

The Recruitment Toolkit:

Recruiting Employees and Students
for Residential Building Energy
Efficiency & Heat Pumps



by Building Performance Institute and
US Partnership for Education for Sustainable Development



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This toolkit was funded by the U.S. Department of Energy's Residential Building Integration Program, through the Pacific Northwest National Laboratory (PNNL) in support of PNNL's efforts to recruit more professionals into the residential industry (especially HVAC contractors, plumbers and home performance technicians), with technical advisement from Jamie Kono.

The US currently boasts a strong market for residential energy efficiency retrofits, buoyed by robust federal incentives, but progress is limited by a significant shortage of workers. We've created this toolkit to empower employers, career advisors, educators, and training centers in their recruitment efforts.

Explore and use these free materials and strategies designed to help recruit more students and employees for the following industries: HVAC/heat pumps, home performance, and residential building energy efficiency. These are fast growing industries, and the need for workers continues to increase. The Toolkit was developed using market research and input from industry experts to streamline your recruitment efforts and support the growth in the energy efficiency and HVAC sectors.

"The key messages helped us understand how to better motivate people to apply for these jobs."

— Brent Kossick, Service Year Alliance

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I. Introduction

Who this Toolkit is for

This Toolkit is for Recruiters and Career Advisors

Manufacturers	Distributors/ Warehouses	Contractors	Education & Training Orgs, Nonprofits & Community Orgs	Associations
▼ For recruiting trainees for their own staff For doing outreach to local high school and post-HS programs	▼ For recruiting contractors into training and upskilling programs	▼ For recruiting technicians, salespeople and other employees into the company	▼ For recruiting students and trainees into courses For raising awareness and demystifying these career pathways	▼ For assisting members to recruit trainees and workers into their companies

This Toolkit was created to serve career advisors, educators and employers, plus other stakeholders in the energy efficiency, home performance, HVAC, and heat pump/heat pump water heater fields. It is useful for manufacturers, distributors, and contractors recruiting new employees, and for educational staff recruiting for additional students.

This Toolkit focuses on recruiting new entrants into these fields, including students exploring career choices, students looking for their first job, existing workers in these fields, and people who are changing careers from other fields.

The Toolkit is packed with easy-to-use materials you can customize for your recruitment efforts, as well as strategies and tactical tips. Use the clickable table of contents to jump to the section you want.

Nearly 2.2 million Americans now work in energy efficiency – more than any other sector of the U.S. energy industry.¹

¹ [https://e2.org/releases/report-energy-efficiency-remains-energy-industrys-largest-workforce-employing-2-2-million-americans/#:~:text=Nearly%202.2%20million%20Americans%20now,and%20E2%20\(Environmental%20Entrepreneurs\).](https://e2.org/releases/report-energy-efficiency-remains-energy-industrys-largest-workforce-employing-2-2-million-americans/#:~:text=Nearly%202.2%20million%20Americans%20now,and%20E2%20(Environmental%20Entrepreneurs).)

A Note on Heat Pump Water Heaters

This recruitment toolkit also supports the emerging national trend toward Heat Pump Water Heaters (HPWHs). Due to policies, standards and consumer interest in decarbonization, cold climate heat pumps and HPWHs are seeing a rapid increase in adoption. Yet, there is a recognized lack of contractors and installers that are specialized in and promote the technology and contractor recruitment as a top priority.

The gaps in the HPWH workforce can be met by plumbers and/or HVAC contractors. It is recommended that installers who are unfamiliar with HPWHs have some training to understand the similarities and differences between HPWHs and other types of water heaters along with best practices for installation.

For Academic and Career Counselors

This toolkit has useful sections for academic and career counselors. It includes materials describing educational and employment/career opportunities to share with students. Many school counselors have focused on university paths after high school and are not fully prepared to counsel their students about the trades. Students may not think the trades are for them because they haven't been properly introduced.

See these sections: [Key Messages](#) (under Customizable Recruitment Materials) and [Explain the career paths to motivate interest](#) (under Key Recruitment Strategies).

Why is it important to recruit into these fields?

Home performance reduces pollution and makes homes healthier and more comfortable. Buildings account for 35% of the U.S. carbon dioxide emissions. Improving energy efficiency and thereby reducing energy loads makes it easier and less expensive to heat and cool buildings.

Home performance affects the durability of homes. This has profound implications for the current housing crisis. Poorly performing homes are subject to mold, water intrusion, and other hazards that shorten the life of the building and ultimately make them unfit for habitation. To maintain the nation's current housing stock and prevent increasing shortage, we must ensure that America's existing homes perform adequately to remain durable and safe for residents.

Energy affordability is important for everyone, and is a critical issue for people with low incomes and those in disadvantaged communities. Full implementation of home performance measures, in combination with electrification, can reduce costs for energy-burdened households, improve housing quality, and improve health for occupants.

99.7% of U.S. counties have energy efficiency

² <https://e4thefuture.org/wp-content/uploads/2023/10/Energy-Efficiency-Jobs-in-America-2023.pdf>

How to benefit the most from using this Toolkit



Customize with ease

This toolkit offers ready-to-use recruitment materials for online and offline use (e.g., materials for emails, posters). Simply add your specific details to effectively communicate your message, saving time and effort.



Engage on social media

Benefit from our pre-written social media content to enhance your online engagement effortlessly.



Adopt effective strategies

Beyond distributing materials, our Key Recruitment Strategies section provides insights to amplify your reach and attract potential candidates successfully.



