, and understanding of organizational values within the onboarding process.

Equity Building Actions

- [ ] Identify learning needs of new employees to inform the onboarding process.

- [ ] Address group norms that lead to barriers to inclusion within the onboarding process.

- [ ] Incorporate organizational DEI values or principles into the onboarding learning and development process.

Growth Stages - Assess Your Organization
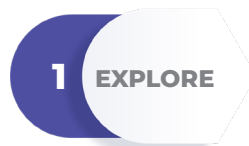
1 EXPLORE
Organizations **explore** benchmarks to understand the means to integrate inclusion, belonging, and psychological safety in employee onboarding.

2 DEVELOP
Organizations review the current state of onboarding processes and **develop** strategies that align with organizational values to center belonging and psychological safety for new hires.

3 IMPLEMENT
Organizations **implement** inclusive practices within the onboarding process and establish formal and informal data gathering opportunities to understand the experience of new hires.
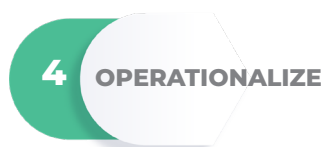
4 OPERATIONALIZE
Organizations **operationalize** inclusive practices for all onboarding processes and use gathered data to continually improve onboarding experience for new hires.
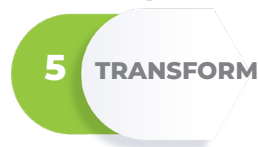
5 TRANSFORM
Organizations report onboarding data to **increase accountability** and act on potential areas of growth.

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2.4 Employer Value Proposition:

Increases the organization's brand integrity, so that internal and external awareness aligns to attract talent.

Equity Building Actions

- [ ] Collaborate with strategic partners about employment opportunities and effective methods to communicate opportunities and benefits to their community.

- [ ] Gain feedback on the best way to leverage opportunities and benefits to the strategic partner's community.

- [ ] Build employer brand awareness through relationship development, community engagement and strategic partnerships with underrepresented communities.

- [ ] Engage employee resource group members or employees with connections to strategic partners to serve as ambassadors for the organization.

Growth Stages - Assess Your Organization

1 EXPLORE — Organizations **explore** benchmarks to understand strategies for strengthening the employer value proposition.

2 DEVELOP — Organizations review the current state of employee brand awareness and **develop** strategies for strengthening awareness.

3 IMPLEMENT — Organizations **implement** strategies such as education to increase employer value proposition alignment and identify the metrics or data collection systems necessary to inform future direction.

4 OPERATIONALIZE — Employees understand expectations or competencies for brand representation, and the organization **operationalizes** by guiding employees on the means to represent the brand within their own communities and networks.

5 TRANSFORM — Employees are brand ambassadors for the organization, and the organization **continuously updates** its brand guidelines based on organizational and community feedback.

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Pathway Forward
to Clean Energy for All

A DEI Framework for the Clean Energy Industry