



BUILDING
PERFORMANCE
ASSOCIATION

MAINE ENERGY EFFICIENCY CONTRACTOR NEEDS ASSESSMENT



TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
INTRODUCTION.....	4
MAINE'S ENERGY EFFICIENCY LANDSCAPE TODAY	6
METHODOLOGY	8
ABOUT THE SURVEY	9
RECOMMENDATIONS AND STRATEGIES.....	9
<i>DESIGN BUSINESS DEVELOPMENT AND SUPPORT PROGRAMS</i>	<i>11</i>
<i>AMPLIFY MARKETING, OUTREACH, AND EDUCATION EFFORTS</i>	<i>13</i>
<i>COLLABORATE WITH DIVERSE STAKEHOLDERS TO MAXIMIZE CONTRACTOR ENGAGEMENT</i>	<i>16</i>
<i>INCREASE CONTRACTOR PARTICIPATION IN EXISTING PROGRAMS.....</i>	<i>17</i>
<i>ESTABLISH, ENHANCE AND PROMOTE TRAINING, CERTIFICATION, AND APPRENTICESHIP OPPORTUNITIES.....</i>	<i>19</i>
<i>ENCOURAGE THE ADOPTION OF DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY PRACTICES</i>	<i>21</i>
CONCLUSION.....	22
APPENDIX A: MAINE'S CLEAN ENERGY WORKFORCE PROGRAMS AND RESOURCES	24
<i>DEPARTMENT OF LABOR:</i>	<i>24</i>
<i>DEPARTMENT OF HEALTH AND HUMAN SERVICES:</i>	<i>25</i>
<i>DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT:.....</i>	<i>26</i>
<i>DEPARTMENT OF EDUCATION:</i>	<i>26</i>
<i>LOCAL PROVIDERS:.....</i>	<i>27</i>
<i>EDUCATIONAL INSTITUTIONS AND PROGRAMS:</i>	<i>27</i>
<i>CAREER & TECHNICAL EDUCATION PROGRAMS:</i>	<i>28</i>
APPENDIX B: EXISTING PROGRAMS AND RESOURCES	29
APPENDIX C: REFERENCES	30
APPENDIX D: MAINE SURVEY AND RESPONSES.....	31

EXECUTIVE SUMMARY

The energy efficiency industry in Maine is a rapidly growing sector of the state's economy. Energy efficiency accounts for 55% of all clean energy jobs in the state. High efficiency HVAC, and renewable heating and cooling account for 45% of energy efficient employment indicating a prime market to further invest federal and state funding in. The development and expansion of this sector in Maine can position the state as a leader in clean energy solutions.

Utilizing funding allocated to GEO through the State Energy Program (SEP), the Bipartisan Infrastructure Law (BIL), the Inflation Reduction Act (IRA) - under the Training Residential Energy Contractors (TREC) grant program - and other sources will allow the state to continue enhancing, promoting, and supporting energy efficiency programs statewide. By supplementing the current programs with new available funding, the state has the opportunity to design a robust suite of programs that will further benefit Maine residents and curb carbon dioxide emissions across the state and enhance current programs underway that aim to achieve these same goals.¹ Moreover, these federal funding sources compliment the implementation of the [Home Efficiency Rebates](#) Program (HER) by strengthening the pool of contractors needed to perform rebate measures. Programs designed utilizing new funding sources should consider aligning with current program training requirements within [Efficiency Maine Trust](#) and [MaineHousing](#) programs to help build and expand energy efficiency workforce initiatives that maximize state goals.

Based on the survey responses, market research, state-specific research, working groups and anecdotal data, the following six key recommendations emerged which aim to guide GEO in advancing the energy efficiency workforce in Maine:

- [Design Business Development & Support programs](#) - Through federal, state, and local funding opportunities GEO and fellow decision makers could design innovative programs or enhance existing programs that support ongoing business development opportunities across the state that offer training, funding, or other support to benefit the energy efficiency industry.
- [Amplify Marketing, Outreach, and Education efforts](#) - GEO can amplify current efforts of energy efficiency businesses by highlighting the educational and

¹ <https://www.maine.gov/energy/initiatives/federalfunding>



employment opportunities within the industry. Through regular newsletters, participating in social media campaigns and providing regular interactive sessions to stakeholders involved or impacted by the energy efficiency industry, GEO could reach more interested parties.

- [Collaborate with Diverse Stakeholders to Maximize Contractor Engagement](#) – GEO should consider collaborating with diverse stakeholders including state and quasi-state agencies, educational institutions, non-profits, and community-based organizations to maximize engagement of Community Action Agencies and energy efficiency contractors in existing and new training programs that could increase necessary staffing.
- [Increase Contractor Participation in Existing Programs](#) – Through thoughtful program design, meaningful partnerships and existing programs, GEO can provide awareness and education to energy efficiency contractors that have not been taking advantage of existing resources.
- [Establish, Enhance and Promote Training, Certification and Apprenticeship Opportunities](#) – Through existing funding and new funding available via the U.S. Department of Energy (DOE)'s Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA), GEO is poised to provide financial and technical support to the energy efficiency industry by establishing new innovative programs that enhance and promote existing training, certification, and apprenticeship opportunities supporting the energy efficiency workforce.
- [Encourage the adoption of Diversity, Equity, Inclusion & Accessibility Practices](#) - Encouraging the adoption of DEIA practices by energy efficiency businesses and training providers through targeted outreach, funding entry level trainings, and establishing resources for translation services will engage a wider range of potential job seekers and showcase the state as a leader in DEIA practices within the energy efficiency industry.

INTRODUCTION

Energy efficiency is an important and economical tool to reduce energy costs, decrease greenhouse gas emissions and reliance on fossil fuels, manage energy demand, and create clean energy jobs.

With close to one-third of Maine's emissions attributed to buildings, efficiency, and improvements in energy consumption for heating, cooling, weatherization, appliances, and



lighting technologies can aid in reducing energy needs, costs, and associated emissions.²

It is evident that the state of Maine clearly grasps the importance of energy efficiency and is working toward a more comprehensive adoption of the practice. In 2022, the American Council for an Energy-Efficient Economy's (ACEEE) [State Energy Efficiency Scorecard](#) ranked Maine fifth—and the most improved—among all states for state energy efficiency policies and programs that save energy, advance equity, and produce environmental and economic benefits.

The Maine Governor's Energy Office (GEO) is proactively planning for upcoming federal funding opportunities to support the State of Maine's climate, clean energy, workforce, and economic goals. By benchmarking the current landscape of energy efficiency workforce development, and identifying existing needs, gaps, and opportunities, the GEO and interested stakeholders can develop solutions that effectively utilize state and federal funding allocated by the U.S. Department of Energy (DOE) through the Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA) to enhance, promote, and develop the energy efficiency workforce.

In support of these objectives, GEO funded the [Building Performance Association \(BPA\)](#) to conduct a statewide workforce needs assessment that sought feedback from energy efficiency businesses and the energy efficiency workforce in Maine. Additionally, the report benchmarks existing assets and stakeholders and contains recommendations to further develop workforce program planning. Identifying “who does what best” and utilizing these resources to address barriers in capacity growth within the industry can create a sustainable model for an optimized workforce. The report represents views and recommendations of BPA based on information gathered during the needs assessment and is not intended to represent the views of GEO.

Overall, the workforce needs assessment:

- **Identifies** challenges and opportunities facing the energy efficiency workforce in Maine;
- **Provides** insight into the existing workforce challenges to allow for equitable program design;
- Identifies opportunities that can aid in **bridging workforce needs when it comes to fair labor practices and policies, as well as providing wrap-around service options;**

² <https://www.maine.gov/energy/initiatives/cep>



- **Recommends** key strategies for improving accessibility, efficacies, and qualifications of the energy efficiency workforce; and
- **Directly contributes** to Governor Janet Mills' goal of more than doubling the state's clean energy, including energy efficiency, jobs by 2030 by identifying methods to attract new workers and develop existing resources for current workers.

The recommendations and strategies identified in this report aggregate data from an energy efficiency contractor needs assessment survey, one-on-one interviews conducted by Destination Occupation, the [2022 Maine Clean Energy Workforce Analysis Report](#), the [Maine Climate Council's Climate Action Plan \(Maine Won't Wait\)](#), and the [E4TheFuture: 2021 Maine Energy Efficiency Jobs Report](#) as well as additional market research.

MAINE'S ENERGY EFFICIENCY LANDSCAPE TODAY

There are approximately 1,634 energy efficiency businesses in Maine, with more than 98% of Maine energy efficiency companies having fewer than 100 employees, and almost 45% having but one to five employees, according to [E4TheFuture's 2023 Maine Fact Sheet](#). The two primary state agencies that provide support for energy efficiency technology adoption in Maine are the Efficiency Maine Trust ([Efficiency Maine](#)) and the Maine State Housing Authority ([MaineHousing](#)). Contractors are qualified to deliver various rebate and incentive programs designed to increase the energy efficiency of a home. Efficiency Maine maintains a [vendor locator service](#) for customers to look up vendors offering residential energy efficiency products and services and a [qualified partner](#) list for providing energy efficiency products and services to commercial customers. Providing this tool to customers that qualify for Efficiency Maine's programs connects approved vendors and partners qualified to offer rebates and incentives to the communities in which they live.

Efficiency Maine is a quasi-state agency and independent administrator of programs to improve energy efficiency Maine consumers. Through its suite of programs, Efficiency Maine provides consumer information, marketing support, demonstration pilots, discounts, rebates, loans, and other initiatives to promote high-efficiency equipment and operations that help Maine's homes, businesses, and institutions reduce their energy costs and lower their greenhouse gas emissions. Efficiency Maine is governed by a Board of Trustees with oversight from the Maine Public Utilities Commission (MPUC).⁴



Efficiency Maine Programs and Incentives include:

- [Residential Incentives](#)
- [Commercial and Industrial Prescriptive Initiatives](#)
- [Commercial and Industrial Custom Program](#)

MaineHousing is an independent authority created by the Maine state legislature in 1969 to address problems of unsafe, unsuitable, overcrowded, and unaffordable housing, as well as clean heating and weatherization. MaineHousing administers federal housing-related programs, including the Low-Income Housing Tax Credit Program, the Section 8 Rental Assistance programs, the Emergency Solutions Grant Program, the Weatherization Program, the Low-Income Home Energy Assistance Program, and others. Such programs reduce the costs associated with housing for Maine people.⁵ MaineHousing partners with ten [Community Action Agencies](#) to deliver program assistance to qualified Mainers and maintains a pool of approved contractors that perform home repair and energy efficiency services.