Discover valuable resources

Discover a range of other helpful resources and free training materials included in this toolkit to support the development of your organization, team and/or students. Find resources specifically for recruiting from disadvantaged communities and diverse populations.



Use the checklist

There is so much good information here, it is difficult to digest in one sitting. Use the Toolkit over multiple sessions and use the [checklist in Appendix D](#) to keep track of what you have done and plan to do next. Revisit the Table of Contents frequently to reorient yourself. Each section will make recruitment easier!



II. Customizable Recruitment Materials

Key messages

The key messages below reflect the motivations of students and employees who have selected home performance and HVAC careers. The messages were distilled from market research and conversations with students, educators, and employers around the country. By tapping into the feelings and motivations that brought others into the industry, you can successfully appeal to new recruits.

Key Message to Use	Who This Message Reaches
Your Career Starts Now Your Future Starts Now Your Future Career Starts Now Advance Your Career Now	<i>For those who want a solid career with a clear progression for professional growth. (If this message is being used by contractors that are not asking for previous training, then you could use a phrase like "Skip college, start your career now.")</i>
Be a Community Hero	<i>For people who feel rewarded by helping those harmed by high energy bills, poor indoor air quality, and poorly conditioned homes. When dealing with high school recruiting, you can also say, "Be a Community Superhero."</i>
Build a Clean Energy Future Help the Environment Advance Climate Solutions	<i>For people who care about the environment, this type of message helps them understand how this career path reduces polluting fossil fuel use, supports efficiency and cleaner forms of energy, and limits climate change. For more resources, click HERE.</i>
Work Beyond the Office Walls Hands-on Work, Real-world Results Swap Screens for Scenes: Build the Real World	<i>For people who prefer to be physically active, have lots of social interaction, frequently change work locations, and have a mix of physical and mental tasks at work.</i>
Earn Money	<i>Shows these careers can offer a quick, low-cost route to earning, with good prospects for long-term financial stability.</i>

Key Message to Use

Who This Message Reaches

Learn the Latest Technology
Use the Latest Technology

For those who like to use new technology to solve real world problems.

**Make Homes Comfortable,
Efficient, and Healthy!**

Focuses on the building/construction aspect of making a difference, for those who are distressed by poor quality and like to see things done right.

For heat pumps specifically:

- 1. Use the Latest Technology that Works in all Kinds of Weather - Heat Pumps**
- 2. Help Businesses Grow with the Latest Rebates for Heat Pumps**






These messages are compiled specifically for a focus on recruiting for heat pumps/heat pump water heaters. The heat pump rebates are a business opportunity for contractors. See more info on some of the rebates at [Energy Star](#) and [BPI](#) websites.

Social media materials and graphics

We've provided a [complete library of marketing templates at BPI.org](#) including downloadable [high quality marketing photos](#) of real home performance workers. There are several flexible and easy ways to use the graphic recruitment materials.

- ▶ **Easy** - Download a .jpg from the social media [template gallery](#) and use any photo editor to add text and logos to it, using the [instructions for your preferred device here](#).
- ▶ **Medium** - Log into [Canva](#) or create a [free Canva account](#) if you don't have one, then select the [Canva template folder](#). Open the document for the format you want to make, and click any thumbnail, then select Use the Template.
- ▶ **Pro** - Download designs from the [Adobe Illustrator folder](#) and use your licensed software to edit.



Headline	Wording from Image with Additional (Italicized) Options	Image
<p>Multiple messages: Your Career Starts Now Start Earning Money Build A Clean Energy Future</p>	<p>Any combination of the below suggestions</p>	
<p>Be a Community Hero</p>	<p>With a job in residential energy efficiency, you can help others breathe safer, cleaner air at home and spend less on utility bills. Get started now!</p>	
<p>Build a Clean Energy Future</p>	<p>Clean energy careers are good for you and the planet. Job training is available to help you get started.</p> <p><i>There is high and growing demand for workers in these fields.</i></p> <p><i>Always in demand!</i></p> <p><i>Jobs cannot be outsourced!</i></p>	
<p>Make Homes Comfortable, Efficient, and Healthy!</p>	<p>It's a job you can be proud of! Get started working in home energy efficiency, where you'll learn how to make homes more comfortable, safe, and efficient.</p>	
<p>Start Earning Now</p>	<p>Ready for a great job with less or no college debt? Start making a difference in your community right away and learn while you earn.</p> <p><i>Use short term trainings and learn on the job. Go to work faster and get great credentials.</i></p>	

Headline

Wording from Image with Additional (Italicized) Options

Image

Use the Latest Technology

Get a job where you learn something new every day and use the latest technology to solve real-world problems!

*Get a career in one of America's fastest growing tech industries.
Each day is fun, solving puzzles.*



Work Beyond The Office Walls

Careers in energy efficiency take you to new places every day and have a satisfying mix of physical, social, and mental work.



Your Career Starts Now

Training and certification in the trades are a short route to a fast-growing new career. Learn about job training to improve homes and save energy.



Social media messages

All samples provided are short enough to allow for posting on Twitter (X) and leaves room for your organization or program's URL. Expand and customize content to fit your organization. Add graphics from the above if you wish.

The messages can be adapted for LinkedIn, Facebook, TikTok and Instagram, recorded for YouTube etc. Be aware younger people tend to use Instagram, TikTok and some LinkedIn while older populations tend to use LinkedIn and Facebook.

For a more complete set of sample messages and customization options, click [HERE](#).

A couple of examples are:

Ready for a great job with less or no college debt? Start making a difference in your community right away and learn while you earn.

