

# West Virginia Workforce Development Needs Assessment Contractor & Coordinator Survey Results



**BUILDING  
PERFORMANCE**  
ASSOCIATION

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# INTRODUCTION

The Inflation Reduction Act (IRA) provides \$8.6 billion in rebates for energy efficiency upgrades and the Infrastructure Investment and Jobs Act (IIJA) includes \$3.5 billion for Weatherization Assistance Program (WAP). Together, it is anticipated that contractors and coordinators will be growing and developing their workforces through these Acts.

There are already contractors and agencies in West Virginia participating in home performance; however, many do not understand the value of a whole-house approach and its benefits to the customers, nor how to add services, expand operations, and collaborate with other businesses to offer comprehensive services and build capacity. We must first address the hurdles within each existing organization, then provide the tools, training, and mentorships needed to create a pathway between them to help achieve the state goals in reducing consumption and creating jobs.

The Building Performance Association (BPA) distributed surveys guided by our DOE-funded [national needs assessment](#) to determine a company's needs in hiring, recruiting, and career path development to identify the training and technical support needs of the organization and to understand various strategies used to affect workforce development (WFD) and recruitment marketing.

This needs assessment is the first step in a longer-term commitment to market transformation. The Association has already begun to implement our [Training and Careers Hub](#), with funding assistance from the DOE. This hub is designed to be a comprehensive resource for the home performance industry, providing the resources that private contractors, weatherization agencies, job applicants, and training organizations can use to fill new positions with qualified applicants and grow employees' careers over a period of years. The hub has three main components:

- Professional Development Center: This serves as the entry point for career seekers and career development organizations.
- Training Exchange: This component connects curated, high quality industry training (online and in person) to both those entering the industry and those already in the industry.



- Business Academy: This provides contracting businesses and weatherization agencies with tools and templates that will allow them to recruit, hire, and retain a skilled workforce.

BPA, along with its partner E4theFuture, have spent years identifying the needs of West Virginia as well as the market opportunities available therein. We can use existing due diligence and feasibility studies to our benefit when crafting solutions or looking for existing local advocates. The previous work is linked [here](#) and outreach material examples are shown below.



# Support Your Local Energy Efficiency Industry

**West Virginia's energy efficiency industry creates good jobs, lower bills, and strengthens the economy.**

As of June 2021, 6,315 people work in West Virginia's energy-efficiency sector.

Energy efficiency jobs are in every West Virginia county. Woven through communities via manufacturing, construction, professional services, and more, EE jobs are the backbone of the energy sector.

Support for energy efficiency will save West Virginian's money and help restore local economies.

Energy efficiency is key to recovery and future growth.

Please support policies and programs that will enable West Virginia's energy efficiency sector to create jobs and provide benefits for communities.



June 2021:  
6,315 Jobs

Faces of  
**EE**  
JOBS

**[I am a] state energy efficiency program administrator.**




John Cain,  
Community Resources, Inc.,  
Waverly, WV

Energy efficiency:  
America's  
Job-creation  
powerhouse




**I am the east coast sales manager.**



Richard Browning,  
Thermostat USA,  
Inwood, WV

Energy efficiency:  
America's  
Job-creation  
powerhouse



Greg Paxton,  
Mr. Handyman of  
Kanawha Valley,  
Charleston, WV



*Note: Some individuals pictured may have changed jobs since they joined the Faces of EE. These materials represent the variety of jobs in the energy efficiency industry and the potential for recovery and growth in this vital sector.*

*Faces of EE is an educational initiative led by E4TheFuture, a nonprofit organization dedicated to bringing clean energy home for all Americans.*

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*Sources: US Energy & Employment Jobs Report; BW Research Partnership*



@FacesOfEE  
Visit [E4TheFuture.org](http://E4TheFuture.org)



The results presented in this needs assessment will help the WV Office of Energy, WV Community Advancement and Development, Appalachian Power ([TakeChargeWV](#) program), and BPA in providing guidance on programs administered through the IJA and the IRA.

From this assessment, we have identified several goals we hope to achieve. They are:

- Creating better partnerships with community resources to increase weatherization activities.
- Understanding the needs of the workforce, including opportunities for career development.
- Using the WAP agency network as incubator for market related behaviors that increase entrepreneurship and market-based contractor activities.
- Building capacity at the WAP level to increase the number of homes being weatherized through innovation and education.



## SURVEY HIGHLIGHTS

		All Contractors	All Coordinators
	Number surveyed	14	9
<b>STAFFING NEEDS</b>	Number of new jobs available	31	Up to 5
	Short/Long term positions	Production team: 42% of open positions; short term: 5, long term: 8.	Retrofit Installer Technicians (RITs) and Crew Leaders (CLs) leave sooner than Energy Auditors (EAs) and Quality Control Inspectors (QCIs)
<b>HIRING</b>	Recommendations on increasing capacity	<p>Consider using a designated Human Resource Officer and/or a designated Recruiter that is well versed in social media and electronic job boards.</p> <p>Create a pipeline of interested workers through deployment of pre-apprenticeship training that includes <a href="#">BPI Building Science Principles</a>.</p>	<p>Consider hiring or contracting additional staffing needs if the agency anticipates an increase in more than 20 additional production units. In order of priority:</p> <p>EAs &amp; QCIs: Longest tenure but search takes longer (4-6 mos. or longer)</p> <p>RITs &amp; CLs: Shorter tenure, search does not take as long (1-3 mos.)</p> <p>Create a career path from technician to</p>



			auditor.
<b>TRAINING</b>	Certifications and Internships	Both could benefit by encouraging <a href="#">BPI certifications</a> , internships, and apprenticeships.	
<b>RECRUITMENT MARKETING</b>	Potential sources of short-term personnel	AmeriCorps VISTA and <a href="#">Habitat for Humanity</a> Workforce WV program lists	
	Percent open to apprenticeship & workforce development programs as a means to attract new employees	57%	
<b>OTHER</b>	Percent willing to participate in rebate programs	75%	