MaineHousing Energy Programs and Incentives include:

- [Home Energy Assistance Program](#)
- [Heat Pump Program](#)
- [Weatherization Program](#)
- [Central Heating Improvement Program](#)

The Maine [Governor's Energy Office](#) (GEO), established within the Executive Department and responsible to the Governor, is the designated state energy office tasked with a wide range of activities relating to state energy policies, planning, and development. GEO works closely with both Efficiency Maine and MaineHousing to ensure robust coordinated efforts between the three entities for the deployment of energy efficient technologies and programs in an equitable, economical, and efficient manner.

This includes monitoring the progress toward achieving the building electrification and decarbonization goals set forth in Maine's four-year [Climate Action Plan](#).

- Pursuant to 35-A MRSA § 10119 signed in 2019, the Climate Action Plan seeks to achieve the required goal for the installation of 100,000 new heat pumps by 2025 with 15,000 new heat pumps being provided to income-eligible households. Since 2019, over 82,000 new heat pumps have been installed, including over 5,000 heat pumps installed in income-eligible households.
- It is important to acknowledge that Maine achieved this goal in 2023 and has



established a new target to install 175,000 new heat pumps by 2027.

- Pursuant to 35-A MRSA § 10104 as amended in 2021, the Climate Action Plan seeks to double the pace of home weatherization so that by 2025, 17,500 additional homes and businesses will be weatherized, with an end goal of 35,000 homes and businesses weatherized by 2030. These goals include at least 1,000 low-income residential units per year. Since 2019, over 9,000 homes have been weatherized, including over 2,000 income-eligible homes.

The GEO also administers the [Clean Energy Partnership program](#) (CEP), which was established to advance Maine's clean energy, climate, economic development, and workforce goals – including Governor Janet Mills' goal of more than doubling Maine's clean energy and energy efficiency jobs by 2030. The CEP is led by an Advisory Group that includes members from clean energy and energy efficiency companies, academic institutions, labor and workforce organizations, construction firms, technology experts, and representatives from state government.

METHODOLOGY

This assessment leveraged a mixed-methods approach to collect and analyze data to identify hiring needs, workforce development gaps, and barriers faced by contractors in Maine. The data collection process involved three primary methods:

- A 70-question online survey;
- Person-to-person interviews; and
- Anecdotal data.

The online survey was designed to gather comprehensive information from various contractors across Maine. It was comprised of multiple-choice and open-ended questions, enabling the collection of both quantitative and qualitative data.

The survey was widely distributed through various channels, such as email invitations, social media platforms, and relevant online communities, with the aim of reaching a diverse range of participants. The respondents were encouraged to provide honest and detailed responses to ensure the reliability and validity of the collected data.

In addition to the online survey, person-to-person interviews were conducted with a select group of contractors. These interviews were semi-structured, allowing for in- depth discussions on topics related to hiring needs, workforce development, and accessibility



barriers. The interviews were conducted either face-to-face or through video conferencing, ensuring a personal and interactive environment for the participants. The insights and expertise shared during these interviews provided valuable qualitative data to complement the survey responses.

Furthermore, anecdotal data was collected through informal conversations, observations, and existing reports or documents relevant to the contractor and trainer communities in Maine. This additional data source contributed to a broader contextual understanding and provided insights that further enriched the survey and interview data.

ABOUT THE SURVEY

Twenty-four respondents completed the Needs Assessment exercise. Following the data collection phase, a rigorous analysis process was undertaken. The quantitative data from the online survey was analyzed to derive descriptive statistics, identify patterns, and generate quantitative insights. The qualitative data, including open-ended survey responses, interview transcripts, and anecdotal data, underwent a thematic analysis approach. Themes were identified to capture the key findings related to hiring needs, workforce development gaps, and accessibility barriers.

The survey and interviews conducted asked key questions that would identify opportunities to expand and build the industry workforce. These questions aimed to identify challenges related to hiring and retaining staff and participating in existing initiatives.

The findings that emerged from the data analysis were reviewed, categorized, and further developed under six key recommendations and supporting strategies. The results of the survey, one-on-one interviews and anecdotal data provides the GEO a roadmap for infusing federal funding into existing and new initiatives, programs, and policies that will enhance, build, and support the energy efficiency and clean energy industry in the state for decades to come.

RECOMMENDATIONS AND STRATEGIES

While recommendations and strategies are geared toward the GEO, the goal of this report is to be a valuable resource for all energy efficiency practitioners in Maine, from state agencies and program implementers to weatherization assistance programs and contractors, to community colleges and other training institutions. By serving as a roadmap for those working toward residential energy efficiency workforce development, this guidance can help agencies, workers and employers make informed and effective decisions about recruitment,



hiring, program design, and more.

To develop an understanding of the energy efficiency workforce in the state, the survey paid specific attention to employers and employees in the home performance industry. These professionals provide services that result in a decrease of energy consumption while increasing the health, safety, and affordability of homes and multi-family buildings. The home or building performance industry is classified as individuals that perform work that ensures that a home is optimally utilizing technologies and measures that will reduce energy use, increase comfort, and improve the indoor air quality. The home performance industry includes professionals certified to diagnose a home's issues and find ways to correct them. It includes evaluating all aspects within the home as one comprehensive system.

While the assessment process produced multiple recommendations, from the importance of firsthand experience gained via well-calibrated apprenticeship programs to the value in recruiting tomorrow's workforce today, a pervasive theme throughout these recommendations is collaboration and partnership—both essential for the growth, success, and inclusivity of the energy efficiency industry in Maine.

This report identifies six key recommendations with supporting strategies that will help guide GEO in improving accessibility, efficacies, and qualifications of the energy efficiency workforce by implementing, supporting, and enhancing energy efficiency workforce programs in the state.

Key Recommendations:

- [Design Business Development & Support programs](#) - Through federal, state, and local funding opportunities GEO and fellow decision makers could design innovative programs or enhance existing programs that support ongoing business development opportunities across the state that offer training, funding, or other support to benefit the energy efficiency industry.
- [Amplify Marketing, Outreach, and Education efforts](#) - GEO can amplify current efforts of businesses by highlighting the educational and employment opportunities within the industry. Through regular newsletters, participating in social media campaigns and providing regular interactive sessions to stakeholders involved in or impacted by the energy efficiency industry, GEO could reach more interested parties.
- [Collaborate with Diverse Stakeholders to Maximize Contractor Engagement](#) - GEO should consider collaborating with diverse stakeholders including state and quasi-state agencies, educational institutions, non-profits, and community-based



organizations to maximize engagement of Community Action Agencies and energy efficiency contractors in existing and new training programs that could increase necessary staffing.

- [Increase Contractor Participation in Existing Programs](#) – Through thoughtful program design, meaningful partnerships and existing programs, GEO can provide awareness and education to contractors that have not been taking advantage of existing resources. This leads to more meaningful program design when infusing funding received.
- [Establish, Enhance and Promote Training, Certification and Apprenticeship Opportunities](#) – Through existing funding and new funding available via the U.S. Department of Energy (DOE)'s Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA), GEO is poised to provide financial and technical support to the energy efficiency industry by establishing new innovative programs that enhance and promote existing training, certification, and apprenticeship opportunities supporting the energy efficiency workforce.
- [Encourage the adoption of Diversity, Equity, Inclusion & Accessibility Practices](#) - Encouraging the adoption of DEIA practices among energy efficiency contractors and training providers through targeted outreach, funding entry level trainings and establishing resources for translation services will engage a wider range of potential job seekers and showcase the state as a leader in DEIA practices.

Along with these key recommendations, strategies were developed to aid GEO in developing new, innovative programs and/or enhancing existing statewide programs that will support energy efficiency contractors in the state. Many of the survey responses tie into multiple recommendations and strategies and often overlap with each other.

DESIGN BUSINESS DEVELOPMENT AND SUPPORT PROGRAMS

According to survey responses, weatherization assistance program administrators and contractors reported that recruitment and employee retention was their greatest challenge in 2022 with 13 responses specifically referencing these issues. This indicates support provided by networking, technical assistance, collaborative promotion of employment opportunities and business development support could help to attract and retain employees.

Key Recommendation: Design Business Development & Support programs – Through federal, state, and local funding opportunities, GEO and fellow decision makers could design



innovative programs or enhance existing programs that support ongoing business development opportunities across the state that offer training, funding, or other support services to benefit the energy efficiency industry.

Strategies:

1. GEO could **play a significant role in providing networking opportunities** for contractors, small businesses, Community Action Agencies, and other stakeholders by hosting regular roundtables that provide attendees an opportunity to discuss the industry, learn about resources and opportunities that are pending, and have a shared knowledge of other resources available. In-person roundtables also offer the benefit of networking with peers, colleagues, and others in the energy efficiency industry.
2. GEO could also **provide technical assistance to businesses, contractors, Community Action Agencies, and others** offering guidance and resources necessary to expand their businesses. Technical Assistance could be fact sheets, how-to-guides or a central repository on the state's website that links to available programs. Organizations such as [SCORE Maine](#) and [Maine Small Business Development Centers](#), can also help fill this need but may still benefit from technical assistance provided by the state.
3. GEO could **implement targeted initiatives through media campaigns, working groups and other public process that promote industry collaboration** with organizations that support minority-, women-, and veteran-owned businesses, such as the [Maine Minority Business Development Center](#), the [Women's Business Center at Coastal Enterprises, Inc.](#) and the [Veterans Business Outreach Center](#).
4. GEO could partner with other local funding agencies such as the [Finance Authority of Maine](#) and the [Maine Center for Entrepreneurial Development](#) to **provide access to capital and business development resources** that are tailored to the energy efficiency industry.
5. GEO could **provide financial support for employers to participate in mentorship programs, registered apprenticeship programs and others** that provide on the job training, wage subsidies and other forms of financial assistance to ensure workers have the skills necessary to complete the job and build their careers.
6. GEO could **draw attention to employee empowerment, training, and career development opportunities within the energy efficiency sector** by sharing successes



of all partners that include stories to demonstrate proven investment in the workforce.