It's a job you can be proud of! Enroll [here](#) to train for a career in energy efficiency, where you'll learn how to make homes more comfortable, safe, and efficient."

III. Essential Recruitment Resources

The following are materials from other organizations for your use. They include additional key messages, testimonials, videos, infographics, flyers and more!

Use the [checklist](#) in Appendix D to track your use of the resources to achieve your recruitment goals

Weatherization, home performance, and energy efficiency

- [Faces of Energy Efficiency](#) is an initiative educating people about careers in energy efficiency and clean energy. It includes photos, video testimonials and personal stories of happy employees from around the country. Explore and use [some of the best ones](#).
- [Green Workforce Connect](#) is a new platform, developed by the Interstate Renewable Energy Council (IREC) and partners, that aims to support contractors in expanding their building energy performance businesses. It provides a range of resources, including a [Contractor's Guide to Success in the Weatherization Assistance Program](#), an [Outreach and Engagement Toolkit](#), and other resources and tools to help support your local workforce development needs.

HVAC & heat pumps

Why the emphasis on heat pumps instead of just HVAC?

HVAC systems use a large percentage of the energy consumed in a building so improving efficiency by using heat pumps has benefits for homeowners and the environment.

New technology breakthroughs produced cold climate heat pumps that work efficiently in very cold temperatures. Heat pumps now work in all climates! There is already a growing trend toward electrification of buildings to utilize the increase of cleaner and renewable energies, available locally and from the electrical grid. Rebates are becoming available for installing heat pumps. Increasingly, customers are asking about heat pumps. Heat pumps are an opportunity for business growth and more profits.

Recruiting Materials

- [Always in Demand](#) is a comprehensive source of information on the HVAC industry, including why people choose to go into HVAC careers (with an accompanying [compelling video](#)), demand & growth trajectory, and resources like scholarships for students hoping to enter the industry. Additional communication materials are in the [Always in Demand Toolkit](#). Use their social media (Tik Tok) videos to recruit younger audiences, including:
 - [Blue Collar Workers Are Making Huge Wage Gains, Will You Join Them?](#)
 - [White Collar Wages Cooling Off While Blue Collar Wages Stay White Hot](#)
- [HVAC Career Map](#) provides an intuitive and visual way for the user to explore 40+ career opportunities in the HVAC industry
- [Tech Up](#) is a resource provided by Carrier and includes information on recruiting for the HVAC industry as well as [online training materials](#)



Welcoming women into HVAC

Like many trades, HVAC has historically been a male-dominated field. But with high demand for new workers, surging compensation, and many paths for career growth, it is also a great field for women. Savvy contractors who want to grow will craft culture and policies that support the needs and priorities of this large, mostly untapped labor pool.

Diversity and inclusion are crucial aspects of any industry, and the HVAC sector should reflect this as well. By opening up opportunities for women to join, it fosters a more diverse and dynamic workforce, resulting in a broader range of perspectives and ideas.

By recruiting women into HVAC, not only does it help bridge the gender gap and promote equality, but it also helps address the shortage of skilled technicians in the industry. Encouraging and supporting women to pursue careers in HVAC can lead to increased innovation, productivity, and overall success within the field.

Scholarships, training programs, and mentorship opportunities are available to women entering the HVAC field. Networks like Women in HVACR, dedicated to fostering a supportive environment for women, offer invaluable networking opportunities and resources. The organization [Women in HVACR](#) provides professional avenues for women in HVACR to connect with each other to grow their careers in the industry.



Recruiting for diversity, energy, and general trades

Diversity

- From the National Council for Workforce Education: [*ADVANCING EQUITY: Strategies to Recruit More Black, Indigenous & People of Color \(BIPOC\) and Women to Green Skilled Trades/Crafts, and STEM Job Training*](#)
-

Energy

- [Get Into Energy](#) explains what it means to work in energy, the different career paths available, and provides resources for students, parents, schools, and educators
 - [NYSERDA \(New York\) Roadtrip Nation](#) provides a collection of compelling stories and videos of people who work across the energy industry, including a “day in the life” and career advice videos
-

General Trades

- [Explore the Trades](#) exploration tools:
 - [Are you made for the trades?](#)
 - [Quick: Which trade is right for me?](#)
 - [Resources \(including videos, pathway infographic\)](#)

A diverse workforce is proven to boost innovation, productivity, employee satisfaction and retention as well as

Climate change

- For your potential recruits motivated by concerns about climate change, [here are materials](#) for your use.
- Work on Climate, a nonprofit, created a report titled '[How to Attract People Into Working on Climate](#)'

³ <https://e4thefuture.org/wp-content/uploads/2023/10/EEJA-National-Summary-2023.pdf>

IV. Key Recruitment Strategies

Connecting with counselors and teachers

- [Connecting with Potential Employees and Improving College Curricula](#), an excellent one page handout, explains how employers/contractors can connect with community colleges to get their best students to apply to their companies (and also help update the curricula to improve student skills).
- Host **career fairs** or call your local **technical high schools and community colleges** to attend their career fairs and connect directly with students/potential employees.
- Share this toolkit's recruitment materials/key messages with local **career counselors and teachers**, including but not limited to technical schools.
- Call the schools to get counselor and teacher **emails or just call them directly**. Talk to them or leave messages and send follow up emails. Ongoing communication makes a difference.
- Ask them to **put up the posters** and follow up with them regularly.
- Give **workshops** and **presentations** to students, teachers, and career counselors, using the recruitment materials in this toolkit.

