



Consumers Energy

Count on Us[®]

MEATA Conference

May 24, 2018



Choices in a Tight Labor Market



- A. Replace workers with technology
- B. Pay more than everyone else
- C. Lose the competition for talent and stop growing
- D. Engage with the talent supply chain

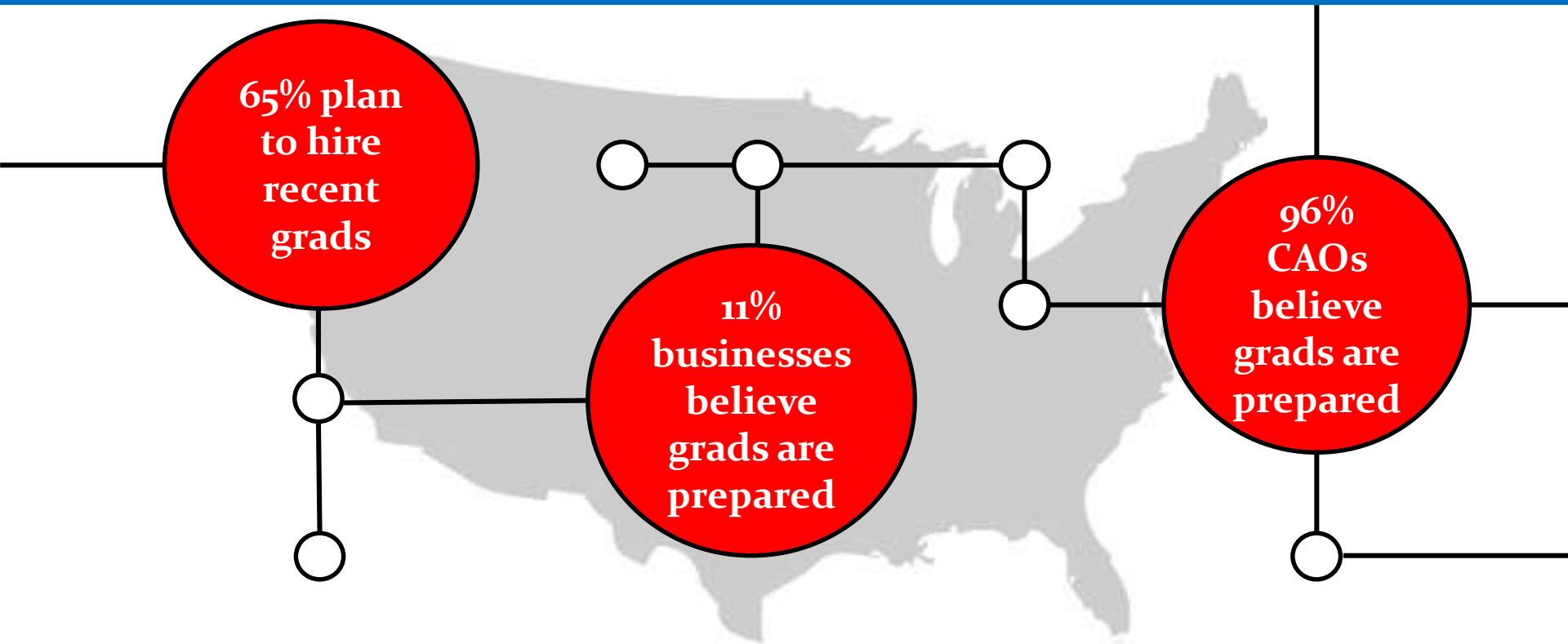


America's Skill Gap

**65% plan
to hire
recent
grads**

**11%
businesses
believe
grads are
prepared**

**96%
CAOs
believe
grads are
prepared**





Why are we in the Talent Space?

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- Provides a talent pipeline for Consumers Energy and our customers
- Grows and retains hometown talent
- Establishes Michigan as premier destination for business
- Doing the right thing for our community