7. GEO could encourage employers to **foster employee growth by providing opportunities for professional development and upskilling**. This can be done through funding for training programs, hosting and facilitating workshops, conferences, and mentorship initiatives specifically designed for energy efficiency contractors.
8. GEO could encourage contractors to **enhance employee well-being and cultivate a supportive work environment through the implementation of work-life balance initiatives**, such as flexible working hours, remote work options, and wellness programs tailored for energy efficiency contractors. This can be done by offering contractors and employers resource support, such as workshops on a range of topics.

Contractors, small energy efficiency and home performance businesses, and Community Action Agencies would benefit from other resources—such as networking opportunities, technical assistance, marketing, and mentorship programs—to expand their businesses, retain employees, and meet demand.

AMPLIFY MARKETING, OUTREACH, AND EDUCATION EFFORTS

Less than half of all respondents have a dedicated Human Resources position and a fourth of all respondents have a designated recruiter that actively seeks candidates. With limited advertising and dedicated staff available to market and promote new positions, responses indicate that $\frac{3}{4}$ of all companies participating in the survey receive less than five applications per week for open positions.

Respondents specifically mentioned that promotional materials would help in awareness and increased understanding of weatherization careers. Other respondents stated that support for capacity in business development needs and professional development for employees would also support growth in energy efficiency.

Key Recommendation: Amplify Marketing, Outreach, and Education Efforts

GEO can amplify current efforts of businesses by highlighting educational and employment opportunities within the industry, through regular newsletters, participating in social media campaigns and providing regular interactive sessions to stakeholders involved or impacted by the energy efficiency industry, GEO could reach more interested parties.



Strategies:

1. **Support programs and partners that infuse energy efficiency-focused education beginning at the K-12 level.** GEO could partner with school districts, educational and community-based organizations, as well as organizations like the Efficiency Maine Trust, industry associations, and others to **provide funding that enhances an educator's skillset with the ability to provide students awareness and curriculum about the energy efficiency industry.** To ensure the state can continue to meet its goals, there must be a workforce that implements policies and programs that keep the energy efficiency needle moving upward.
2. Through targeted outreach, GEO could **support educational efforts that promote firsthand demonstrations of energy efficiency measures,** such as blower door testing or air sealing to wider community audiences and during school or community career fairs. GEO can collaborate with organizations like Efficiency Maine Trust, MaineHousing, industry associations, and others to **amplify efforts and raise awareness** about the benefits of energy conservation and opportunities for firsthand demonstrations through educational programs.
3. **Providing template marketing materials to Community Action Agencies, businesses, contractors, and partners as a tool for growth** would benefit the industry, GEO, and consumers. GEO could provide this collateral to organizations that currently lack marketing and communications staff to enhance their outreach efforts and potentially garner more interest in the services offered. This will help **increase knowledge of services, provide an overview of the benefits in energy efficiency, and highlight careers available.** This is also an opportunity to show the positive impact of energy efficiency by sharing customer testimonials, case studies, and employee satisfaction.
4. Through existing marketing programs, **GEO could highlight testimonials, case studies, and success stories that demonstrate the positive impact of energy efficiency services on communities, as well as customers' lives, energy costs, and their environmental impact in marketing efforts.** GEO could communicate the long-term benefits of energy efficiency, such as reduced carbon emissions, and improved air quality and resource conservation, through accessible resources like online guides, workshops, and webinars.



5. GEO could also consider deploying a **digital marketing campaign** to reach more Maine residents by **providing education on the programs and resources available**. This could support increased services, provide an overview of the benefits in energy efficiency, and highlight careers in the field. Similar marketing campaigns have been conducted by E4TheFuture through their Faces of EE media campaigns. GEO could consider collaborating with organizations that could provide similar marketing resources and campaigns highlighting the benefits of the energy efficiency industry.

Figure 1: Putting names and faces to the industry; Effective marketing and outreach can build awareness and humanize the unknown. Credit: E4TheFuture; FacesofEE, 2023.

6. GEO could include **specific marketing tactics that will elevate the benefits of energy assessment services**. Marketing that highlights the benefits of energy assessments will **actively encourage** more energy efficiency contractors to provide independent energy evaluation offerings to their clientele. Currently **85% of respondents provide energy assessment services**, specific marketing to those that do not could strategically advance the industry and meet requirements laid out in BIL and IRA. Additionally, providing consumers with education on what an energy assessment is, why it should be part of a whole home performance or energy efficiency project, and the benefits to participating in these programs will create the desire to have more assessments conducted inspiring more contractors to offer these services.

Marketing and outreach have a pivotal role in building awareness of energy efficiency and its impact on a home's energy consumption. Increased awareness can make the benefits of energy efficiency more understandable for the average consumer and spark interest in the industry for potential job seekers and partners.



COLLABORATE WITH DIVERSE STAKEHOLDERS TO MAXIMIZE CONTRACTOR ENGAGEMENT

According to the survey results, all respondents indicated a need to hire specific positions to increase production goals. These positions are also occupations that require specific credentials to perform energy efficiency measures. Targeted community education and funded training would allow greater awareness to job seekers and the ability for companies to hire additional staff necessary to increase production. This need may be particularly acute considering that over half of all survey respondents indicated that their businesses or organizations had less than 20 employees. Likewise, survey respondents stated that specialty services are often sub-contracted due to employees not having the specific training.

Only one fourth of respondents indicated that they partner with community colleges or high schools and trade schools to promote employment pathways and exposure of energy efficiency careers. GEO and MaineHousing have an opportunity to help establish collaboration and partnerships among contractors, businesses, and weatherization agencies for early exposure into the field and forge a pool of potential candidates.

Key Recommendation: Collaborate with Diverse Stakeholders to Maximize Contractor Engagement

GEO should consider collaborating with diverse stakeholders including state and quasi-state agencies, educational institutions, non-profits, and community-based organizations to maximize engagement of Community Action Agencies and energy efficiency contractors in existing and new training programs that could increase necessary staffing.

Strategies:

1. GEO could **assist Community Action Agencies and energy efficiency contractors in forming partnerships with Maine-based training facilities, universities, community colleges, and private colleges** to develop specialized training and education programs through direct access to available funding streams, resources, and workforce development committees.
2. GEO can **help Community Action Agencies and energy efficiency contractors** maximize recruitment efforts by encouraging participating in career fairs at local vocational schools, community colleges, private colleges, and universities to highlight the importance of energy efficiency careers and provide information on available job opportunities within the state.
3. GEO could **fund scholarships for training opportunities in the industry** to the state's



Community Action Agencies and contractors providing them with an incentive to upskill their employees.

4. By working jointly with the Maine Community College System, Efficiency Maine, MaineHousing, and the Maine Department of Labor and others, GEO can **increase awareness of the energy efficiency industry utilizing a multi-agency partnership** to reach a wider audience maximizing engagement efforts.
5. GEO could **promote energy efficiency companies and contractors as thought leaders** in the energy efficiency sector by highlighting content such as blogs and articles through existing digital resources, outreach, and media campaigns.
6. GEO could foster community partnerships with organizations, non-profits, and local government agencies through regular meetings or other methods that **enhance outreach and community engagement, increase visibility, and build trust**—particularly within disadvantaged communities.

To strengthen the energy efficiency workforce in Maine, it is important to engage Community Action Agencies and residential and commercial energy efficiency contractors and qualified partners such as architecture and engineering firms. It is also crucial to connect these groups to educational professionals to encourage greater cohesion in training opportunities and filling gaps in energy efficiency services that are provided to households. This will benefit employers, educators, workers, and students by aligning and standardizing education, training, and credentialing to establish credible career pathways.

INCREASE CONTRACTOR PARTICIPATION IN EXISTING PROGRAMS

According to survey responses only six out of 24 respondents participate in the Maine State Housing Authority Weatherization Assistance Program (WAP) and only five out of the 24 participate in the Central Heating Improvement Program (CHIP). Those not participating cited a lack of awareness, prescriptive requirements, or training requirements.

Half of the respondents indicated that they provide opportunities to attend training courses for their employees. Outside training is necessary for many occupations within the energy efficiency industry such as Energy Auditors, Home Repair Technicians, Crew Chiefs, Building Analysts, QCI (Quality Control Inspector), Installers, and Heat Pump Installers.

The survey also found that most respondents participated in Efficiency Maine's Residential Incentive Programs. Although not all programs boast the same rates of participation, a



significant disparity in participation rates between Efficiency [Maine's residential incentive programs](#), MaineHousing's [Weatherization Assistance Program \(WAP\)](#), and [Central Heating Improvement Program \(CHIP\)](#) was noted. However, to counter the barrier associated with participating as a contractor in weatherization; MaineHousing has established certification credits and rebates for required training for contractors and has newly created a rent-to-own equipment program to help with required equipment start-up costs.

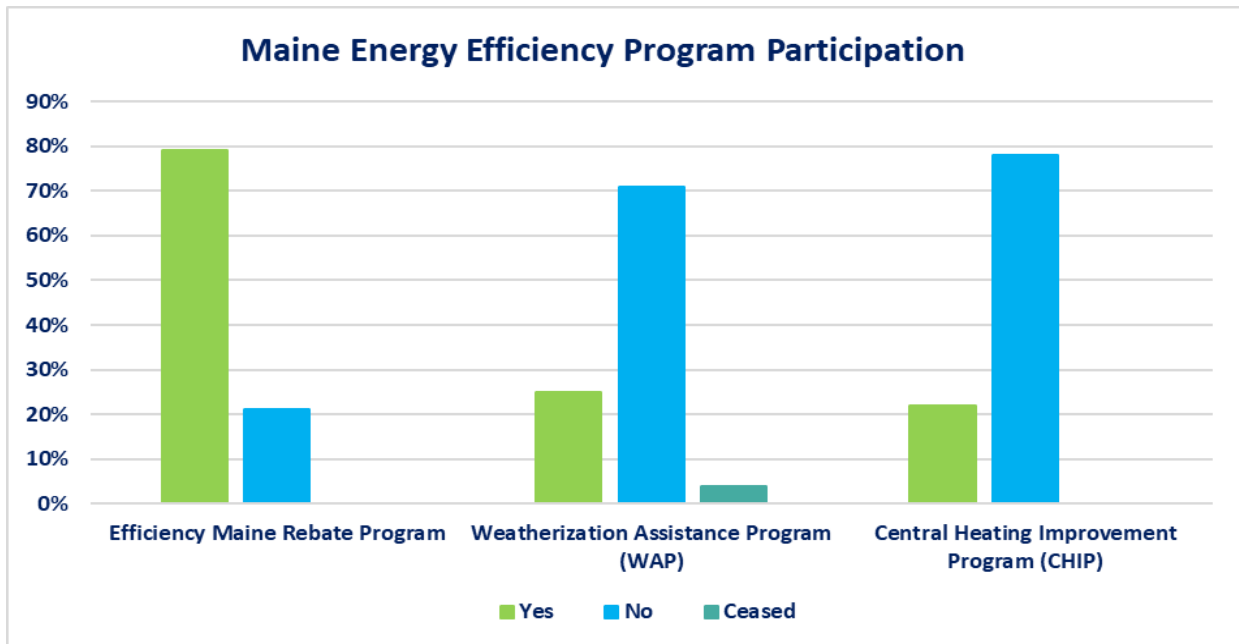


Figure 2: Selected Energy Efficiency Program Participation among Survey Respondents. Credit: *Maine Clean Energy Workforce Needs Survey; Building Performance Association, 2023.*

Key Recommendation: Increase Contractor Participation in Existing Programs

Through thoughtful program design, meaningful partnerships and existing programs, GEO can provide awareness and education to contractors that have not been taking advantage of existing resources.