Utilize other organizations' reach

- Identify **feeder areas** at the schools and colleges you can partner with (e.g., student support services, program advisors) and regularly email the **instructors** and ask them to connect you to their quality students looking for work.
- Build relationships with **local educational institutions** (e.g., Career and Technical Education High Schools, Community Colleges) and speak to their faculty and their deans to help develop **internship/apprenticeship programs**.
- **Donate some equipment** to the program often helps to build stronger relationships and produce students prepared on your type of equipment.
- Identify **local (state, municipal) organizations** that already work with target populations (e.g., Workforce boards, Department of Corrections) and ask for referrals.
- Identify **existing community gathering locations** (e.g., barber shops, youth centers) and have discussions at those locations to promote your program or opportunity.
- Identify local **community-based nonprofit organizations** that host seasonal and cultural events to partner with.

Reach broader audiences with social media

- Post on your **organization's platforms** (e.g., LinkedIn, Instagram, Facebook, YouTube, X (Twitter), etc.)
- Video testimonials are helpful. If creating **video content**, keep to from thirty seconds to three minutes
 - Example Tik Tok videos from [AlwaysInDemand](#):
 - > [Blue Collar Workers Are Making Huge Wage Gains, Will You Join Them?](#)
 - > [Stigma of Working in the Skilled Trades](#)
- Reach out to **local social media influencers** and ask for pro bono posts.

Optimize your website

- Feature your recruitment efforts on the website - consider having a **prominent poster** on the website on the **homepage**
- **Create a dedicated landing page:** Build a dedicated page on your website to provide a quick overview of your company or educational offerings and a really simple contact form so interested individuals can contact you. The landing page should contain **informative content** to highlight the organization's culture (e.g., through video shorts and pictures), career information such as salary and benefits information, and testimonials from happy employees/students.
 - Sample testimonials from [Carrier's Tech Up](#) website include:
 - > "You can really advance yourself quickly in the HVAC field, depending on your aptitude"
 - > "The HVAC field is a very lucrative job. It's in high demand, so when things are in high demand, you have high earning potential"

Earn free media coverage

- Get free media coverage! TV: Go to the **news desk of the local TV station** and tell them you have a news story with good visuals of new technologies people can use in their homes (e.g. heat pumps). Explain how you can tell their viewers how people can save money on their utility bills and also explore good career opportunities. When you get the TV interview, be sure to mention you are holding an open house for interested people and give the date and time. Bring them into your lab at the college - use the lab as a recruitment tool
- Free media #2 - Go to **local media and news outlets** and tell them about the workforce and economic development benefits your offerings can bring to the local community
- Free media #3 - Radio: Similar to the TV idea above, go to the **news desk of the local radio station** that speaks to your target audience. Tell them you have a news story - ideas about how their listeners can reduce their bills using low-cost and no-cost ideas. Suggest they interview you and then mention during the interview that you're having an open house where people can come explore careers, see energy-saving technologies, and learn more about more ways to save money on their bills and explore fast growing energy careers. Use the open houses to get more students
- Phone hold: When people call and are put on hold, instead of music or silence, describe your offerings and career pathways

Paid recruitment marketing

- Run paid social media marketing campaigns to boost awareness for your program
- Billboards, posters (at bus benches, bus ads, high traffic corridors)
- Run **email marketing campaigns**
 - Partner with organizations that have **robust email databases** for your targeted audiences
 - Explore **paid or sponsored email marketing opportunities** with these entities. When doing so, inquire about the audience size, open rates, and additional options the distributor may offer to promote the information (i.e., social media, text messaging campaigns, etc.)
 - Invest in an **email marketing platform** (e.g., Constant Contact, MailChimp, HubSpot, Sendinblue, Salesforce, etc.) and develop an email marketing calendar for recruitment; incorporate personalization where possible
 - Consider running a **campaign for the parents**, especially if trying to reach younger students

Attract workers from adjacent industries

- Look for transferable skills (e.g., mechanical aptitude, problem-solving, teamwork) and highlight advantages from employment opportunities at your firm and in your industry

80% of 1,000 survey respondents said that lack of wage information in a job posting would make them less likely to apply.⁴



⁴ <https://resumelab.com/career-advice/financial-transparency>

Explain the career paths to motivate interest

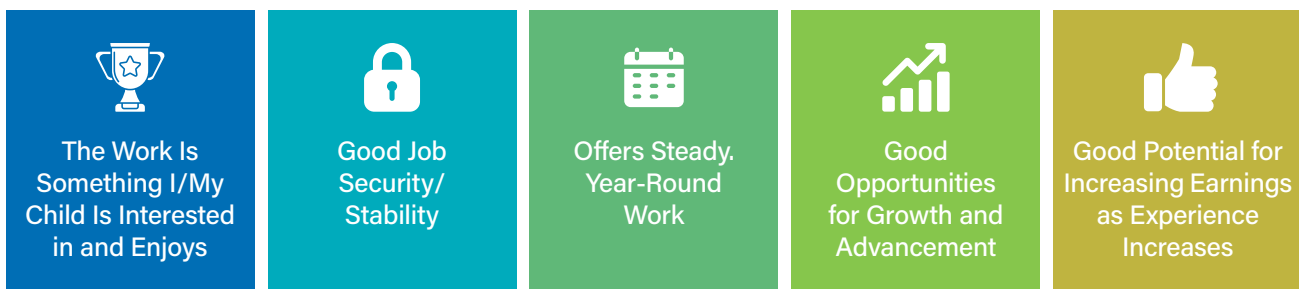
- Use video interviews to share people's career stories, why they chose and enjoy this career path, as well as their advice (e.g., technicians, managers, owners) (see the sections called Video Testimonials and Example Tik Tok videos for some sample videos you can use)
- Create opportunities for interested people to ask questions to people in the industry
- Highlight concrete local job opportunities
- Lay out the career pathways and link to self-exploration tools like [Green Building Career Map](#) and [HVAC Career Map](#)
- Engage with the community before you need to hire via job shadowing opportunities and internships to show younger and/or existing interested talent what the career paths are.
- Explore collaborations with community organizations to offer [pre-apprenticeships](#) to help students and trainees explore careers in your trade