The Challenge for Consumers Energy

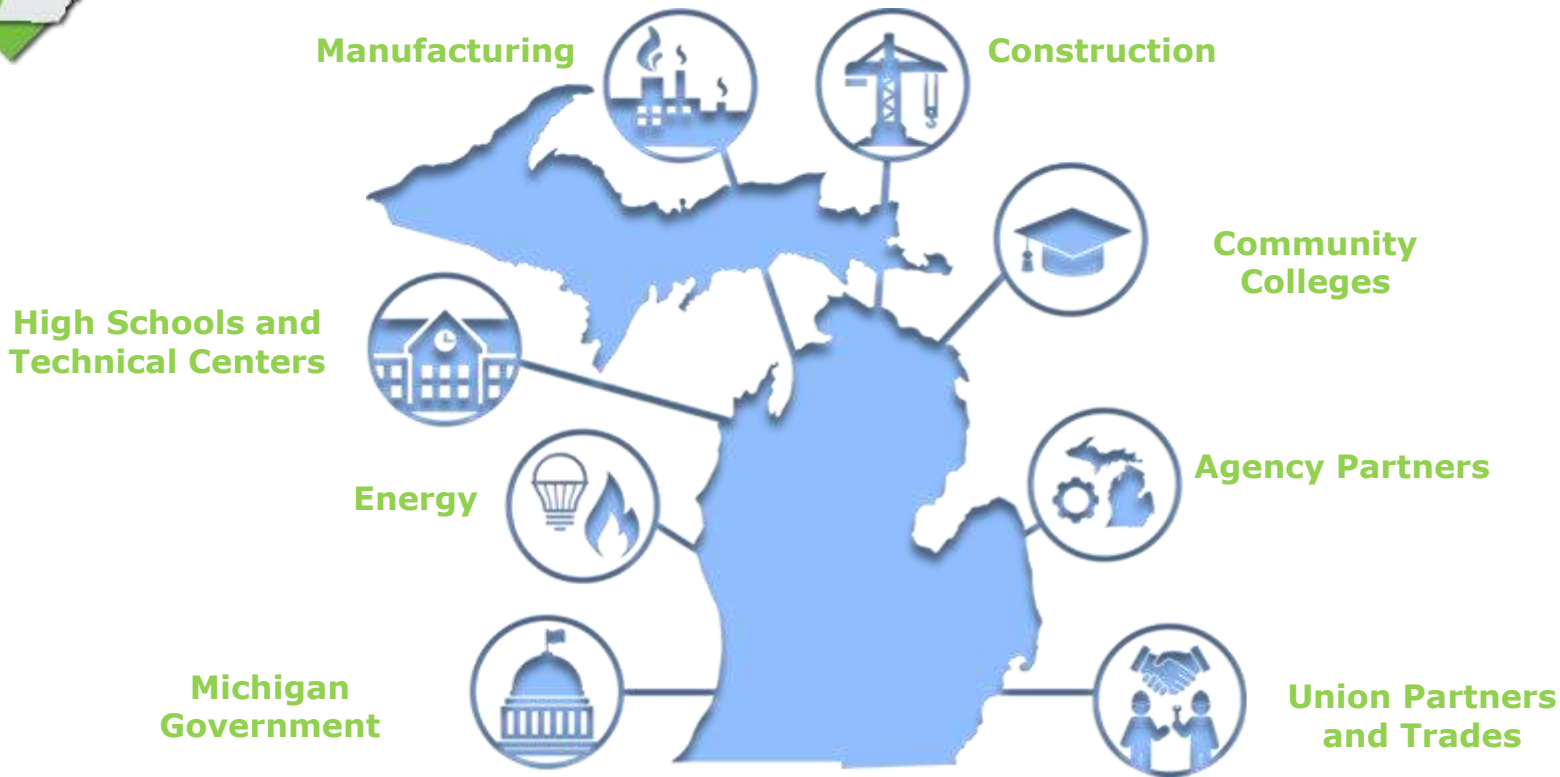
- In 2014 needed 100 skilled trades workers
- Over 4000 applications yielded < 50 qualified applicants.

Combined efforts with other regional utilities to use the TPM Methodology for two key positions:

- Electric line worker
- Gas lines worker



Michigan Talent Architecture Coalition



Coalition focused on building a cohesive system and overarching strategy





Talent Pipeline Management (TPM)TM 7

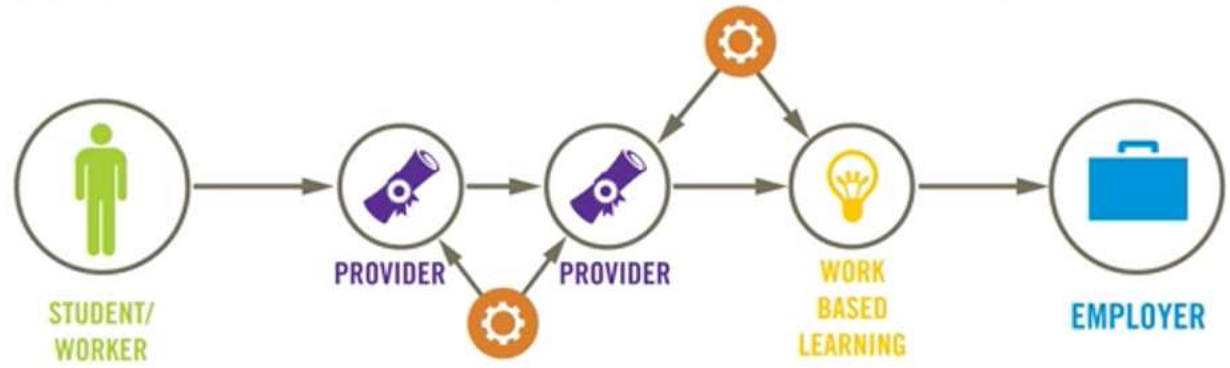


- US Chamber of Commerce System
- Applies supply chain management principles to talent
- Standard process to address talent challenges for any industry
- Managed at local level



What exactly is TPM?

TALENT PIPELINE MANAGEMENT





TPM Strategies



Strategy 1: Organize Employer Collaboratives



Strategy 4: Analyze Talent Flows



Strategy 2: Engage in Demand Planning



Strategy 5: Build Talent Supply Chains



Strategy 3: Communicate Competency and Credential Requirements



Strategy 6: Continuous Improvement



Success Story



Electric Line Worker



Gas Lines Worker





How Is This Different?

- Not just driven by employer needs – it is led by employers
- It uses **business principles** of supply chain management
- There is a step by step process – no wandering
- Employs continuous improvement metrics and methods
 - cost per hire
 - speed to full productivity of new hires
 - size of qualified applicant pool
 - average length of vacancies or postings
 - turnover and more



The TPM Network of Michigan





Questions?



Thank You!

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