Strategies:

1. GEO could partner closely with MaineHousing and the Efficiency Maine Trust to encourage growth for energy efficiency contractors through awareness of available state programs and opportunities. GEO could assist by creating materials that highlight employment opportunities, financial opportunities, and additional information on the landscape of Maine's existing energy efficiency programs.
2. GEO could provide financial assistance programs or business/training reimbursement



programs for certification expenses to specifically alleviate the financial burden on contractors. Providing these resources to contractors can further benefit program goals by incentivizing them to participate in the program through multiple channels.

3. GEO could continue to **promote open and transparent communication by actively encouraging contractor feedback and idea-sharing** within the energy efficiency contractor community. This could be accomplished through regular meetings, surveys, or other means to identify areas for improvement and to address concerns or suggestions.

ESTABLISH, ENHANCE AND PROMOTE TRAINING, CERTIFICATION, AND APPRENTICESHIP OPPORTUNITIES

Survey respondents highlighted the importance of in-house training programs, external programs, and in- and out-of-state accredited training centers. Survey respondents also perceived that weatherization employment offered little career growth and weatherization jobs were paid less than other entry-level positions in the energy efficiency industry.

Survey results indicated a high degree of interest in Registered Apprenticeship (RA) programs and other workforce development programs. This indicates a key area in which GEO can invest in to expand the energy efficiency workforce capacity. These programs provide paid on-the-job training and offer the greatest opportunity for growing the energy efficiency workforce by standardizing and scaling training. RA programs boast a high return on investment for both businesses and apprentices; training reimbursements and wrap-around services can amplify the impact of these programs.

Key Recommendation: Establish, Enhance and Promote Training, Certification and Apprenticeship Opportunities

Through existing funding and new funding available via the U.S. Department of Energy (DOE)'s Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA), GEO is poised to provide financial and technical support to the energy efficiency industry by establishing new innovative programs that enhance and promote existing training, certification, and apprenticeship opportunities supporting the energy efficiency workforce.

Strategies:

1. Through funding and technical assistance GEO could **enhance training programs for energy efficiency contractors** by ensuring alignment with state objectives and addressing their unique needs. GEO should consider collaborating specifically with contractors to evaluate training and certification programs by using key indicators, such as contractor satisfaction, skill development, and career advancement. **Identifying improvement areas and continually refining workforce development initiatives** to ensure that training



remains effective and responsive to the evolving needs of energy efficiency contractors will prove beneficial to reaching the state's overall energy efficiency goals.

2. **Support the establishment of internship and on-the-job training (OJT) programs** tailored to energy efficiency contractors to attract young talent and provide valuable work experience. Through funded internship and OJT programs, GEO could aid in **attracting young talent and offer industry experience** and forge partnerships with educational institutions. Creating talent pipelines through internships or registered apprenticeship (RA) programs tailored to energy efficiency contractors brings awareness to the industry. GEO could **provide support to local colleges and universities** to create internship partnerships that align with the organization's needs and curriculum and expand the energy efficiency workforce.
3. GEO could partner with training organizations through grants to **equip contractors with resources like study materials, practice exams, and targeted training sessions** focused on exam preparation and question comprehension to support them in successfully navigating certification exams. This provides additional resources and opportunities to advance one's career in the industry.
4. **Encourage training providers to offer existing programs in more accessible formats** specifically geared to contractors, including both in-person and online formats, to cater to different learning preferences and geographical constraints. Proactively identifying and offering diverse continuing education opportunities (CEUs) specifically designed for contractors will help them meet their ongoing education requirements. Embracing flexible learning programs offered in various formats, such as online, in-person, hybrid, etc., as well as offering diverse exam delivery modes, enhanced field exam experiences, and more accessible continuing education credits can help minimize these certification challenges.
5. Through **established Registered Apprenticeship Programs that help build capacity for Community Action Agencies, energy efficiency contractors and potential participants, advantages such as on-the-job training, mentorship, and industry experience** will be realized. GEO could highlight the potential for sustained career growth through Registered Apprenticeship, provide comprehensive information on benefits, program requirements, available support, and share success stories to build confidence and understanding.

With the workforce and education programs currently available and the newly available resources to expand the energy efficiency workforce, it would be beneficial to highlight these



programs, provide additional training, and technical assistance to those looking to build a career in the energy efficiency industry and those looking to diversify their business offerings.

Existing programs opportunities for Maine residents and businesses are available, however, to increase participation, awareness and collaboration is imperative. New or existing funding could be provided to cover the costs of training employees with additional skills to advance their careers and participate in firsthand learning opportunities, which helps increase retention rates and overall employee satisfaction.

ENCOURAGE THE ADOPTION OF DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY PRACTICES

The survey asked respondents to specifically identify if their company had an established Diversity, Equity, Inclusion and Accessibility (DEIA) plan and training.

Survey responses revealed a potential for increased DEIA initiatives within their business as 19 of the respondents stated a lack of definitive plans on DEIA. However, a large majority of respondents were open to hiring unhoused, New Mainers³, and individuals that had recently been incarcerated or completed a rehabilitation program.

The energy efficiency industry should champion DEIA practices to strengthen workforce development, align with federal [Justice40 initiatives](#), and provide an opportunity to widen the umbrella of those working to achieve energy efficiency and clean energy goals in Maine.

Key Recommendation: Encourage the adoption of Diversity, Equity, Inclusion, and Accessibility (DEIA) Practices

Encouraging the adoption of DEIA practices into the energy efficiency workforce through targeted outreach, offering entry level trainings and establishing resources for translation services will engage a wider range of potential job seekers and showcase the state as a leader in DEIA practices.

Strategies:

1. GEO could support efforts to diversify the workforce by targeting energy efficiency career outreach to disadvantaged workers. This could include a multi-tiered approach, involving the development of a workforce board tasked with educational outreach, career promotion, and training programs; as well as forging partnerships with

³ New Mainers are defined as immigrants, refugees, and new U.S. citizens living in Maine.



organizations already operating within disadvantaged communities, and Maine based training facilities, universities, community colleges, and others.

2. GEO could **develop and provide entry level courses** such as the Building Science Principles (BSP) training course and exam to obtain a BSP Certificate of Knowledge **in English, Spanish, and other languages** when possible. GEO could offer no-cost training and exams for entry-level certificates to a larger population base, specifically those in disadvantaged communities.
3. **Establish resources for translation services when appropriate to promote greater understanding and success of participants.** GEO could partner with organizations to provide training and testing that offers an interpreter to increase participation rates in communities and regions with higher immigrant populations.
4. Ensure equal access to energy efficiency programs through collaborative and inclusive outreach initiatives with energy efficiency contractors, especially in disadvantaged communities encompassing BIPOC (Black, Indigenous, and People of Color), LGBTQ, Hispanic/Latino/Latina, immigrant/refugee, and Tribal Nations. GEO could forge alliances with community organizations, local leaders, local government agencies, and nonprofits to **amplify outreach in disadvantaged communities.**

Survey responses emphasized the importance of aligning an organization or business's mission statement with quantifiable wins and challenges. Respondents pointed to their commitments to working with historically disadvantaged communities as evidence of their mission statements in action.

CONCLUSION

Energy efficiency is a rapidly—and undeniably—growing segment of the Maine economy. With an estimated 8,684 energy efficiency workers identified in the state in 2022 and an additional 142,247 potential workers that are involved in the upgrade, maintenance, and repair of home performance technologies, along with the availability of federal funding targeted to energy efficiency; an unprecedented opportunity exists to establish workforce partnerships and robust training programs along with educational outreach in Maine.

Offering great promise in terms of jobs, savings—in both energy and the financial - community development, and more, it is no surprise that the state of Maine is doubling down on efforts to support this burgeoning industry.

From agency-based programs and resources that include educational outreach, to fruitful partnerships and more, the state of Maine's efforts to date are commendable. However, to ensure the continued growth of the energy efficiency workforce and all the promise it brings



to the state of Maine, there is still work to be done.

The GEO has an unprecedented opportunity to expand the workforce in the state by utilizing available funding through the U.S. Department of Energy (DOE) under both the Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA). GEO is expected to receive over \$50 million in formula funds to advance multiple initiatives in the state including weatherization and workforce development programs.

GEO intends to apply on behalf of the State of Maine for \$1.3 million in federal funding available through the Inflation Reduction Act to develop a statewide contractor training grant program. The [State-Based Home Energy Efficiency Contractor Training Grants](#) program (also known as TREC) is administered by the U.S. Department of Energy. The program offers states funding to create and implement workforce development programs that prepare workers to deliver energy efficiency, electrification, and clean energy improvements, including those covered under federal energy efficiency rebate programs.⁴

By serving as a roadmap for energy efficiency practitioners and those in workforce development, the report can guide agencies, workers, and employers in making informed and effective decisions that benefit the sector and the state and maximize available funding through new and existing resources.

⁴ <https://www.maine.gov/energy/initiatives/infrastructure/contractor-training-grants>



APPENDIX A: MAINE'S CLEAN ENERGY WORKFORCE PROGRAMS AND RESOURCES

Maine currently offers a collection of programs and resources for those in the clean energy industry, or those who aspire to be. Certain programs provide funding for furthering education, as well as wrap-around services to ensure the success of the participants, while other programs provide skill development opportunities—from as early as high school—illuminating clear career pathways in the sector.