Home performance careers include energy auditing, installation and service, sales and marketing, administration and management, building operation, and program

Appeal to parents & younger students & workers

- Through your outreach, marketing, and recruitment efforts, include characteristics that parents and students look for in careers, including:
 - growth in terms of learning and earnings,
 - multiple promotion pathways,
 - many careers options: e.g. marketing, sales, operations and technicians for people with mechanical aptitude,
 - variety in work settings,
 - use of cutting edge technology,
 - steady year-round work.

Top 5 Career Characteristics From Students & Parents



(from an [EGIA study](#))

⁵ <https://greenbuildingscareermap.org/>

Lower the barriers

- If you offer financial assistance, stipends, or other wraparound services (e.g., transportation voucher, childcare) highlight that in your marketing material and message
- If you offer other accommodations (e.g., language support, other transportation support), highlight that in your marketing material and message
- Offer various times (e.g., during the work day and in the evening) for information sessions and embrace online and online/in person hybrid options to allow as many students and potential employees to attend as possible

Much remains to be done to recruit a diverse workforce. Energy efficiency jobs have a lower representation of people of color than the national workforce average.⁶

Climate change-centric materials

- If your potential recruits are motivated by climate change and the crucial role energy efficiency and HVAC/heat pump trades can play to fight the effects of climate change, use recruitment materials from [HERE](#)

Buildings are responsible for more than a third of total U.S. greenhouse gas emissions.⁷

General tips

- Simplicity (of requirements, language, application forms and processes) is key
- Ensure that the language and images used represent the diverse population you are recruiting.
- Make the opportunities feel more real by including numbers in recruitment materials like pay \$/hour or (if available) quotes and case studies from real-life success stories

⁶ <https://e4thefuture.org/wp-content/uploads/2023/10/Energy-Efficiency-Jobs-in-America-2023.pdf>

⁷ <https://www.energy.gov/eere/decarbonizing-us-economy-2050-national-blueprint-buildings-sector>

V. Complementary Essential Strategies & Resources

Retaining your workers

Improving employee retention is a crucial aspect of building a sustainable workforce in the energy efficiency and clean energy industry, not only for its impact on continuity and organizational culture but also due to the significant costs associated with employee turnover. The loss of an employee can incur substantial costs, ranging from one-half to two times the worker's annual salary, which includes recruitment, onboarding, and lost productivity ([Jobvite](#)). Reducing turnover is essential for both the stability of the business and its financial health.

Effective strategies to enhance retention will require a joint approach among trainers, government agencies, and employers, and include:

- **Establish a Welcoming Culture:** Start building a positive supportive workplace culture, even before new employees arrive, to foster long-term retention.
- **Listen to Employees:** Make it a priority to understand and respond to the needs of employees through regular opportunities where employees can safely voice their concerns, creating a supportive and responsive work environment.
- **Become the Employer of Choice:** Establish compensation, benefits, and incentives that motivate employees to stay in your company (e.g., retirement options that vest over multiple years, good health benefits, professional development opportunities and education stipends for improving skills and value to the company, and transparent career progression tracks). Develop policies that support work/life balance and avoid a culture of unreasonable workloads that can alienate people with care responsibilities.
- **Set Clear Expectations for Workplace Behavior and Provide Regular Reminders:** Clearly communicate company expectations on matters like absence for family reasons, how to dress for work, social media policies, phone use while working, and creating an inclusive, equitable work environment. Provide regular reminders in your company communications.
- **Provide Wraparound Support Services:** Wraparound supports are services or offerings from an employer that empower the performance and professional growth of employees by helping to stabilize other aspects of life. Implement [wraparound services](#) that address individual's holistic needs to help them thrive as employees. This can mean connecting with local organizations that work directly with individuals to provide funding for things like food, childcare, transportation, violence prevention, legal resources and utilities – the wraparound support needed to help those in low-income sectors find stability. Include where possible 'learn-and-earn' programs.
- **Define Career Pathways:** Clearly communicate the opportunities for career advancement beyond their current roles and make sure to include pathways in both technical and non-technical roles. Connect to employee aspirations by communicating criteria for promotion and the skills needed for leadership roles. Show you have diverse types of people promoted to upper level positions that are from the target groups you are trying to recruit (e.g. women).
- **Incorporate Staffing Flexibility:** Adapt work arrangements to accommodate personal emergencies, which can help reduce stress and increase job satisfaction among employees.

These strategies not only aim to reduce turnover, but also build a more committed and efficient workforce, which is crucial for the growing demands of the clean energy sector. For further ideas and guidelines on how to create more diverse and welcoming work environments, refer to the following resources:

- [SEIA Report: Diversity Best Practices Guide for the Solar Industry](#)
- [CIPD report on retaining disadvantaged young people](#)
- [Three steps to boost employee retention in the power and utilities industry](#)

Building customer demand and growing your business

For Contractors

Offer simple ways for consumers to understand the implications and process of home electrification to drive customer demand. For older customers, [Energy Star](#) is a trusted brand to teach about how to electrify your home. For younger customers, many care about the environment, so sources that point to electrification, decarbonization and efficiency are useful to build customer demand.