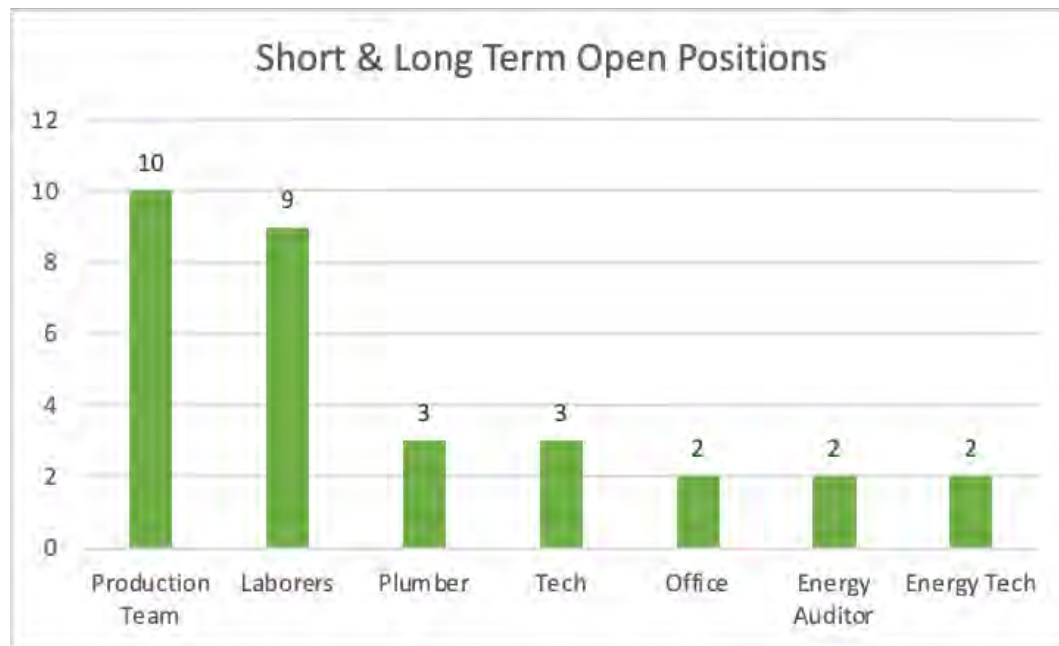
# WV WAP CONTRACTORS SURVEY

## West Virginia CONTRACTORS Survey Findings

### STAFFING NEEDS

Respondents reported that they currently need to fill an average of 3 positions.

- "Production Team" tops the list for both short- and long-term open positions followed by "Laborers."



**RECOMMENDATION:** AmeriCorps VISTA, Goodwill, and [Habitat for Humanity](#) could be a potential pipeline of workers.

### HIRING NEEDS

**Need for experienced human resources personnel experienced in social media and online job boards:**

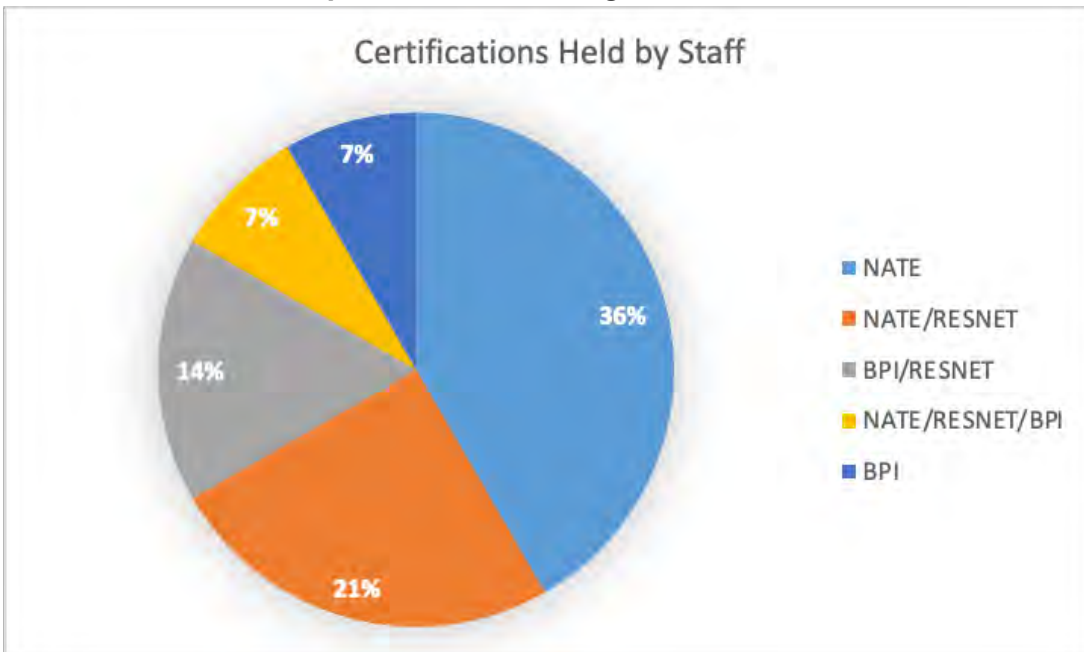
- 64% of respondents do not have a designated Human Resource Officer and 86% do not have a designated Recruiter.
- Social media (Facebook) is most popular form of media utilized as part of the recruiting process.
- Social Media, Digital Ads, Electronic Job Boards and Staffing Agencies were most popular marketing tools.



**RECOMMENDATION:** Consider using a designated Human Resource Officer and/or a designated Recruiter that is well-versed in social media and electronic job boards such as [Building Performance Association's Career Website](#). Create statewide job classification training videos and associated content for open-source use. Engage [Workforce WV](#) for community led programs engaged in placing workers into careers.

## TRAINING

- NATE and/or RESNET certifications were mentioned in 79% of responses. BPI certifications were mentioned in 28% of responses.
- Almost 60% of respondents indicated that they are not sure their work will or will not impact the energy consumption of a building.
- Almost 70% of respondents offer training to new hires (hands-on, certification).



## RECOMMENDATION:

- Consider [BPI certifications](#) for new and existing personnel.
- There shouldn't be any ambiguity on whether or not work will impact the energy consumption of a building. Consider [BPI Building Science Principles certification](#) for all TakeChargeWV contractors.
- Our [DOL Energy Specialist Apprenticeship program](#) will provide funding to contractors looking to hire and train "hands on" while enabling individual career advancement.
- Further support utility company participation in contractor organization.



## RECRUITMENT MARKETING

### Apprenticeships/Internships:

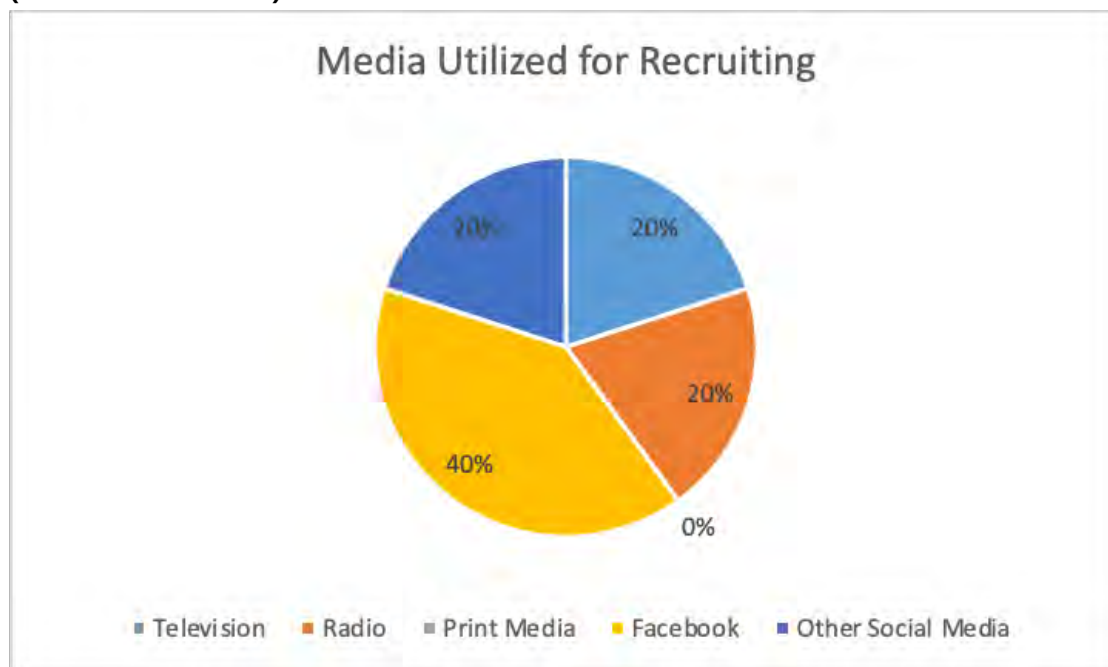
While there is a general lack of interest offering apprenticeships and/or internships respondents are open to offering them to improve their recruitment marketing:

- 57% are willing to participate in apprenticeship and workforce development programs as a means to attract new employees.
- Need for increased recruiting participation at career fairs, community colleges and local high schools.

### RECOMMENDATION:

- **Customize training and apprenticeship programs designed to meet the needs of employers while partnering with local trainers and community colleges.**
- **Encourage participation in the [WV Governor's Guaranteed Work Force](#) program.**
- **Connect with [West Virginia Forward](#) resources whose mission is to connect jobs to people and people to jobs that will help grow and diversify the talent pipeline, fill job openings, unlock unrealized growth and increase the state's GDP.**
- **Facilitate the job tasks to include no less than 1 day per week designed towards personal/professional development in conjunction with community resources.**

**Social media (Facebook) is most popular form of media utilized as part of the recruiting process. (Print media was 0%.)**



**RECOMMENDATION:**

- Use social media to target prospective employees and prompting them to consider a career in the building performance sector.
- Increase participation at local events like fairs, festivals, home shows, and more.
- Provide a statewide scale advertising and promotion campaign around jobs in energy efficiency.

Little interest in use of video tools or employee testimonials in marketing campaigns.

**RECOMMENDATION:**

- Create statewide bank of job classification, descriptions, postings, and recruitment videos for open-source use by employers.
- Create tangible partnerships between institutions that will create a solid pipeline of workers.

**OTHER WORKFORCE DEVELOPMENT**

21% of contractor respondents Currently offer energy efficiency or healthy home assessments or energy audits.

**RECOMMENDATION:**

- Increase mentorship participation by those currently certified and performing work, and encourage continuous improvement through training and networking.
- Build awareness of value around making homes more healthy, safe, comfortable, and efficient. Increase participation between various community-based stakeholders, existing utility program activity, and community action programs.

75% of respondents would be willing to participate in a program that includes conducting energy assessments and provides rebates to customers.

**RECOMMENDATION:**

- Consider offering energy efficiency or healthy home assessments or energy audits. 75% of respondents would be willing to participate in a program that includes conducting energy assessments and provides rebates to customers.
- Provide a robust education and awareness platform with multiple partners for the purpose of increasing awareness around career opportunities in residential energy efficiency industries.



- **Connect current business operations with additional resources and opportunities to streamline or enhance consumer benefit.**
- **Facilitate a turn-key business model with subsidy that enables the empowerment of local contractor leaders looking to expand into whole-house activities resulting in decreased energy usage for occupants.**

**2 respondents previously provided services for the following underserved or under-represented communities:**

- Black, Indigenous, and people of color (BIPOC)
- Immigrant/refugee
- Fossil fuel transitional communities
- Hispanic, Latino, LatinX
- Tribal Nations

**RECOMMENDATION:** Action in this area is encouraged by the [Talent Pipeline Challenge](#) to help develop a diverse set of workers. Organizations like [Partnership of African America Communities](#) may provide solutions. [GrantWatch](#) lists over 300 grants available for [BIPOC/energy-related projects](#).

Some respondents stated their contract permits the hiring of individuals coming out of rehabilitation or incarceration.

**RECOMMENDATION:**

- Programs like [Transforming Lives Through Supported Employment \(SE\) Program](#) seek to increase evidence-based, supported employment programs for individuals with co-occurring mental and substance use disorders.
- The Justice community is an important piece with people historically hampered by the system. There are [many re-entry programs and resources for former inmates](#).

#### **ADDITIONAL NOTES**

##### [U.S. Census Bureau Dashboard for West Virginia](#)

- [Income and Poverty](#)
- [Education](#)
- [Employment](#)
- [Housing](#)
- [Families and Living Arrangements](#)

##### [FEMA National Risk Index Map](#)

The National Risk Index is a dataset and online tool to help illustrate the United States communities



most at risk for [18 natural hazards](#) which can affect any of the following:

- Agricultural value
- Building value
- Population loss

[Climate and Economic Justice Screening Tool](#)

Use this map to see West Virginia communities that are identified as disadvantaged.

According to the National League of Cities' [Hard-to-Fill Infrastructure Jobs](#) report, hiring for infrastructure jobs is a significant challenge – [the median infrastructure job takes 20% more time to fill than a non-infrastructure job](#). The good news is local leaders have an opportunity to make a difference in a short amount of time: [60% of infrastructure jobs require only 6 months of training or less](#).



# WV WAP COORDINATOR SURVEY

## West Virginia COORDINATORS Survey Findings

### STAFFING NEEDS

**Weatherization production field staff are made up of 100% in-house crews.**

- 78% of both energy audits and quality control inspections are completed by in-house staff.
- 56% have the ability to utilize subcontracts to fulfill WAP production goals

**Two measures may not be typical for in-house installation:**

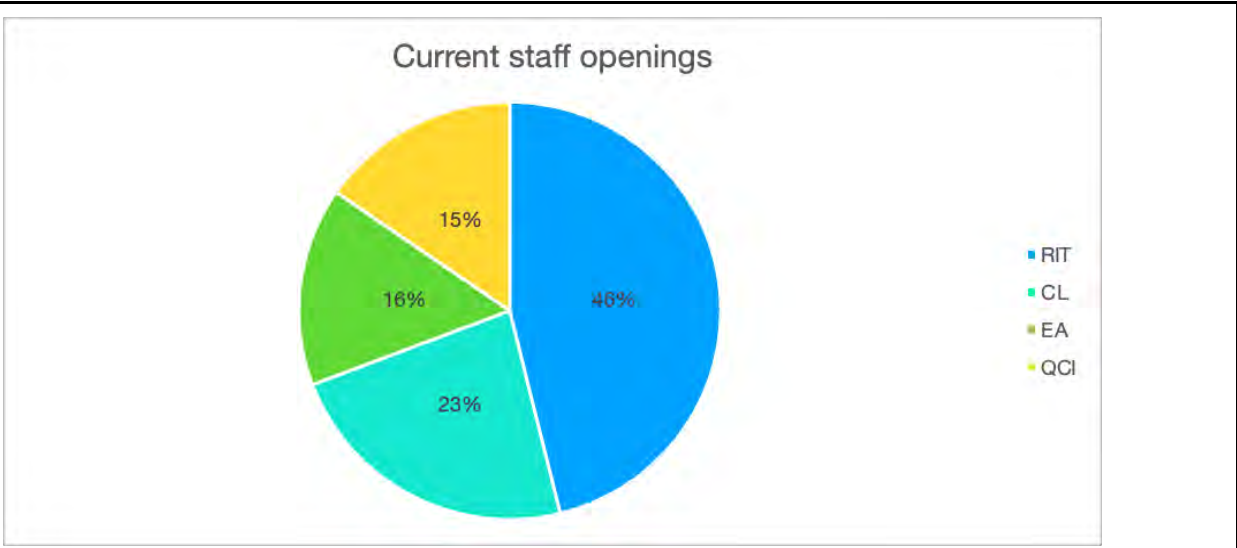
- Cooling repair/replacement
- Exterior wall insulation