Additionally, through registered apprenticeship programs, participants can earn multiple levels of certifications and on the job training with steadily increased wages.

Currently, there are over fifteen active workforce and education programs as well as several opportunities to receive financial support for education or training offered throughout the state.

Agencies that provide financial opportunities include: the Maine Department of Labor, the Department of Health and Human Services, the Department of Economic and Community Development, and the Department of Education.

Workforce and Education programs can be found throughout the [Maine Higher Education System](#), Maine's [Career and Technical Education Schools](#), and [Maine's Private Colleges](#). Programs are spread across the state at more than thirty institutions with each one offering one or more programs to obtain an education in the clean energy industry.

Listed below are opportunities and resources specific to Maine for employers and job seekers in clean energy:

DEPARTMENT OF LABOR:

- **[Maine CareerCenters](#):** An arm of the Maine Department of Labor (DOL), Maine CareerCenters partner with multiple organizations to train and educate job seekers, provide them with labor law information and career planning services, as well as equip youth, veterans, and disabled job seekers with free tools and resources.
- **[Maine Apprenticeship Program](#):** The Maine Apprenticeship Program combines on-the-job learning with technical and theoretical classroom instruction to provide comprehensive and structured training— for apprentices who are at least 16 years old.
- **[Competitive Skills Scholarship Program](#):** The Competitive Skills Scholarship Program



(CSSP) is a grant which provides eligible Maine resident high school graduates who are at least 18 years old with funding—up to \$6,000 per year for a full-time student; \$3,000 for a part-time student—and support services to pursue two- and four-year degree programs or industry recognized credentials.

- **Division of Vocational Rehabilitation:** The Division of Vocational Rehabilitation (DVR) provides free diagnostics services, vocational evaluation, counseling, or job placement assistance for individuals with documented physical, mental, or emotional disabilities that prevent them from getting or keeping a job. DVR also provides services for students through the DVR Youth and Transition Services.
- **Work Opportunity Tax Credit:** The Work Opportunity Tax Credit (WOTC) is a federal tax credit to incentivize employers to hire job seekers who belong to "target groups" that consistently face barriers to employment, such as qualified veterans, VR referrals, Supplemental Nutrition Assistance Program (SNAP) recipients, Supplemental Security Income (SSI) recipients, summer youth employees, ex-felons, and other groups.
- **Transition Work-Based Learning Model Demonstration:** Together, Progressive Employment and Jobs for Maine Graduates (e-JMG) expand workforce opportunities for students with disabilities to increase post-secondary outcomes. Through Progressive Employment, program participants engage in hands-on, work-based activities which include job tours, interview practice, job shadowing, summer work experiences, and on-the-job experiences; e-JMG is a college/career readiness program that partners with public schools to offer for-credit courses to improve high school graduation rates for students ages 16 to 24 who are on the verge of dropping out or have left the traditional school system.

DEPARTMENT OF HEALTH AND HUMAN SERVICES:

- **Higher Opportunity for Pathways to Employment:** The Higher Opportunity for Pathways to Employment (HOPE) program covers costs related to education and training—e.g., tuition, fees, books, supplies, childcare, transportation, car insurance, technology, etc.—for qualifying Maine parents. Maine residents between 16 and 64 and are also parents, caretakers, or relatives of a minor in the same home, are eligible to apply.
- **Temporary Assistance for Needy Families:** Temporary Assistance for Needy Families (TANF) provides cash assistance to eligible families with dependent children living in their homes, or pregnant women while they work toward self-sufficiency.



TANF has six related programs, including the HOPE program, which provides housing, education, and work-related assistance to Maine residents that are unemployed or underemployed and have low or extremely low income. Participants must also have a child 18 years or younger, be pregnant or be 18 years of age or younger and the head of the household.

DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT:

- **Micro-Enterprise Grant Program:** Maine received \$11 million from the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act for its Community Development Block Grant (CDGB). Maine for-profit businesses with five or fewer employees, and low to moderate ranges of income, are eligible for grants of up to \$5,000 to cover working capital, interior renovations, exterior improvements, purchase of inventory, and Eligible activities under the Micro-Enterprise Assistance category are grants or loans to for-profit businesses that can be used for working capital and interior renovations, grants or loans for exterior improvements, including signage, painting, siding, awnings, lighting, display windows and other approved improvements; and eligible planning activities necessary to complete the Project Development Phase.

DEPARTMENT OF EDUCATION:

- **Maine Administrators of Career and Technical Education:** Through the Maine Administrators of Career and Technical Education (MACTE) network—comprising twenty-seven career and technical high schools—Maine CTE schools receive funding to offer hands-on, technical education and career-focused programs. Among the programs included at CTE schools are those focused on healthcare, technology, automotive, construction, and public service.
- **Workforce Innovation and Opportunity Act:** The **Workforce Innovation and Opportunity Act** (WIOA) was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority; it is the first legislative reform of the public workforce system in 15 years.
- Title II of WIOA provides funding for adult education through the **Adult Education and Family Literacy Act** (AEFLA).



- Maine Adult Education has transitioned from programs and services guided by the Workforce Investment Act (WIA) to WIOA. A collection of resources is available that explore the impact of the law and the steps that the state office and local programs must take to be in full compliance.

LOCAL PROVIDERS:

- [Finance Authority of Maine](#)
- [Maine Center for Entrepreneurial Development](#)

EDUCATIONAL INSTITUTIONS AND PROGRAMS:

Below is a non-exhaustive list of educational institutions and programs that provide opportunities in the clean energy industry throughout the state.

Maine University System:

- [University of Maine at Presque Isle](#)
- [Energy Development & Policy](#)
- [The University of Maine](#)
- [Construction Engineering Technology Program](#)
- [UMaine's Offshore Wind Program](#)

Maine Community College System:

Kennebec Valley Community College, Fairfield/Hinckley

- Solar/EV Training
- Electrical Technology
- Sustainable Construction – Carpentry & Building Science
- Plumbing and Heating Technology

Northern Maine Community College, Presque Isle

- Building Construction Technology
- Plumbing and Heating

Central Maine Community College, Auburn

- Building Construction Technology

Eastern Maine Community College, Bangor

- Heating, Air Conditioning & Refrigeration
- Electrical Technology
- Building Construction Technology



Southern Maine Community College, South Portland

- Heating, Air Conditioning & Refrigeration
- Electrical Technology
- Building Construction Technology

Private Institutions:

College of the Atlantic

- Climate Change & Energy
- Sustainable Buildings Program

CAREER & TECHNICAL EDUCATION PROGRAMS:

Building Construction:

- Foster Technology Center
- Region 7, Waldo County Technical Center
- Region 11, Oxford Hills Technical High School
- Region 9, School of Applied Technology

Building Trades:

- Coastal Washington County Institute of Technology
- Presque Isle Regional Career and Technical Center
- Saint Croix Regional Technical Center
- Sanford Regional Technical Center
- Tri-County Technical Center
- Westbrook Regional Vocational Center
- Region 10 Technical High School

Carpentry/Building Construction:

- Lewiston Regional Technical Center

Construction Technology:

- Lake Region Vocational Center
- Region 3, Northern Penobscot Technical Center
- Region 4, United Technologies Center

Construction Trades:



- [Saint John Valley Technology Center](#)

Electrical Construction:

- [Somerset Career and Technical Center](#)

Electrical Technology:

- [Capital Area Technical Center](#)
- [Mid-Maine Technical Center](#)
- [Westbrook Regional Vocational Center](#)

Energy Systems Technology:

- [Tri-County Technical Center](#)
- [Maine Technical Education Center](#)

HVAC:

- [Region 10 Technical High School](#)

Mechanical Systems Technician Program:

- [Region 2, Southern Aroostook County](#)

Plumbing & HVAC:

- [Portland Arts & Technology High School](#)

Residential Construction:

- [Caribou Technology Center](#)
- [Somerset Career and Technical Center](#)

Training Facilities:

- [Build Green Maine - Building Science Training](#)

APPENDIX B: EXISTING PROGRAMS AND RESOURCES

- [Maine Department of Economic and Community Development \(DECD\)](#)
- [Community Resilience Partnership](#)
- [Harold Alfond Center for the Advancement of Maine's Workforce](#)
- [Maine Quality Centers](#)



Efficiency Maine Programs and Incentives:

- [Residential Incentives](#)
- [Commercial and Industrial Prescriptive Initiatives](#)
- [Commercial and Industrial Custom Program](#)

MaineHousing Selected Energy Programs and Incentives:

- [Home Energy Assistance Program](#)
- [Heat Pump Program](#)
- [Weatherization Program](#)
- [Central Heating Improvement Program](#)
- [Maine Department of Education Multilingual Learners](#)
- [Maine Department of Education Bilingual Education](#)
- [New Mainers Resource Center](#)
- [LearningWorks Maine](#)
- [Disadvantaged Business Enterprise](#)
- [Women Business Enterprise \(WBE\)](#)
- [Veterans Business Outreach Center](#)

APPENDIX C: REFERENCES

- [An Act to Establish the Maine Climate Change Council To Assist Maine To Mitigate, Prepare for and Adapt to Climate Change](#)
- [E4TheFuture Maine Resources](#)
- [Maine Won't Wait](#)
- [Maine Development Foundation.](#)
- [2022 Maine Clean Energy Workforce Analysis Report](#)
- [May 2023 Maine Fact Sheet](#)
- [U.S. Bureau of Labor Statistics. \(2022\), Occupational Employment Statistics: Maine.](#)
- [Maine Legislature. \(2019\). An Act to Promote Clean Energy Jobs and to Establish the Maine Climate Council.](#)
- [U.S. Department of Energy. \(2022\), State and Local Energy Efficiency Action Network](#)
- [Efficiency Maine. Maine's Energy Efficiency Programs.](#)
- [American Council for an Energy-Efficient Economy \(ACEEE\). \(2022\), Maine State Energy Efficiency Scorecard.](#)
- [\(2022\), Efficiency Maine Annual Reports.](#)
- [Maine Climate Action Plan.](#)
- [U.S. Energy Information Administration. \(2022\), State Energy Profiles: Maine.](#)
- [U.S. Environmental Protection Agency. \(2022\), Clean Energy: Maine.](#)
- [E4TheFuture's 2023 Maine Fact Sheet](#)



APPENDIX D: MAINE SURVEY AND RESPONSES

24 respondents (contractors, Community Action Agencies, and one private educational institution) completed the Maine Needs Assessment survey. Responses are below.



