



September 7, 2023

# Workforce Development





# Investing in a Skilled, Diverse Workforce

- Providing competitive pay and benefits
- Investing in career development and training
- Ensuring diversity, equity, and inclusion
- Recruiting for a fifth utility



# KUB Workforce

- 60.5% operations
  - 11.4% Union
- 39.5% non-operations
- 495 employees with five years or less
- FY23 turnover:
  - 10.59% all separations
  - 6.7% resignations only

Workforce Statistics		
As of June 30, 2023		
Total Employees	1,200	
Full Time Employees	1,131	94.25%
Part Time Employees*	69	5.75%
POC Employees	137	12.11%
Union Employees	129	11.41%
Female Employees	256	22.63%
Male Employees	875	77.37%
Average Age	42	
Average Tenure	11.4	

*\*Includes college/trade school students, TeenWorkers and two high school students*

# TeenWork Program History & Overview

- Began in 1995 as a partnership with Austin-East High School
  - In 2022 added Central and Fulton high schools
  - Adding South Doyle High School 2024
- Educates high school juniors about careers and professional skills
- Offers community service opportunities
- Includes workshops and summer internships
- Over 500 students have successfully completed the program




# Local Partnerships

- Continued partnerships with local businesses
- Added new partners





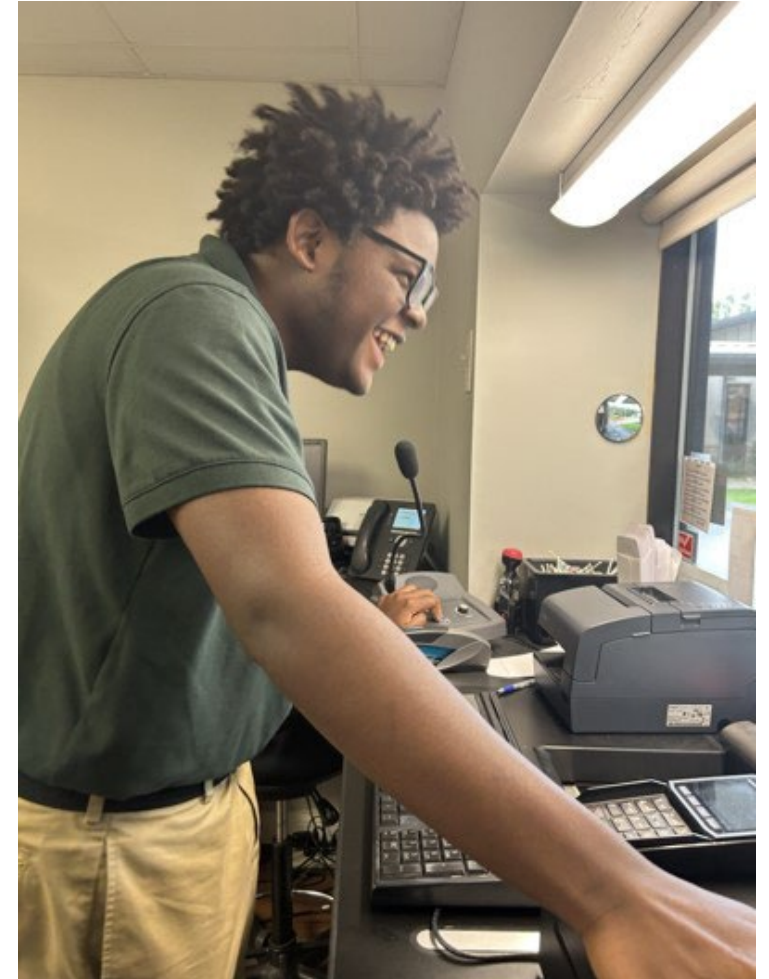
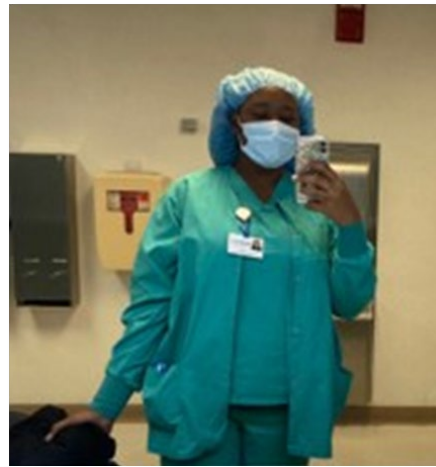
# 2023 Summer Projects



**BRANCHING OUT**

**TeenWork**  
FOR TOMORROW Summer 2023  
TEENWORK PROGRAM AND ALUMNI NEWSLETTER

**KJLB TEENWORK**



# Focus on the Future: Success Beyond TeenWork

- Seven former TeenWorkers returned as students this year
- 12 former TeenWorkers currently hold full-time jobs
  - Four members of our leadership team are former TeenWorkers
  - Recent full-time hires include:
    - Kalen Jones: 2019 TeenWorker; 2020 Student; 2021 Utility Apprentice; 2023 Construction Technician
    - William Nichols: 2021 TeenWorker; 2022 Student; 2023 System Operator

# KUB Student Program Overview

- Student program requirements:
  - Full-time enrollment at a college or university or at a trade school or certification program
  - Minimum 2.5 GPA
  - Ability to work at least 15 hours/week
- Various structures to accommodate student needs
  - Engineering co-ops
  - Summer internships
  - Part-time role throughout college tenure
    - Undergrad and graduate
    - Ability to stay 90 days past graduation