**RECOMMENDATION:** There is opportunity to subcontract out for third parties in a more robust way. Utilize subcontracts in a more robust way and track the types of businesses to which WAP work is subcontracted. Consider partnering with [Appalachian Power](#), [Take Charge WV Quality Control Network](#).

**Most Grantees do not require non-HEP certifications for WAP field staff**

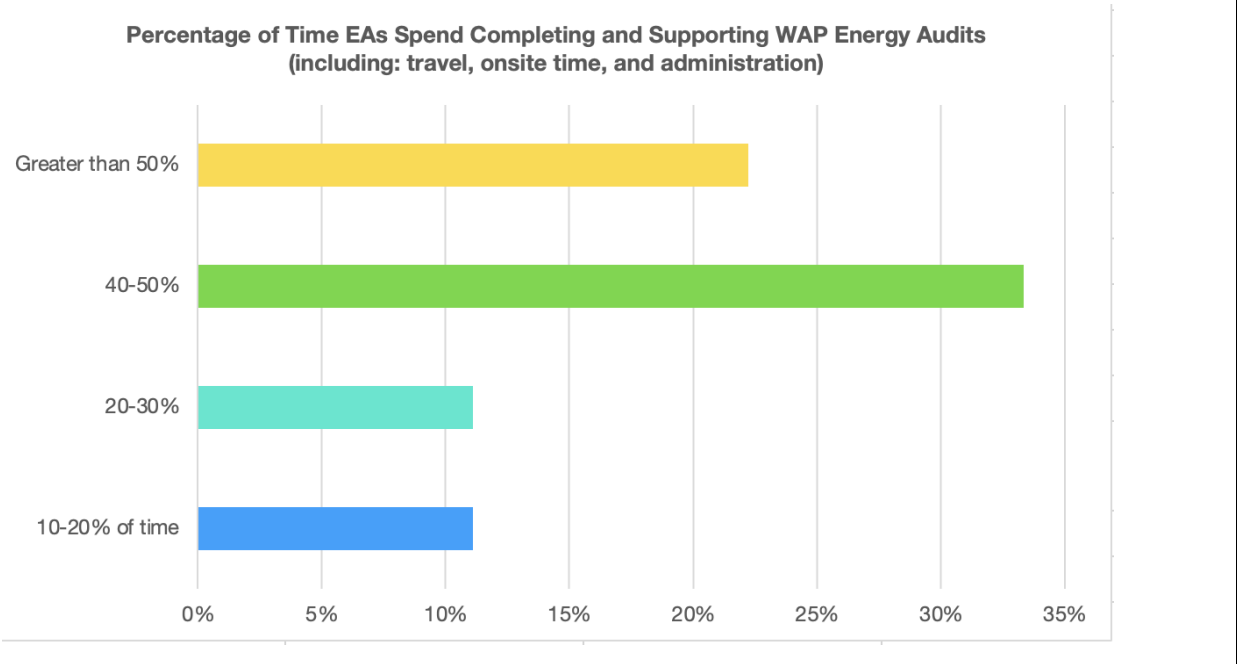
**RECOMMENDATION:** Highlight partnerships with subcontractors to fill expectations or gaps. An introduction of [Building Science Principles](#) may be beneficial to build a pipeline of workers if non-HEP certifications are generally not required.





**RECOMMENDATION: Encourage non-HEP training opportunities for personal and professional growth to include soft-skills and career advancement opportunities. Engage local Community and Technical College System for increased worker collaboration.**

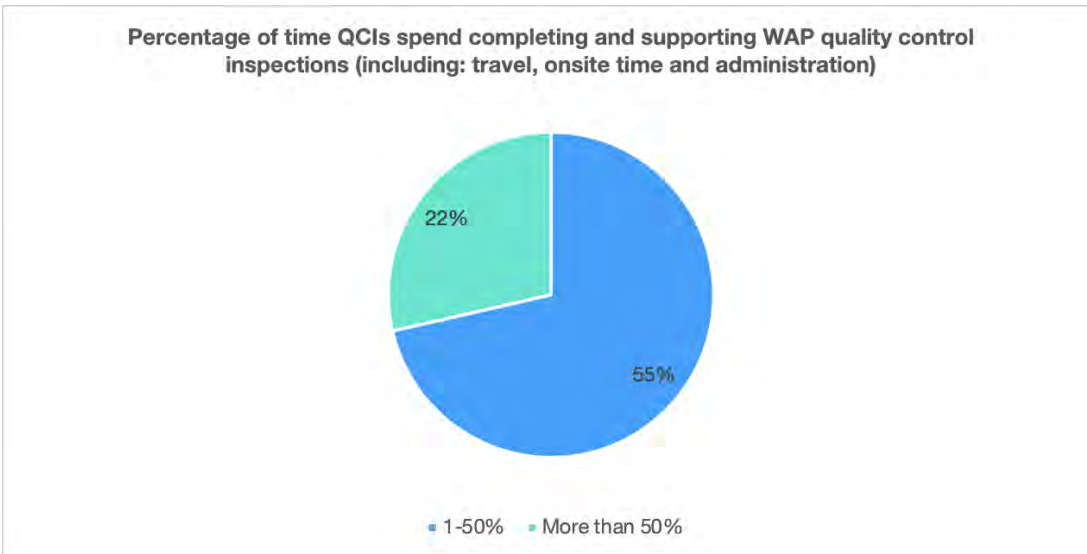
**A majority of EA's spend 40-50% or more of their time completing and supporting WAP energy audits (include: travel, onsite time, and administration).**





**RECOMMENDATION:** Increase collaboration and project optimization through the use of dedicated software and other project management tools. Systems such as Hancock Software can improve operations and increase opportunity for additional workflow support.

Almost 60% of QCIs spend less than 50% of their time completing and supporting WAP quality control inspections (include: travel, onsite time and administration).



**RECOMMENDATION:** The QCI role and responsibilities may be more broadly defined at organizations rather than just limited to QCI activities. While it is good to have flexibility in roles and responsibilities, it should not deter from primary goals. Increased local monitoring may reduce statewide monitor activities.