Q1 What is your business type?

RESPONSES

Of the 24 respondents:

- 19 were contractors.
- 4 were WAP (Weatherization Assistance Program) administrators (Community Action Agencies).
- 1 was a private educational institution.

Q2 What was your company's greatest challenge in 2022?

RESPONSES

- 8 contractors reported that staffing and retention was their greatest challenge in 2022.
- 3 contractors reported that they had trouble lining up weatherization work (all are in Aroostook County).
- 3 contractors said their challenge was in managing growth and scaling the company. These responses were varied:
 - Attracting and retaining employees, managing growth, and finding competent staffing.
 - Supply chain issues and obtaining equipment/vehicles for expansion.
 - Staffing and employee retention were the most common challenges mentioned, with 9 responses specifically referencing these issues.
 - Some companies mentioned challenges related to adapting to new protocols or requirements, such as data collection or qualification processes.
- All 4 Community Action Agency respondents said that staffing was their greatest challenge, but comments suggest that recruitment was an issue for their entire agency.



Q3 What was your company's greatest success in 2022?

RESPONSES

- 9 respondents addressed Business Success and Growth.
- 4 respondents addressed Workforce and Staffing.
- 5 respondents addressed Project Success and Quality of Work.
- 2 respondents addressed Energy Efficiency Measures.
- 2 respondents addressed Customer Satisfaction and Community Impact.
- 2 respondents addressed Financial Support and Grants.

Q4 Is your company one of the following? Check all that apply.

RESPONSES

- 13 respondents identified as an insulation contractor.
- 6 respondents identified as a WAP subgrantee (CAP agency).
- 7 respondents identified as a building performance general contractor.
- 8 respondents identified as an energy auditing/code compliance inspector.
- 1 respondent identified as a stove mason.
- 1 respondent identified as a design/build general contractor and panel manufacturer.
- 1 respondent identified as conducting efficiency tests on oil and propane.
- 1 respondent identified as a non-profit higher education institution.
- None of the respondents identified as an HVAC contractor alone, but three respondents identified as both an HVAC contractor and an insulation ("Whole House") contractor.



Q5 Do you participate in Efficiency Maine rebate programs? Tell us why or why not.

RESPONSES

19 of 24 companies said “Yes” to participating in Efficiency Maine rebate programs.

Responded “Yes”:

- Respondents who participate in the program cited benefits such as driving sales, offsetting the cost of work, helping people in their community, receiving rebates for work done by contractors, and promoting the industry.

Responded “No” and “No Longer Participate”:

- 1 respondent noted that their product does not meet the requirements of the program.
- 2 respondents referred people to Efficiency Maine even if they do not qualify for their own program.
- 1 respondent has their hands full administering another program and does not participate in Efficiency Maine rebate programs.

Q6 Does your company participate in Maine State Housing Authority WAP and/or CHIP Programs? If “No” or “Not anymore,” please indicate why.

RESPONSES

- 6 out of 24 companies currently participate in the Maine State Housing Authority's Weatherization Assistance Program (WAP).
- 5 out of 24 companies currently participate in the Central Heating Improvement Program (CHIP).

Reasons for NOT participating include:

- “Unfamiliar with the Weatherization Assistance Program (WAP) or the Central Heating Improvement Program (CHIP).”
- “Programs are too time-consuming or less profitable than other programs they participate in.”
- “Bureaucratic red tape, forms, prerequisites, and training requirements to be a hindrance to participation.”
- “Non-profit organization and want to offer services to those in the most need but do not want to compete with for-profit companies.”
- Non-profit organization and want to offer services to those in the most need but do not want to compete with for-profit companies.



Q7 Is your business classified as any of the following types of organizations?

RESPONSES

- 2 respondents represent woman-owned organizations.
- 1 is veteran-owned.
- 18 indicated they are "None of the above".

"Other" responses included:

- "Private non-profit"
- "501(c)3 non-profit".
- "50% woman owned".
- "Non-profit organization" and another specified "non-profit org".

Q8 Briefly describe your company's mission.

RESPONSES

- 5 contractors and the 4 WAP respondents said their mission has to do with saving money and ending poverty.
- 11 contractors responded that their mission has to do with energy conservation and efficiency, which leads to lower dependence on fossil fuels and improving the environment.
- 4 other contractor responses cited healthier, more affordable homes and quality of life as important in their mission statements.
- 6 companies have a mission focused on improving energy efficiency or reducing reliance on fossil fuel.
- 4 companies have a mission focused on providing quality workmanship and improving the quality of life of their customers.



Q9 Briefly describe your company's vision.

RESPONSES

- 5 contractors report that sustained growth is part of their vision statement.
- 5 contractors and 1 WAP cited saving energy as part of their vision statement.
- 5 did not respond or cite a different vision statement.
- 4 cited client satisfaction as important in their vision statement.
- 3 mentioned "better future for their employees" as important in their vision statement.
- 3 WAP agencies said their vision statement includes bringing people together.
- 2 companies have a vision focused on providing quality workmanship and customer satisfaction.
- 3 companies have a vision focused on reducing energy costs or energy usage.

Q10 In the minds of the public, what is your company known for?

RESPONSES

- 6 contractors believe they are known for expertise and quality.
- 5 contractors believe they are known for insulation work.
- 5 contractors believe they are known for great, honest, attentive people.
- 3 WAP agencies believe they are known for fuel assistance.

Q11 If different from what you think the public knows about your company, what would you like your company to be known for?

RESPONSES

13 respondents said "NA." The other 11 responses varied widely, but a common theme was recognition for specific attributes, services, or achievements.

- A community resource for many services.



- Be known for a wide range of programs to assist low-income households achieve financial independence.
- Doing good work.
- Don't know.
- I want customers to know that I can make their homes more comfortable and efficient.
- I would like the public to recognize [respondent] as a resource for making their homes more efficient, comfortable, and healthy. We can help anyone to transition away from fossil fuels.
- I would like to be known as the guy who broke masonry heaters into acceptance in the minds of homeowners.
- They know who we are - high quality services.
- We also aspire to provide homes at a lower cost, particularly through building multi-family projects.
- We would like to be known for excellence of service.
- We'd like to be known for whole family service agency.

Q12 Please indicate the county or counties where your customers reside.

RESPONSES

- Respondents indicated customers in various counties throughout Maine, including Androscoggin, Aroostook, Cumberland, Franklin, Hancock, Kennebec, Knox, Lincoln, Oxford, Penobscot, Piscataquis, Sagadahoc, Somerset, Waldo, Washington, and York.
- Some organizations have customers in multiple counties, while others have customers in only one or a few counties.

Q13 Does your company currently offer energy efficiency or healthy home assessments or energy audits?

RESPONSES

- 18 responded "Yes."
- 3 responded "No."
- 3 responded "Other."



The "If 'Yes' or 'Other,' please specify" responses show a range of services and activities related to energy efficiency. Here's a summary of the key themes identified from these responses:

- Energy Audits and Assessments: Many respondents specified that their company offers "Energy Audits" and "Home Energy Assessments."
- Weatherization Assistance Program (WAP): Some companies mentioned their involvement in administering the Weatherization Assistance Program.
- Limitations in Service Offerings: There was also a mention of limitations in their service offerings, such as audits being "effectively limited to visual inspections without any diagnostic testing."

Q14 Does your company perform work commonly associated with the long-term energy consumption of a home or building? If "Yes," please specify what services. If "Other," please explain.

RESPONSES

- 22 responded "Yes."
- 2 responded "No."

The responses to "If 'Yes,' please specify what services. If 'Other,' please explain." include a variety of services related to energy consumption in homes and buildings. These responses highlight a strong focus on insulation, weatherization, energy efficiency, and the use of heat pumps among the contractors surveyed.

1. Insulation
2. Weatherization and home repairs
3. Better insulation for long-term savings
4. High-performance insulation
5. Heating with designed and installed masonry stoves
6. Administration of the Weatherization Assistance Program (WAP) and hiring of private contractors
7. Weatherization
8. Additional mention of weatherization
9. Insulation (repeated)
10. Efficiency improvements for long-term home efficiency



11. Buildings designed to reduce energy consumption
12. HVAC services, especially heat pumps and high-efficiency systems
13. Air sealing and addressing other energy issues
14. Full home retrofit insulation projects, combined with air sealing
15. Work focused on savings to investment ratios
16. Desire for more certification in energy efficiency
17. Heat pump sales, service, and installations
18. Long-lasting impact of their work on energy consumption
19. Comprehensive energy efficiency services
20. Air sealing, insulation, and heat pump installations
21. Installation of vapor barriers and blow cellulose insulation
22. Insulation, air sealing, assessments detailing energy efficiency improvements

Q15 How many employees does your company have?

RESPONSES

- 9 contractors have between 1 and 3 employees.
- 3 contractors have 5 - 6 employees.
- 3 contractors have 11 - 18 employees.
- 6 contractors have 25 - 100 employees.
- 2 contractors have 150+ employees.
- 1 have no employees and act as sole proprietors.

Q16 Does your company have a designated Human Resources Officer?

RESPONSES

- 13 respondents said "No."
- 11 respondents said "Yes."



Q17 Does your company have a designated Recruiter?

RESPONSES

- 19 answered "No."
- 5 answered "Yes."

Q18 Do you, or does anyone in your company, hold a certification or credential with the following institutions? Check all that apply.

RESPONSES

- The Building Performance Institute (BPI) certification/credential is the most common among the respondents, with 20 out of 24 indicating that they or someone in their company holds it.
- Maine Energy Markets Association (MEMA) Technical Education Center is also mentioned twice as a certification/credential institution.
- The Residential Energy Services Network (RESNET) is mentioned once as a certification/credential institution.
- The Air Conditioning Contractors Association (ACCA) is mentioned twice as a certification/credential institution.
- One respondent mentioned having Phius Certified Consultant and Builder certifications.
- Another respondent mentioned having Certified Energy Manager (CEM) and US Green Building Council Leadership in Energy and Environmental Design Accredited Professional for Building Design and Construction (LEED AP BD+C) certifications.
- Two respondents indicated that they or someone in their company have certifications/credentials from community colleges.



Q19 How many field staff for each position are employed currently through your organization? How many do you need to hire in the next year?

RESPONSES

Part 1: How many field staff for each position are employed currently through your organization?