You can also share and use the following resources to help home and building owners understand the costs, incentives, and benefits of electrification:

- [Electrify your home](#): Collection of resources for consumers to explore incentives, tax credits, and plan electrification.
- [Your Savings Calculator](#): On the bottom of the page, there is a calculator that homeowners or renters can use to understand the incentive dollars available to them based on zip code, household size, and other factors.
- [RMI Green Upgrade Calculator](#): User-friendly calculator enables energy professionals – contractors, advisors, and analysts – to assess the economic and environmental impacts of green home and transportation upgrades
- [Cold Climate Air Source Heat Pump \(ccASHP\) Product List](#): Allows users to search key components of the technical specs of heat pump products (especially ones for cold climates) in one place
- [PNNL's Quality Install Tool](#): Tool created as a part of the [STEP Campaign](#), dedicated to advancing the adoption of residential heating, ventilating, and air conditioning (HVAC) commissioning. The tool simplifies, standardizes, and expedites the creation of high-quality installation documentation using photo-based prompts throughout the process, and automatically generates a presentable Quality Install Report PDF that can be saved, emailed, or printed
 - For Contractors, this tool specifically aims to reduce callbacks due to improper installation, optimize technician's time on site, and develop better communication and trust with customers
- [Energy Star Home Improvement Savings Tool](#): Helps consumers and contractors identify incentive eligible products and develop a plan to maximize their savings

Beyond benefits to the environment and the health of the home, there are other tangible benefits of heat pumps you can use with your customers in simple language:

- Heat pumps provide both heating and cooling from the same unit.
- Heat pumps are quieter; you won't hear a loud furnace or AC unit kick on in the basement
- When heat pumps are combined with home performance retrofits, energy used for heating and cooling will go down. Your home will feel more comfortable because heat pumps remove humidity from the air
- Combining heat pumps with a comprehensive home performance retrofit can lead to substantially reduced energy costs.

For Community Organizations

Community organizations are a critical pillar of clean energy workforce development, especially for disadvantaged communities who are often disproportionately affected by the effects of climate change. [This resource from PNNL](#) provides the tools, approaches, and best practices for community organizations to do community engagement, workforce training, and more.

Education and Training Materials

- [Building Science Education \(BSE\) Solution Center](#) is a resource provided by the Department of Energy. It provides curated and free-to-use [training materials](#) on the fundamentals of building science. Topics include building codes, HVAC fundamentals, heat pump fundamentals, life-cycle analysis, indoor air quality assessments and sales skills.
 - [Energy Skilled Recognition](#) is a DOE-recognized credential granted to training programs and certifications that align with Building Science Education (BSE) topics; it contains helpful and free instructional materials for heat pump installation, heat pump comfort advising, heat pump water heater installation, and home energy assessment



VI. Provide Feedback and View Updated Materials

Please provide feedback on this toolkit at this [link](#) so we can continue to improve it.

Visit the [Recruitment Tools page](#) for updated and supplementary materials.

Sign up [here](#) to receive email notification of Toolkit news and updates.

VII. Acknowledgments

Contributors

This toolkit was funded by the U.S. Department of Energy's Residential Building Integration Program, through the Pacific Northwest National Laboratory (PNNL) in support of PNNL's efforts to recruit more professionals into the residential industry (especially HVAC contractors, plumbers and home performance technicians), with technical advisement from Jamie Kono.

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Afterword: how the Toolkit was designed

The design of our toolkit was a comprehensive process that involved multiple stages to enhance its relevance and effectiveness in recruiting students and technicians into the clean energy, home performance, energy efficiency, HVAC, and heat pump trades.

We began with a thorough scan of the environment to identify existing resources and gaps. An Advisory Committee was established to provide expert feedback, complemented by a webinar hosted with IREC that further expanded our feedback collection. To validate our materials, we collaborated with pilot sites, where materials were tested live, allowing us to gather valuable insights from their students and community.

This iterative process included revisions in collaboration with national engagement partners and a review of relevant studies conducted by other organizations. Finally, the author team applied their collective wisdom and extensive experience to draft the toolkit, ensuring that it is both practical and impactful for educators and employers.

We're grateful to all contributors for their invaluable gifts of expertise and time to this publication.

VIII. Appendices

Appendix A - Climate change related recruitment materials

Climate change related recruitment materials

Developed by Sarah Hill and Evey Mengelkoch at the U.S. Partnership for Education for Sustainable Development

Core Facts: The basics of climate change, impacts and possible solutions	1
Possible key phrases to use for recruitment for those worried about climate change	1
Possible key phrases to use for those still hesitant to discuss climate change	1
Other recruitment materials and ideas	2
Testimonies relating to climate change	3

Core Facts: The basics of climate change, impacts and possible solutions

- powerpoint that covers the basics of climate change [HERE](#).