Compared to using DOE-approved energy modeling software, almost 45% of respondent stated “a lot of time saved” by using a priority list for a typical WAP production unit.

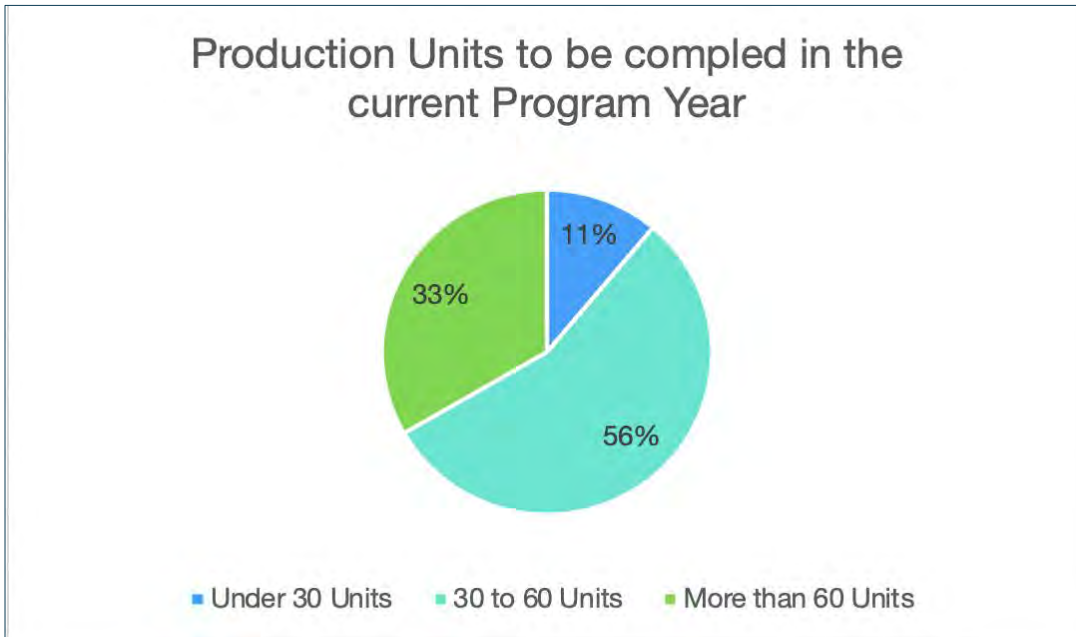
**RECOMMENDATION:** This may be an indication that the approved energy modeling software solutions are too expensive or too robust in scope for small business operations. Significant changes have occurred in technology that may enable improved coordination.

#### HIRING NEEDS

The majority of respondents are small businesses with 20 or less employees.



- Respondents stated they are responsible for completing 30 or more WAP Production Units in the current Program Year.
- An additional of less than 20 WAP production units would prompt 56% of respondents to hire or contract additional field staff.
- 56% or respondents report shortages in HVAC staff is causing production delays.



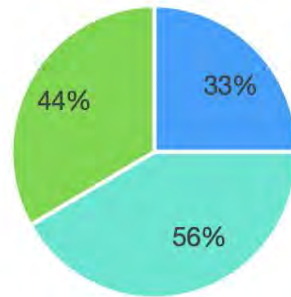
**RECOMMENDATION:**

- **Since most respondents are small businesses responsible for 30-60 units at current budget; An increase 20 additional units would represent a 33%-67% increase in workload and cause almost 60% to add additional staff.**
- **The [2022 U.S. Energy and Employment Report for West Virginia](#) reports 6,509 Energy Efficiency jobs. According to the [National Renewable Energy Laboratory \(NREL\) Energy study](#), West Virginia will require the energy efficiency workforce to grow 156% by 2025 and 354% by 2030 *from just a utility perspective*.**
- **Partner with local WV Community and Technical college system to bolster training programs that meet the hiring demands of the marketplace. Connecting the school and the contractor (even if state agency) can guarantee job placements providing security for training institutions on a cohort basis.**

**56% of respondents report that the percentage of WAP-eligible homes receiving an energy audit that are deferred is greater than 20% but less than 50%. 44% of respondents report that more than 50% is deferred.**

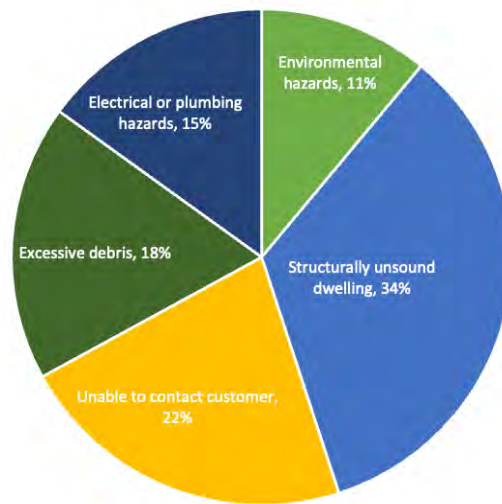


### Percentage of WAP-eligible homes receiving an energy audit that are deferred



- At least 20% Deferred
- Greater than 20%; Less than 50% Deferred
- 50% or greater Deferred

### Reasons for Deferrals



**RECOMMENDATION: Opportunities exist for massive market housing transformation using local contractors to remediate reasons for deferral.**



- **Deferrals = Reasons why they can't perform weatherization services on a home. With proper funding and program design they can work to reduce backlog of deferrals and have instant access to resources that keep the percentage down.**
  - **Excessive debris and clutter could be outsourced to [Hoarding | Morgantown, WV](#).**
  - **Unable to Contact customer could contract with Energy Efficient West Virginia (EEWV) to help assist customers through the deferral remediation process.**
  - **Direct connection to a program like [Single Family Housing Repair Loans & Grants in West Virginia | Rural Development](#) could connect the lines between WAP and the deferred customers.**

## TRAINING

**67% of respondents indicated out of state accreditation training centers provide the majority of weatherization-related workforce training. 22% offer in-house training.**

**Top 3 perceived barriers to earning or maintaining EA or QCI certification among staff at your organization:**

- Prerequisite requirements (tie)
- Time requirements (tie)
- Lost production time (tie)

## RECOMMENDATION:

- **Consider the benefit of Online Training mixed with OJT at the employer.**
- **[BPI certifications](#) for new and existing personnel. Offering in-house training is an opportunity to use existing T&A Funds to guarantee in-state trainings while adding a stacked funding path.**
- **A structured apprenticeship program could solve the issue of time requirements and lost production time.**

## RECRUITMENT MARKETING

**Very few RIT, CL, EA and QCIs are expected to retire in the next 3-5 years**

- RIT & CL staff stay employed at their organization for 3-9 years.
- EA & QCI staff stay employed at their organization for 10-15 years. **(Indicator of job demand/security.)**