Retrofit Installer Technician (or equivalent):

- None: 42% (10 responses)
- 1-5: 42% (10 responses)
- 6-10: 4% (1 response)
- 11-15: 4% (1 response)
- 16-20: 0% (0 responses)
- 21-25: 4% (1 response)

Crew Leader (or equivalent):

- None: 54% (13 responses)
- 1-5: 38% (9 responses)
- 6-10: 8% (2 responses)
- 11-15; 16-20; 21-25: 0% (0 responses)

Energy Auditor (or equivalent):

- None: 25% (6 responses)
- 1-5: 71% (17 responses)
- 6-10: 4% (1 response)
- 11-15; 16-20; 21-25: 0.00% (0 responses)

Quality Control Inspector (or equivalent):

- None: 58% (14 responses)
- 1-5: 42% (10 responses)
- 6-10; 11-15; 16-20; 21-25: 0.00% (0 responses)

Other staff not included above:

- None: 67% (16 responses)
- 1-5: 29% (7 responses)
- 6-10; 16-20; 21-25: 0.00% (0 responses)
- 11-15: 4% (1 response)



Managers:

- None: 42% (10 responses)
- 1-5: 54% (13 responses)
- 6-10: 4% (1 response)
- 11-15; 16-20; 21-25: 0.00% (0 responses)

Part 2: How many do you need to hire in the next year?

Retrofit Installer Technician (or equivalent):

- None: 37.50% (9 responses)
- 1-5: 50.00% (12 responses)
- 6-10: 8.33% (2 responses)
- 11-15: 4.17% (1 response)
- 16-20: 0.00% (0 responses)
- 21-25: 0.00% (0 responses)
- > 25: 0.00% (0 responses)
- Unsure: 0.00% (0 responses)

Crew Leader (or equivalent):

- None: 41.67% (10 responses)
- 1-5: 58.33% (14 responses)
- 6-10: 0.00% (0 responses)
- 11-15: 0.00% (0 responses)
- 16-20: 0.00% (0 responses)
- 21-25: 0.00% (0 responses)
- > 25: 0.00% (0 responses)
- Unsure: 0.00% (0 responses)

Energy Auditor (or equivalent):

- None: 41.67% (10 responses)
- 1-5: 58.33% (14 responses)
- 6-10: 0.00% (0 responses)
- 11-15: 0.00% (0 responses)
- 16-20: 0.00% (0 responses)
- 21-25: 0.00% (0 responses)



- Unsure: 0.00% (0 responses)

Quality Control Inspector (or equivalent):

- None: 79.17% (19 responses)
- 1-5: 20.83% (5 responses)
- 6-10: 0.00% (0 responses)
- 11-15: 0.00% (0 responses)
- 16-20: 0.00% (0 responses)
- 21-25: 0.00% (0 responses)
- > 25: 0.00% (0 responses)
- Unsure: 0.00% (0 responses)

Other staff not included above:

- None: 70.83% (17 responses)
- 1-5: 25.00% (6 responses)
- 6-10: 4.17% (1 response)
- 11-15: 0.00% (0 responses)
- 16-20: 0.00% (0 responses)
- 21-25: 0.00% (0 responses)
- > 25: 0.00% (0 responses)
- Unsure: 0.00% (0 responses)

Managers:

- None: 95.83% (23 responses)
- 1-5: 4.17% (1 response)
- 6-10: 0.00% (0 responses)
- 11-15: 0.00% (0 responses)
- 16-20: 0.00% (0 responses)
- 21-25: 0.00% (0 responses)
- > 25: 0.00% (0 responses)
- Unsure: 0.00% (0 responses)



Q20 Which of the following entities, if any, provide your workforce training? Check all that apply.

RESPONSES

- 19 respondents selected in-house training.
- 8 respondents selected in-state accredited training centers.
- 5 respondents selected independent training providers.
- 3 respondents were unsure.
- 3 respondents selected out-of-state accredited training centers.

Q21 Does your company offer services that they subcontract or partner with other contractors to provide?

RESPONSES

- 19 respondents answered "Yes."
- 2 respondents answered "No."
- 3 respondents answered "Not currently, but open to expanding our product offering."

Q22 Would your company be willing to participate in programs that include energy assessments and rebates for home performance upgrades?

RESPONSES

- All respondents answered "Yes."



Q23 What is the starting pay you currently offer?

RESPONSES

- 4 contractors offer \$25 per hour.
- 2 contractors offer \$22 per hour.
- 4 contractors offer \$19-20 per hour.
- 3 contractors offer \$18 per hour.
- 2 contractors offer \$15-16 per hour.
- The remaining contractors did not answer or had no employees.
- The WAPs (Weatherization Assistance Program) reported \$15, 16, 18 and 19 per hour respectively.
- Overall, the starting pay offered by the companies varies widely, with many paying in the range of \$15-20 dollars per hour.

Q24 What benefits do you currently offer your employees? Select all that apply. *If selecting "Other," please specify your response.

RESPONSES

- 11 respondents said they offer health benefits to their employees.
- 10 respondents said they offer dental benefits to their employees.
- 14 respondents said they offer a 401K plan to their employees.
- 15 respondents said they offer paid time off to their employees.
- 9 respondents said they offer some form of stipend or bonus to their employees.
- 13 respondents said they offer other benefits offered by respondents include flex hours, education, PPE stipend, holiday, vision insurance, life insurance, and 403B plan.



Q25 Are you willing to participate in apprenticeship and workforce development programs as a means to attract new employees?

RESPONSES

- 16 respondents said "Yes."
- 5 respondents said "Maybe."
- 3 respondents said "No."

Q26 Do you currently utilize apprenticeships as a part of your recruitment process?

RESPONSES

- 3 respondents said "Yes."
- 21 respondents said "No."

Q27 If you answered "Yes" to the previous question, what internship or pre-apprenticeship programs do you use?

RESPONSES

Of the 3 who answered "Yes":

- 1 respondent reported using Climate Corps.
- 1 respondent reported using ReMaine to provide internships and other pre-apprenticeship educational opportunities to middle and high school students.
- 1 respondent said "NA."



Q28 Are you interested in a BPA-sponsored apprenticeship program?

RESPONSES

- 20 respondents said "Yes."
- 4 respondents said "No."

Q29 Would you utilize internship or pre-apprenticeship programs as part of your recruitment process if it included training reimbursement and/or wage subsidy?

RESPONSES

- 20 respondents said "Yes."
- 4 respondents said "No."

Q30 Would you consider offering an opportunity for career seekers to work with your company for a short period of time as part of the interview process?

RESPONSES

- 21 respondents said "Yes."
- 3 respondents said "No."

Q31 Do you provide training for entry level new hires? Provide details.

RESPONSES

- 21 respondents said "Yes."
- 3 respondents said "No."



- 14 contractors and 3 WAPs provide on-the-job training.
- 6 contractors also utilize BPI certifications.
- 3 contractors said it was not applicable to them since they don't have any employees.

Q32 Do you send out employees for training to prepare them for jobs within your company? Please specify the job titles where outside training assistance is necessary.

RESPONSES

- 12 respondents said "Yes."
- 12 respondents said "No."

Q33 If you answered "Yes" to the previous question, please specify the job titles where outside training assistance is necessary.

RESPONSES

- Responses included Energy Auditors, Home Repair Technicians, Crew Chiefs, Building Analysts, QCI (Quality Control Inspector), Installers, and Heat Pump Installers require outside training assistance.
- 6 contractors and 2 WAPs indicated that insulation installers, supervisor and crew chiefs could use BPI certification training.
- 3 contractors and 2 WAPs indicated that energy auditors need outside training.
- 10 contractors indicated that this question didn't apply to them.

Q34 Do you have specific language level or learning requirements?

RESPONSES

- 9 respondents said "Yes."
- 15 respondents said "No."



Q35 If you answered “Yes” to the previous question, please answer the following: What READING level do you require? What COMPREHENSION level do you require?

RESPONSES

- 11 respondents answered “NA” to this question.
- 1 respondent answered “College” as the level required for both reading and comprehension.
- 5 respondents answered “High School” as the level required for reading.
- 6 respondents answered “High School” as the level required for comprehension.
- 4 respondents answered “Up to 8th grade” as the level required for reading.
- 3 respondents answered “Up to 8th grade” as the level required for comprehension.

Q36 Does your company contract permit the hiring of individuals who are: New Mainers, are or were unhoused, coming out of a rehab program, or coming out of incarceration?

RESPONSES

- 21 companies are open to hiring individuals that are New Mainers.
- 18 companies are open to hiring individuals that are or were unhoused.
- 17 companies are open to hiring individuals coming out of a rehab program.
- 15 companies are open to hiring individuals coming out of incarceration.



Q37 If you can accept individuals coming out of incarceration or rehab programs, are there any limitations? For example: theft, drug violation).

RESPONSES

- 6 respondents had no response to this question.
- 3 contractors and 2 WAPs had no restrictions.
- 6 respondents reported concerns about hiring individuals who had committed theft, due to homeowners' concerns.

Q38 Does your company policy allow you to hire individuals with work permits/Visas? If there are stipulations, please select "Other" and specify your answer.

RESPONSES

- 18 respondents said "Yes."
- 6 respondents said "No."
- No respondents specified stipulations.

Q39 If there a Diversity, Equity and Inclusion (DEI) plan/training established within your company? Select Yes or No. If answering "Yes," please also select "Other" and list the training you offer.

RESPONSES

- 5 respondents said "Yes."
- 11 respondents said "No."
- 8 respondents said "Other."

Specifications for "Other":



- "Not definitively - but we are open to hiring and working with anyone and do not discriminate in our hiring process on the basis of protected classes of people"
- "Not sure"
- "We're open to it but we don't have a plan"
- "I imagine [respondent] has something like this, but I am not sure."
- "Not currently but willing"
- "still developing"
- "not a plan, but a strategy for diversity - we've gotten very diverse"
- "[Respondent] has a variety of policies and trainings related to DEI"

Q40 Do you currently use any of the following workforce development services?

RESPONSES

- 16 respondents use Indeed.
- 12 respondents use LinkedIn.
- 11 respondents use ZipRecruiter.
- 11 respondents use BPA Career Board.
- 11 respondents use Maine Career Centers.
- 10 respondents use Boots to Roots.
- 10 respondents use Destination Occupation.
- 10 respondents use Live & Work Maine.
- 10 respondents use FedCap.
- 10 respondents use Goodwill.
- 10 respondents use Eastern Maine Development.
- 10 respondents use Vocational Rehabilitation.
- 10 respondents use Adult Ed.
- 10 respondents use another service.