Possible key phrases to use for recruitment for those worried about climate change

1. Work to limit the harms of climate change by reducing the causes: greenhouse gas emissions, and fossil fuel combustion
2. Make homes sustainable so they don't contribute to climate change
3. Improve your community's sustainability and reduce its carbon footprint
4. Later is too late to act on climate, so join the clean energy workforce today!
5. We have the opportunity to make a difference – it's the responsibility of this generation to improve energy efficiency and solve climate change
6. Help the world meet our clean energy targets by working in the field to provide access to HVAC/ heat pumps
7. Work in a crucial field to limit carbon emissions by upgrading home efficiency

Possible key phrases to use for those still hesitant to discuss climate change

1. Help your community save energy and money by making homes sustainable with HVAC/heat pumps, and renewable energy
2. Help your community by reducing dependency on polluting fuels and making climate/health solutions, like energy efficient homes, accessible to all
3. Safeguard residents against climate extremes by increasing access to heat pumps that work in any climate
4. Protect the planet for the next generation while you work in a career in the clean energy workforce
5. Be part of the crucial changes we need to effectively address climate issues and avoid major, disruptive change.
6. Join a proactive workforce ready to limit environmental harm by improving individuals' comfort in their own homes

Other recruitment materials and ideas

Here is a [report](#) on climate messaging, developed by Potential Energy Coalition.

The following messages can be used anywhere in your recruitment efforts. These are all from the [powerpoint](#) that covers the basics of climate change.

1. Human activities create a large majority of the greenhouse gas emissions that are warming our planet
 - a. The biggest source of these emissions are burning fossil fuels for electricity, transportation, and heat
 - b. You can help reduce these emissions but we need you to act now
2. Without meaningful societal shifts, climate change will get worse
 - a. Impacts felt from climate change will be immense including
 - i. Stronger and more catastrophic weather
 - ii. Damaging winds
 - iii. More severe wildfires
 - iv. Major drought & flooding problems
 - v. Crop failures
 - vi. Dangerous heat waves
 - b. Climate change amplifies the social and environmental inequity experienced by disadvantaged communities.
 - i. You can be part of the solution
3. Aid in climate mitigation
 - a. Mitigation: reducing greenhouse gas emissions to limit climate change
 - b. These reductions require transitioning off of fossil fuels as a major energy source ASAP
 - c. Require large-scale shifts to a green economy that is powered by renewable energy and builds social equity
 - d. This starts in your own community, with you
4. Be a community energy hero
 - a. Join the residential energy efficiency industry
 - b. Make homes energy efficient, healthier, and more comfortable by (customize to what recruiting for in particular) to reduce fossil fuel burning
 - c. Work in HVAC (Heating, Ventilating and Air Conditioning) or as a plumber or electrician to help people move to heat pumps for building heating and cooling, and heat pumps water heaters that can use electricity from renewable energies instead of fossil fuels
 - d. Get educated today

Testimonies relating to climate change

– all from <https://ce4aef.org/spotlight-faces-of-clean-energy>

1. "Climate change is the most critical challenge of our time and we have no time to waste. The good news is: we have the technology to keep our lights on and protect our atmosphere. Now it's up to us to make it happen." – [Meghan Milo](#), Virginia
2. "Technology has progressed so far now that we don't need to burn fossil fuels for energy. Why would we continue to pollute air and waterways when there are other options? Everything is moving to become more electrified, so making that a clean transition is so important for mitigating climate change, preserving nature and being smarter about how we live and consume power." – [Eddie Obeliunas](#), Indiana
3. "It [clean energy] allows us to generate the energy we need without the greenhouse gas emissions and negative environmental effects that come with fossil fuels, in turn helping to reduce climate change." – [Chanel Jenkins](#), California
4. "It's building more resiliency and allowing my community to have pollutant free power. ~ To me it's a way to contribute to a cause I believe in with a group of people who are dedicated to helping each other." – [Sumana Seshadri](#), California
5. "Climate change is a massive threat to our way of life and clean energy paired with energy storage is the best solution to deliver 24/7 clean energy." – [Jonathan W. Postal](#), Colorado
6. "I wake up with purpose every morning, knowing that I'm working toward smart solutions for our communities, our planet, and my children's future." – [Meghan Milo](#), Virginia
7. "I set an example for my children on how to respect our planet and work to solve the climate crisis." – [Elizabeth Boone](#), Michigan
8. "I care about working in clean energy just to help out people around the world, just my kids especially. Have them grow up in a clean environment, a safer environment. They mean everything to me." – [Julius Temple](#), Oregon
9. "At my age, my job in renewables has reinvigorated me and renewed my mission to leave this world better than I received it, and to leave that legacy to my family." – [Rolando Mattar](#), Florida
10. "Studies show investing in renewable energy creates more jobs than backing fossil fuels, decreasing our reliance on fossil fuels could positively impact our energy independence, make energy more affordable for Americans, help mitigate the adverse effects of climate change, the list goes on!" – [Sam Cote](#), Maine

Climate-related images

You may use these images for free so long as you credit the artist in your post – <https://artistsforclimate.org/climatecollection>

Appendix B - Social media messages for

Social media messages for recruitment

All samples provided are short enough to allow for posting on Twitter (X) with space with an URL for your organization or program. Expand and customize content to fit your organization. Add graphics from the toolkit if you wish. The messages below can be adapted for LinkedIn, Facebook, TikTok, and Instagram.