**Top 3 most common responses given why staff leave an organization**

1. Compensation (tie)
2. Lack of career growth (tie)



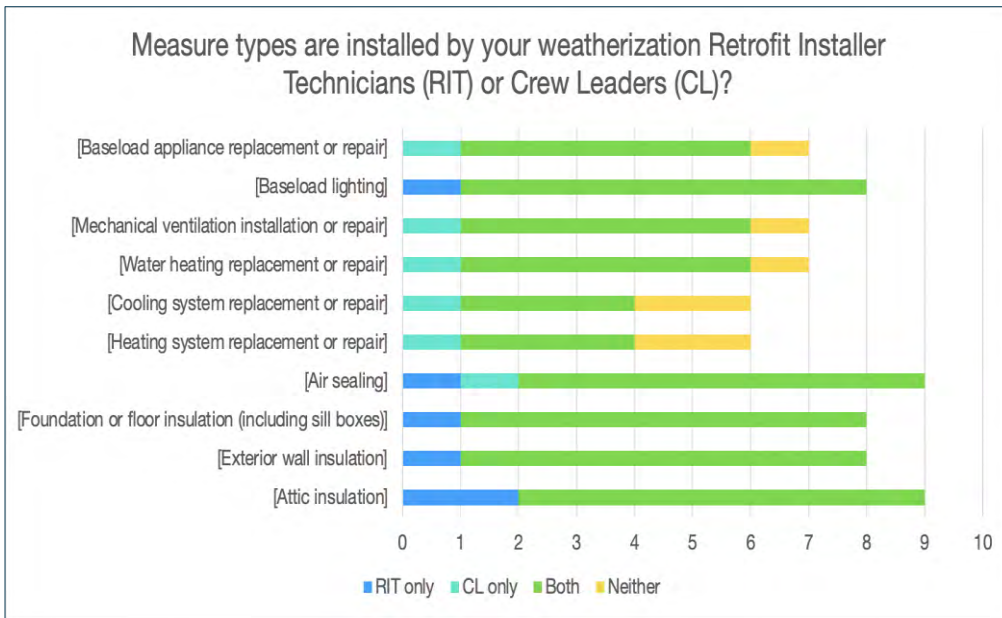
3. Working conditions

**RECOMMENDATION:**

- **Wages need to increase to be commensurate with the market.**
- **Consider the benefit of online training mixed with on-the-job training to address career growth concerns.**

**OTHER WORKFORCE DEVELOPMENT**

**See chart below. Most of the work is being by both the installer and team leader.**



**RECOMMENDATION: Increased worksite mentorship and structure may better delineate roles and responsibilities that align with tradition job classifications. Maintaining a specific Job Task Analysis management system coupled with a bonafide apprenticeship program may move the measure responsibility more appropriately.**



# APPENDIX

## A. CONTRACTOR SURVEY QUESTIONS & RESPONSES

### 1. Current number of employees:

- Average = 10 employees
- High = 50 employees
- Low = 1 employee
- 4 respondents entered 0 or did not provide an answer.

### 2. Does your company have a designated Human Resources Officer and/or Recruiter?

- Yes: 36%
- No: 64%

### 3. Does your company have a designated Recruiter?

- Yes: 14%
- No: 86%

### 4. Does your company currently offer energy efficiency or healthy home assessments or energy audits?

- Yes: 21%
- No: 79%

### 5. Are you willing to participate in apprenticeship and workforce development programs as a means to attract new employees?

- Yes: 7%
- No: 7%
- Maybe: 57%
- No Response: 29%

### 6. Does your company perform work commonly associated with the long-term energy consumption of a home or building?

- Yes: 7%
- No: 7%
- Maybe: 57%
- No Response: 29%

### 7. Does your company currently offer energy efficiency or healthy home assessments or energy audits?



- Yes: 79%
- No: 21%



**8. Do you, or anyone in your company, hold a certification or credential with the following institutions:**

- NATE: 5 responses
- BPI: 1 response
- RESNET/NATE: 3 responses
- BPI/RESNET: 2 responses
- RESNET/NATE/BPI: 1 response
- No response: 2 responses

**9. Does your company offer services that they subcontract or partner with other contractors to provide?**

- Yes: 57%
- No: 14%
- Maybe: 0%
- No Response: 29%

**10. How often do you participate in the TakeCharge Home Performance program to provide rebates for your customers?**

- Weekly: 29%
- Monthly: 7%
- Quarterly: 14%
- No participation: 29%
- No Response: 21%

**11. Would your company be willing to participate in a program that includes conducting energy assessments and provides rebates to customers?**

- Yes: 75%
- No: 25%

**12. How many positions does your company currently need to fill?**

- Average: 3
- High: 10
- Low: 0

**13. Please list the short-term positions needed and number of positions currently open.**

- Production Team (5)
- Tech (1)

**14. Please list the long-term positions needed and number of positions currently open.**

- Plumber (3)
- Tech (2)





- Office/Administrative (2)
- Production Team (8)
- Energy Auditor (2)
- Energy Tech (2)
- Laborers (6)

**15. What benefits do you currently offer your employees?**

- Health (17% of respondents)
- Dental (17% of respondents)
- 401k (32% of respondents)
- Paid Time Off (17% of respondents)
- Other (17% of respondents)

**16. Do you currently utilize apprenticeships as a part of your recruitment process**

- Yes: 0
- No: 4
- No response: 10

**17. Are you interested in a Building Performance Association (BPA) sponsored apprenticeship program?**

- Yes: 1
- No: 3
- No response: 10

**18. Do you currently utilize internships as a part of your recruitment process?**

- Yes: 2
- No: 3
- No response: 10

**19. Would you consider offering an opportunity for career seekers to work with your company for a day or two as part of the interview process?**

- Yes: 1
- No: 1
- Maybe: 3
- No response: 9

**20. Do you provide training for entry level new hires?**

- Yes: 4
- No: 2
- No response: 8



**21. If you answered yes to the last question: Please explain in detail what type of training you provide new hires.**

- Training room in our warehouse used to train new employees
- Certification
- Hands on training

**22. Do you send employees out for training to prepare them for jobs within your company?**

- Yes: 4
- No: 2
- No response: 8

**23. Do you have specific language level or learning requirements?**

- Yes: 0
- No: 3
- No response: 11

**24. Does your company contract permit the hiring of individuals coming out of incarceration?**

- Yes: 2
- No: 1
- Maybe: 1
- No response: 10

**25. Does your company contract permit the hiring of individuals coming out of rehabilitation?**

- Yes: 2
- No: 1
- Maybe: 1
- No response: 10

**26. Does your company policy allow you to hire individuals with work permits?**

- Yes: 2
- No: 2
- No response: 10

**27. Can your company accommodate workers with H1-B and O-1 work visas?**

- Yes: 1
- No: 2
- Maybe: 1
- No response: 10



**28. Is there a Diversity, Equity, and Inclusion (DEI) plan established within your company?**

- Yes: 2
- No: 2
- No response: 10

**29. What previously underserved or underrepresented communities does your company provide services for?**

- Black Indigenous, and people of color (BIPOC): 1 response
- Immigrant/Refugee: 1 response
- Fossil fuel transitional communities: 1 response
- Hispanic, Latino, LatinX: 2 responses
- Tribal Nations: 1 response