# Student Program Benefits

- Professional development
  - On-the-job experience
  - Job shadowing
  - Resume review
  - Interview practice
- Business Education Series
- Path to full-time employment
  - FY23: 13 students hired on full-time
  - Seven prior students are currently in leadership positions
  - Three in senior leadership roles



# Professional Development and Growth

- Variety of professional roles at KUB to support business
  - Accounting, Information Technology, Human Resources, Communications, Procurement, and Engineering
- KUB fosters professional growth
  - Educational reimbursement program
  - Leadership development initiatives
  - Support of professional certifications and organizations



# Lineworker Apprentice Program

- Memorandum with IBEW since 1940s
- Apprentice program initiated in 1980s
  - Five steps to complete to become Journeyman
  - Probation extends through apprenticeship
  - KUB-sponsored lineworker school
- Currently employing 17 apprentices



# Recent Successes

- 2022:

- Transitioned to TCAT Oneida for lineworker school
  - Critical partnership now a recruiting pipeline
- 11 new apprentices hired
  - KUB's first female lineworker, Amber Ray

- 2023:

- Two additional hires Jan. 9
  - Second female lineworker, Haley Comer





# Utility Apprenticeship Program

- Program objectives:
  - Create a pipeline for future skilled craft workers
  - Increase opportunities for community partnerships
  - Support diversity, equity, and inclusion efforts
  - Provide career opportunities beyond TeenWork
- Hired first “pilot” Utility Apprentice in April 2021
- Hired five additional Utility Apprentices in October 2022
  - Three advanced to permanent roles in Spring 2023

## Career Paths

- Construction Technician
- Plant Operator
- Mechanic
- Maintenance Technician
- Meter Technician



# Utility Apprenticeship Program Details

- Creative recruiting methods
  - Extensive personal outreach
- Train-the-trainer session with mentors
- Expanded onboarding during first week
  - Safety, ergonomics, defensive driving, and facility tours

## UTILITY APPRENTICE PROGRAM

### What is a Utility Apprentice?

A Utility Apprentice is a person with little to no utility experience who wants to learn a trade through on-the-job training at KUB. Apprenticeships are available in the following roles:

**Service Technician – Meters Department**  
This position works on KUB's meters, equipment that measures utility usage, including those installed at homes, businesses, and large industries. This may involve starting or stopping utility services and/or performing maintenance or repair.

**System Operations Technician – System Maintenance Department**  
This position performs maintenance and repair on a variety of utility infrastructures including working with large pumps, motors, and high-voltage electricity.

**Plant Operator – Plant Operations Department**  
This position works in our water and wastewater plants, monitoring trends and adjusting equipment to ensure water is treated to be safe for drinking or returning to the river.

**Mechanic – Transportation Department**  
This position involves performing maintenance and repair on KUB vehicles and construction equipment.

**Construction Technician – Underground Construction Department**  
This position performs installation, maintenance, and repair work on KUB's underground utilities, including gas, water, and wastewater pipes.



### PROGRAM STEPS

- 1 Basic Skills Training**  
Utilize KUB resources to learn basic tool and safety skills such as:
  - Vehicle safety and defensive driving
  - Worksite safety and personal protective equipment (PPE)
  - Hazardous materials
  - Lifting and moving materials and equipment
- 2 KUB Education**  
Gain exposure to classes and job shadowing opportunities in multiple departments to enhance organizational culture and individual purpose in work.
- 3 On the Job Training & Evaluations**  
Spend 1-2 years learning the trade through structured process broken into attainable, gradient steps. Each step has pay and responsibility increases built into them.
- 4 Permanent Employment**  
Advance into full responsibilities of the role. A pay increase is included in the transition.

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### BENEFITS OVERVIEW

- Benefits start day 1
- Generous health benefits with low premiums and deductibles
- Competitive 401(k) contribution and company match
- Paid time off available for use after first payday
- 11 paid holidays
- Free financial advising
- Physical and mental wellness programs
- Training program and equipment provided
- Educational assistance and professional development opportunities



Apply at [KUB.org/careers](https://www.kub.org/careers)



# Impact of Apprenticeships

- Creating a stable, long-term career for individuals
- Enhancing diversity of KUB workforce
  - 35% of LNAs from underrepresented groups
    - 12% female
  - 50% of UAs hired from underrepresented groups
- Succession planning for future of utilities
  - Closing the skilled trade gap
- Aligning with community focus for investing in future workforce



# Talent Acquisition

- Revised strategy and enhanced processes
  - Shifted from passive to active recruiting
    - LinkedIn headhunter role created
    - Intentional recruiting/marketing strategies for hard-to-fill roles
  - Implemented a new applicant tracking system
  - Leverage others in recruiting efforts
- Implemented new pipelines and partnerships
  - Utility Apprentice Program
    - Inaugural class of five in fall 2022; three have been promoted into permanent positions
  - Partnership with University of Tennessee business analytics program
    - Five summer interns, capstone project in Spring 2023
  - Robust web developer internship program



# Energize Your Future

## Why KUB?

- Mission-based work: We exist to serve our customers
- KUB provides industry-leading electric, water, wastewater, natural gas, and fiber services
- KUB offers
  - Competitive pay and benefits
  - Culture that values diversity, equity, and inclusion
  - Opportunities for advancement
  - Training and education
  - Stability



**KUUB**

***KNOXVILLE***  
**UTILITIES BOARD**