Q41 Please explain why you chose the service(s) identified in the previous question.

RESPONSES (SUMMARIZED)

- Indeed is a popular job service due to its quick and easy process, and the fact that it does not charge for sponsored postings when applicants are rejected within a certain timeframe.
- Some respondents do not use any job services or rely on HR to determine where to post job openings.
- Some respondents reported seeing Facebook ads and hearing of services through word of mouth.
- Some respondents are not aware of other resources or have not tried them.

Q42 On average, how many applicants does your company receive PER WEEK for EACH open position?

RESPONSES

- 19 respondents said they receive less than 5 applications per week.
- 4 respondents said they receive between 6-10 applications per week.
- 1 respondent said they receive between 11-25 applications per week.

Q43 Do you participate in Career Fairs when recruiting?

RESPONSES

- 19 respondents said "Yes."
- 5 respondents said "No."



Q44 Do you work with community colleges when recruiting?

RESPONSES

- 6 respondents said "Yes."
- 18 respondents said "No."

Q45 Do you work with local high schools or technical schools when recruiting?

RESPONSES

- 5 respondents said "Yes."
- 19 respondents said "No."

Q46 Does your company offer an employee referral program?

RESPONSES

- 8 respondents said "Yes."
- 16 respondents said "No."

Q47 Which forms of media does your company utilize for recruiting?

RESPONSES

- 5 respondents use television for recruiting, and 19 do not.
- 4 respondents use radio for recruiting, 15 do not, and 2 are unsure.
- 6 respondents use print media for recruiting, 12 do not, and 1 is unsure.
- 15 respondents use Facebook for recruiting, and 9 do not.



- 1 respondent uses TikTok for recruiting, 17 do not, and 1 is unsure.
- 0 respondents definitively use Snapchat for recruiting, 18 do not, and 1 is unsure.
- 3 respondents use other social media platforms for recruiting, 14 do not, and 3 are unsure.
- 5 respondents use digital ads for recruiting, 12 do not, and 3 are unsure.
- 0 respondents definitively use digital television for recruiting, 17 do not, and 2 are unsure.
- 0 respondents definitively use digital streaming services for recruiting, 18 do not, and 1 is unsure.

Q48 Which media sources have you found most successful?

RESPONSES

- 7 contractors and 1 WAP are not sure which media sources are being used.
- 6 respondents said Facebook and Instagram
- 2 said Indeed.
- A few respondents mentioned radio as the most successful media source.

Q49 How important is it to communicate the following in your marketing materials?

RESPONSES

- 22 respondents said it is important to communicate mission, vision, and values in marketing materials.
- 18 respondents said it is important to communicate company culture in marketing materials.



Q50 Do you utilize any of the following video/photographic tools in your recruiting marketing?

RESPONSES

- Job-Specific Video: 2 respondents answered “Yes,” 16 respondents answered “No,” and 2 respondents are unsure.
- Company website: 20 respondents answered “Yes” and 4 respondents answered “No.”
- Still photography: 11 respondents answered “Yes,” 9 respondents answered “No,” and 2 are unsure.
- Ad video: 5 respondents answered “Yes,” 13 answered “No,” and 2 are unsure.
- Company culture video: 2 respondents answered “Yes,” 16 answered “No,” and 2 are unsure.
- Visual tour video: 1 respondent answered “Yes,” 17 answered “No,” and 2 are unsure.

Q51 If you answered “Yes” to any of the tools in the previous question, list why your company uses these tools.

RESPONSES

- 6 contractors and one WAP selected “NA.”
- 6 contractors indicate that pictures are helpful in marketing.
- 4 contractors indicate that their website is a good context for services.
- 2 contractors indicate that Facebook ads are helpful for visibility.



Q52 If you answered “No” to any of the tools in the previous question, list why your company DOES NOT use these tools.

RESPONSES

- 15 contractors and one WAP selected “NA.”
- 3 contractors indicated their reasoning was due to costs.

Q53 If you use a company website, do you have a dedicated recruitment/careers page on your website?

RESPONSES

- 9 respondents said “No.”
- 8 respondents said “Yes.”
- 2 respondents said “NA.”
- 1 respondent said “No but should have.”
- 1 respondent is uncertain.

Q54 How do you convey the work, culture, and day-to-day aspects of your company to potential job seekers?

RESPONSES

- 5 respondents said “During the Interview process.”
- 4 respondents said “NA.”
- 2 respondents said they do not convey this information.
- 2 respondents were uncertain or said this process needs improvement.
- 1 respondent conveys these messages through social media.
- 1 respondent conveys these messages through testimonials.
- 1 respondent conveys these messages through job listings and conversations.
- 1 respondent conveys these messages through direct engagement.
- 1 respondent conveys these messages through agency mission and referrals.



Q55 Are your recruiting efforts ongoing, even without an open position?

RESPONSES

- 9 respondents said "Yes."
- 6 respondents said "No."
- 3 respondents said "NA."
- 3 respondents were uncertain.

Q56 Do you use employee testimonials in your recruitment marketing?

RESPONSES

- 4 respondents said "Yes."
- 20 respondents said "No."
- Some respondents said that they have not yet thought of using employee testimonials or have not yet collected them, but it's a promising idea to do so in the future.

Q57 Rank the following RECRUITMENT marketing messages from most to least important. Note: You can select whatever you want for "Other." Use this scale: 1=Most Important 5=Least Important

OVERALL RANKINGS

1. Salary
2. Company culture
3. Benefits
4. Mission, vision, and values
5. Other (specified as word-of-mouth marketing)



Q58 In the previous question, what is the “other” item for your organization, and why is this messaging important in your recruitment marketing strategy?

RESPONSES

- 13 contractors and 2 WAPs responded NA.
- 2 contractors and 1 WAP indicated word of mouth is the best marketing strategy.
- 2 contractors and 2 WAPs do not use messaging marketing.

Q59 Rank the following RECRUITMENT marketing tools from most to least important. Note: You can select whatever you want for “Other.” Use this scale: 1=Most Important, 7=Least Important. Select ONE answer from each row and only ONE answer from each column.

OVERALL RANKINGS

1. Electronic job boards
2. Social media
3. Digital ads
4. Print media
5. Television ads
6. Radio ads
7. Other

Q60 Have you ever interviewed your best employees to ask them how to recruit employees like them?

RESPONSES

- 8 respondents said “Yes.”
- 16 respondents said “No.”



Q61 Does your internal marketing department wish to keep product/service marketing separate from recruitment marketing?

RESPONSES

- 5 respondents said “Yes.”
- 19 respondents said “No.”

Q62 In terms of recruitment marketing, what has been your most successful strategy? Why do you believe this to be true?

RESPONSES

- 4 respondents mentioned Indeed. One respondent noted that Maine folks tend to look for work on Indeed. Another respondent appreciated Indeed's easy-to-use platform and the ability to provide a lot of information.
- 3 respondents mentioned Facebook. Respondents indicated that it is successful in generating referrals and reaching potential candidates.
- 3 respondents mentioned word-of-mouth marketing. 2 of the 3 respondents emphasized the importance of company culture and values in creating a positive word of mouth.
- 2 respondents indicated company culture and values are important in recruiting.

Q63 In terms of recruitment marketing, what has been your least successful strategy? Why do you believe this to be true?

RESPONSES

- 13 respondents said “NA.”
- 2 respondents said “Print Media.”
- 1 respondent said “ZipRecruiter.”
- 1 respondent said “Indeed.”



- 1 respondent said "Radio."
- 1 respondent said "Craigslist."
- 1 respondent said "Website."
- 1 respondent said "Facebook."
- 1 respondent said "Private Messaging."
- 1 respondent said "In-person events."

Q64 Is there anything you would add that might help BPA members succeed in recruitment marketing?

RESPONSES

- 12 contractors and 1 WAP said "NA."
- 2 contractors mentioned help creating a work/business plan.
- 1 contractor mentioned job shadowing opportunities.
- 1 contractor mentioned help from trade schools.
- 1 contractor mentioned a need for more promotional materials online and in print.
- 1 contractor mentioned more advocacy at the policy level for this field of work.
- 1 contractor and 2 WAPs indicated that this survey was more intended for HR people in the organization and not them.

Q65 In regard to turnover, what are your top three most common responses given by staff when asked, "Why are you leaving our organization?"

RESPONSES

- Compensation was the leading answer, with 67% agreeing it is the #1 reason why employees report they are leaving.
- Low job satisfaction ranked as #2.
- Change of profession ranked as #3.
- Other responses included lack of work life balance, lack of career growth opportunities, working conditions, and lack of health benefits.



Q66 What are the perceived barriers to earning or maintaining Energy Auditor or Quality Control Inspector certification among staff at your organization? Please select all that apply.

OVERALL RANKINGS

1. Time
2. Prerequisite requirements
3. Lost production time
4. Lack of interest
5. Cost of certification
6. Availability of in-person training
7. Availability of online training
8. Exam delivery mode (in-person only)
9. Comprehension of building science written exam questions
10. Comprehension of math written exam questions
11. Field exam difficulty
12. Availability of approved field exam test sites
13. Accessibility to qualified continuing education credits (CEUs)
14. Exam delivery mode (online only)
15. Travel constraints
16. English comprehension when completing written exams

Q67 Is there anything else you would like to add that you think is important to consider to aid with recruitment?

RESPONSES (SUMMARIZED)

- Some respondents express a need for more support in terms of developing their business or program. One respondent specifically mentioned needing help with getting enough work to be able to hire staff.
- Promotional materials, such as brochures or flyers, are mentioned by one respondent as potentially helpful in recruitment efforts.
- A few respondents mentioned the importance of policy changes and creating a better understanding of weatherization as a career.



- One respondent is working on developing a professional development program for K-12 teachers focused on energy efficiency and clean energy, highlighting the importance of education in building a clean energy workforce.
- Several respondents noted the need for options to select "NA" or "Don't know" in survey questions where they may not have relevant information.
- Some respondents emphasized the importance of training and professional development, including longer and more in-depth classes.

ⁱ [2022 Maine Clean Energy Workforce Analysis Report](#)

ⁱⁱ <https://www.maine.gov/energy/initiatives/energy-efficiency>