**30. Popular job services utilized by respondents:**

- Indeed: 3 responses
- LinkedIn: 3 responses
- Zip Recruiter: 1 response
- Career Plug: 1 response
- Staffing agencies: 1 response

**31. On average, how many applicants does your company receive per week for each open position?**

- <5: 4 respondents
- No response: 10

**32. Do you utilize employment/staffing agencies?**

- Yes: 2
- No: 2
- No response: 10

**33. Do you participate in Career Fairs when recruiting?**

- Yes: 1
- No: 3
- No response: 10

**34. Do you work with Community Colleges when recruiting?**

- Yes: 1
- No: 3
- No response: 10

**35. Do you work with your local high schools or technical schools when recruiting?**

- Yes: 2
- No: 2
- No response: 10

**36. Does your company offer an employee referral program?**

- Yes: 0
- No: 4
- No response: 10

**37. Which of the following media does your company currently utilize for recruiting?**  
**[Television]**

- Yes: 1
- No: 3



- No response: 10



**38. Which of the following media does your company currently utilize for recruiting?**

**[Radio]**

- Yes: 1
- No: 3
- No response: 10

**39. Which of the following media does your company currently utilize for recruiting?**

**[Print Media]**

- Yes: 0
- No: 4
- No response: 10

**40. Which of the following media does your company currently utilize for recruiting?**

**[Facebook]**

- Yes: 2
- No: 4
- No response: 10

**41. How important is it to communicate the following in your marketing materials?**

**[Mission / Vision / Values]**

- Important = 3
- Not Important = 1
- No response = 10

**42. How important is it to communicate the following in your marketing materials?**

**[Company Culture]**

- Important = 1
- Not Important = 3
- No response = 10

**43. Do you utilize any of the following VIDEO tools in your recruiting marketing?**

**[Company Culture]**

- Yes: 1
- No: 3
- No response: 10

**44. Do you utilize any of the following VIDEO tools in your recruiting marketing? [Job Specific Details]**

- Yes: 1
- No: 3
- No response: 10



**45. Do you utilize any of the following VIDEO tools in your recruiting marketing? [Virtual Tour]**

- Yes: 0
- No: 4
- No response: 10

**46. Do you utilize any of the following VIDEO tools in your recruiting marketing? [Short Company Ad]**

- Yes: 0
- No: 4
- No response: 10

**47. Do you use employee testimonials in your recruiting marketing?**

- Yes: 0
- No: 4
- No response: 10

**48. Rank the following marketing messages from most to least important.**

- Benefits: Average rank: 2.5
- Salary: Average rank: 3
- Company Culture: Average rank: 3.25

**49. Please rank the following RECRUITING marketing tools from most to least important.**

- Electronic job boards: Average rank: 5.75
- Television ads: Average rank: 5.25
- Radio Ads: Average rank: 4.75
- Print Media: Average rank: 4.25
- Social Media: Average rank: 1.75
- Digital Ads: Average rank: 3.25

**50. Have you ever utilized a consultant to develop your recruiting marketing?**

- Yes: 0
- No: 4
- No response: 10

**51. Do you have a recruiting marketing budget?**

- Yes: 0
- No: 4
- No response: 10



**52. Does your internal marketing department wish to keep product/service marketing separate from recruitment marketing?**

- Yes: 0
- No: 4
- No response: 10





## B. COORDINATOR SURVEY QUESTIONS & RESPONSES

### 1. Which assessment do you need to complete (select your role)?

- Grantee: 0
- Training Organization: 0
- Subgrantee: 9
- Subcontractor: 0

### 2. Which of the following best describes the makeup of your weatherization production field staff?

- 100% in-house crews: 9
- Other makeup: 0

### 3. Does your organization have the ability to utilize subcontracts to fulfill WAP production goals?

- Yes: 56%
- No: 22%
- Unsure: 22%

### 4. Which of the following types of businesses does your organization currently subcontract WAP work to?

- Do not subcontract: 56%
- Do not track this information: 44%

### 5. What percentage of energy audits and quality control inspections are completed by staff in your organization (in-house)?

- Handle 100% QC inspections in house: 22%
- Handle both audits and QC inhouse: 78%

### 6. Does your Grantee require similar non-HEP certifications for WAP field staff?

- No required: 67%
- Required: 33% (BPI Auditor, QCI and Lead Renovator)

### 7. How many staff at your organization hold an active QCI certification and do NOT conduct onsite quality control activities?

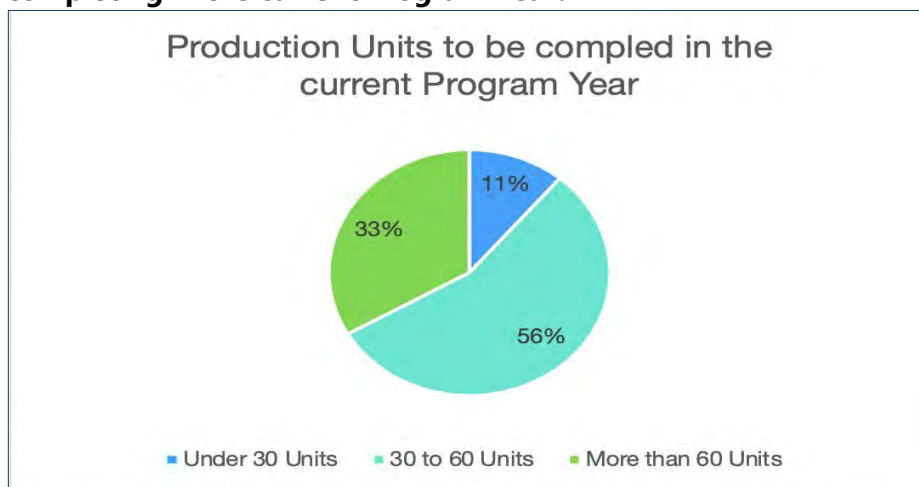
- 4 out of 9 respondents have active QCI certifications but do not conduct onsite QC.



**8. Which entity provides the majority of weatherization-related workforce training for your staff?**

- Out of state accreditation training center: 6
- In-house training: 2
- Education institution: 1

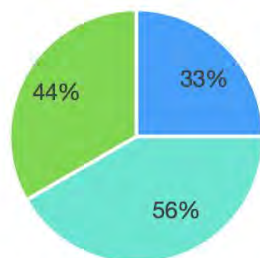
**9. How many annual WAP production units is your organization responsible for completing in the current Program Year?**



**10. What percentage of WAP-eligible homes receiving an energy audit are deferred?**



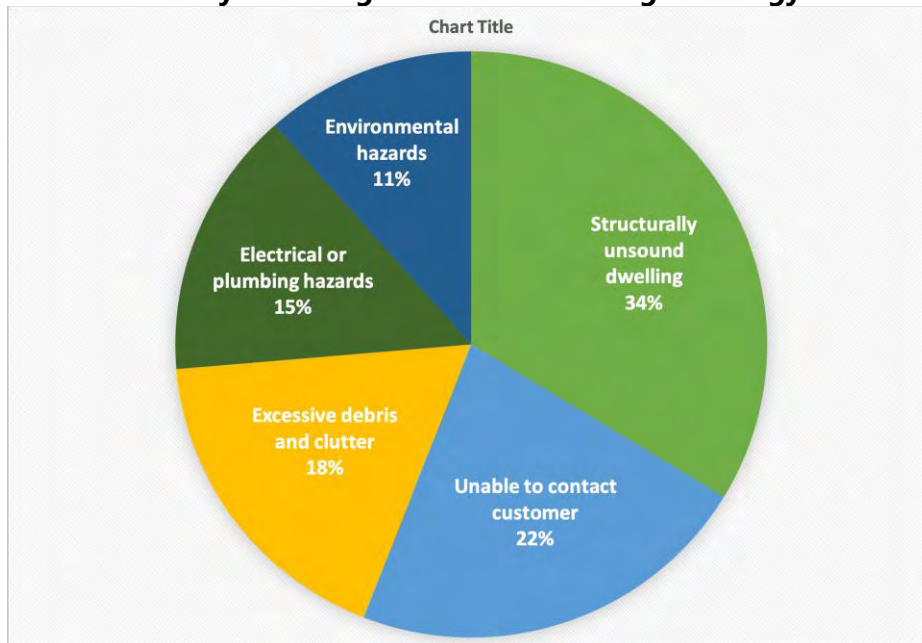
### Percentage of WAP-eligible homes receiving an energy audit that are deferred



- At least 20% Deferred
- Greater than 20%; Less than 50% Deferred
- 50% or greater Deferred



### 11. Reasons why WAP-eligible homes receiving an energy audit are deferred.



### 12. Which of the following trades are you currently experiencing production delays due to staffing shortages?

- 4 respondents report no production delays due to staffing shortages.
- 5 respondents report shortages in HVAC staff.

### 13. Number of additional WAP production units that would prompt your organization to hire or contract additional field staff:

- Less than 20 additional production units: 5
- 20-40 additional production units: 2
- Greater than 40 additional production units: 1
- Increase in funding: 1

### 14. Percentage of time do your organization's EAs spend completing and supporting WAP energy audits (include: travel, onsite time, and administration).

- 10-20% of time: 1
- 20-30% of time: 1
- 40-50% of time: 3
- More than 50% of time: 2
- Do not track: 2



**15. Percentage of time do your organization's QCIs spend completing and supporting WAP quality control inspections (include: travel, onsite time and administration).**

- Up to 20% of time: 2
- 40-50% of time: 3
- More than 50% of time: 2
- Do not track: 2

**16. Percentage of WAP production units currently planned for your jurisdiction use a priority list to identify measures**

- Less than 10% use a priority list: 4
- More than 50% use a priority list: 2
- Unsure: 3

**17. Compared to using DOE-approved energy modeling software, how much time is saved by using a priority list for a typical WAP production unit.**

- Some time savings: 1
- A lot of time savings: 4
- Unsure: 4
- No response: 1

**18. Approximate number of employees or subcontracted staff have that obtained EA or QCI certifications and subsequently left your organization within the last 2 years.**

- None have left: 6
- 1-5 employees have left: 3

**19. In the next 3-5 years, how many field staff are expected to retire at your organization for each of the roles listed below? [RIT]**

- None: 6
- 1-5 staff expected to retire: 3

Approximately, how many MONTHS does it take your organization to fill job openings for this position? [RIT]

- 1-3 months: 8
- Unsure: 1

On average, how many YEARS do field staff stay employed at your organization? [RIT]

- 1-2 years: 2
- 3-5 years: 3
- 6-9 years: 3
- Unsure: 1



**20. In the next 3-5 years, how many field staff are expected to retire at your organization for each of the roles listed below? [CL]**

- None: 6
- 1-5 staff expected to retire: 3

Approximately, how many MONTHS does it take your organization to fill job openings for this position? [CL]

- 1-3 months: 4
- 4-6 months: 1
- 7-9 months: 1
- 10-12 months: 1
- Unsure: 2

On average, how many YEARS do field staff stay employed at your organization? [CL]

- 3-5 years: 3
- 6-9 years: 1
- 10-15 years: 3
- Unsure: 2

**21. In the next 3-5 years, how many field staff are expected to retire at your organization for each of the roles listed below? [EA]**

- None: 8
- 1-5 staff expected to retire: 1

Approximately, how many MONTHS does it take your organization to fill job openings for this position? [EA]

- 1-3 months: 1
- 4-6 months: 2
- 7-9 months: 1
- 10-12 months: 1
- > 18 months: 1
- Unsure: 3

On average, how many YEARS do field staff stay employed at your organization? [EA]

- 1-2 years: 1
- 3-5 years: 1
- 6-9 years: 2
- 10-15 years: 4
- Unsure: 1



**22. In the next 3-5 years, how many field staff are expected to retire at your organization for each of the roles listed below? [QCI]**

- None: 7
- 1-5 staff expected to retire: 2

Approximately, how many MONTHS does it take your organization to fill job openings for this position? [QCI]

- 1-3 months: 1
- 4-6 months: 2
- 10-12 months: 2
- > 18 months: 1
- Unsure: 3

On average, how many YEARS do field staff stay employed at your organization? [QCI]

- 1-2 years: 1
- 3-5 years: 1
- 6-9 years: 2
- 10-15 years: 4
- Unsure: 1

**23. Top 3 most common responses given by staff when asked “Why are you leaving our organization**

1. Compensation (tie)
2. Lack of career growth (tie)
3. Working conditions

**24. Top 3 perceived barriers to earning or maintaining EA or QCI certification among staff at your organization:**

1. Prerequisite requirements (tie)
2. Time requirements (tie)
3. Lost production time (tie)

**25. For a typical WAP production unit, which measures are installed by your organization’s in-house crew?**

- 5 of 9 respondents use in-house staff to install all measures in a typical WAP production unit
- Two measures may not be typical for in-house installation:
  - Cooling repair/replacement
  - Exterior wall insulation



**26. For a typical WAP production unit, which types of weatherization measures does your organization subcontract out?**

- Do not subcontract: 6
- Heating repair/replace: 1
- Cooling repair/replace: 1
- Baseload appliance repair/replace: 1
- Window/door replacement: 1





**27. For a typical WAP production unit, which measure types are installed by your weatherization Retrofit Installer Technicians (RIT) or Crew Leaders (CL)?**

- Attic insulation: RIT only, Both
- Exterior wall insulation: RIT only, Both
- Foundation or floor insulation: RIT only, Both
- Air sealing: RIT only, CL only, Both
- Heating system replacement or repair: CL only, Both, Neither
- Cooling system replacement or repair: CL only, Both, Neither
- Water heating replacement or repair: CL only, Both, Neither
- Mechanical ventilation: CL only, Both, Neither
- Baseload lighting: RIT only, Both
- Baseload appliance replacement or repair: CL only, Both, Neither