- Ready to grow your career? Residential energy efficiency is a fast-growing industry with short initial training periods and room for advancement.
- With a job in residential energy efficiency, you can help others breathe safer, cleaner air at home and spend less on utilities. Get started here.
- Help your family, friends, and neighbors get lower energy bills and comfortable, healthier homes with a job in energy efficiency. Be an energy hero!
- It's a job you can be proud of! Enroll here to train for a career in energy efficiency, where you'll learn how to make homes more comfortable, safe, and efficient.
- Do you want to help create solutions to climate change? Learn how you can reduce energy waste and improve homes in your community with an exciting energy career.
- Build a cleaner future! Green energy careers are good for you and for the planet. Job training is available to help you get started here.
- Want to help save the environment and make a difference? Explore careers that help people and the environment.
- Work outside the box! Careers in residential energy efficiency will take you to new places every day and have a satisfying mix of physical, social, and mental activities.
- Do you want a job where you learn something new every day and use the latest technology? You can work with homes and people to help solve their energy problems and save them money.
- Become an HVAC tech! These people install, maintain, and repair essential heating and cooling systems and eventually some may choose to own a business.
- Are you ready to make a difference with your own hands? Start training to improve homes and reduce carbon pollution in your community now.
- Ready for a great job with less or no college debt? Start making a difference in your community right away and learn while you earn.
- Get certified! Trade certifications are a short route to a fast-growing new career. Click here to learn about training to improve homes and save energy.
- With low tuition and other support, we can help you start working while you learn. Take the first step to a new career! On-the-job training and extra support to help you enter a new career are available here.

Easy Customizing

The language we suggest can be easily swapped out to suit your organization and audience. You know your audience best! The wording below may be useful to include in your optional customizations.

- **Residential energy efficiency jobs:** heat pumps, home performance, energy auditing, weatherization, buildings
- **Clean energy jobs:** energy efficiency, green energy
- **Training:** on-the-job training, earn-to-learn, paid training
- **Extra support:** add specifics for your program like transportation, child care, literacy support, scholarship, no-tuition, case management, review of resume and interview prep, employment guarantee, soft skills training, etc
- **Reduce energy waste/lower utility bills:** limit/fight climate change, reduce greenhouse gas emissions, reduce pollution, reduce carbon emissions/pollution, reduce energy burdens and bills

Appendix C - Testimonials from energy efficiency and Clean energy workers

Testimonials from HVAC workers and students

From <https://www.youtube.com/@HVAC-CareerPathways>

Testimonials from energy efficiency and clean energy workers

From <https://ce4aef.org/spotlight-faces-of-clean-energy>

Appendix C contents:

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Good for those motivated by climate change

- a. "Studies show investing in renewable energy creates more jobs than backing fossil fuels, decreasing our reliance on fossil fuels could positively impact our energy independence, make energy more affordable for Americans, help mitigate the adverse effects of climate change, the list goes on!" – Sam Cote, Maine
<https://ce4aef.org/faces-of-clean-energy/sam-cote>
- b. "It [clean energy] allows us to generate the energy we need without the greenhouse gas emissions and negative environmental effects that come with fossil fuels, in turn helping to reduce climate change." – Chanel Jenkins, California
<https://ce4aef.org/faces-of-clean-energy/chanel-jenkins>
- c. "Technology has progressed so far now that we don't need to burn fossil fuels for energy. Why would we continue to pollute air and waterways when there are other options? Everything is moving to become more electrified, so making that a clean transition is so important for mitigating climate change, preserving nature and being smarter about how we live and consume power." – Eddie Obeliunas, Indiana
<https://ce4aef.org/faces-of-clean-energy/eddie-obelionas>
- d. "Climate change is the most critical challenge of our time and we have no time to waste. The good news is: we have the technology to keep our lights on and protect our atmosphere. Now it's up to us to make it happen." – Meghan Milo, Virginia
<https://ce4aef.org/faces-of-clean-energy/meghan-milo>
- e. "Climate change is massive threat to our way of life and clean energy paired with energy storage is the best solution to deliver 24/7 clean energy." – Jonathan W. Postal, Colorado <https://ce4aef.org/faces-of-clean-energy/jonathanpostal>
"I set an example for my children on how to respect our planet and work to solve the climate crisis." – Elizabeth Boone, Michigan
<https://ce4aef.org/faces-of-clean-energy/elizabethboone>

Why I Like This Job

- a. "My job means a lot to my family. With my job in clean energy I was able to put my brother through his bachelors and masters degrees." – Hong Zhang Durandal, Texas
<https://ce4aef.org/faces-of-clean-energy/hong-zhang-durandal>
- b. "My job challenges me, I'm constantly learning, I'm able to grow with the company & the growing industry we're in and it gives me an avenue through which to help people and the planet." – Sam Cote, Maine
<https://ce4aef.org/faces-of-clean-energy/sam-cote>
- c. "I wake up with purpose every morning, knowing that I'm working toward smart solutions for our communities, our planet, and my children's future." – Meghan Milo, Virginia
<https://ce4aef.org/faces-of-clean-energy/meghan-milo>
- d. "At my age, my job in renewables has reinvigorated me and renewed my mission to leave this world better than I received it, and to leave that legacy to my family." – Rolando Mattar, Florida
<https://ce4aef.org/faces-of-clean-energy/rolandomattar>
- e. "Clean energy is a portal to another world that is not only possible, but is happening: a better, healthier, feel-good future we get to make happen. For me, clean energy powers me with purpose, through meaningful mission-driven everyday work to make a real difference."
– Adam Powers, Maryland
<https://ce4aef.org/faces-of-clean-energy/adampowers>
- f. "My quality of life was very different before. You're eating better, you're living better, everything is better. It doesn't matter what kind of background or where you come from, you can fit in here. ~ I love my job because it's the people I work with. That's mainly what it is. I'm out there helping people and making the world a better place." – Tim Romeyon, Nevada
<https://ce4aef.org/faces-of-clean-energy/timromeyn>
- g. "There's not too many other things where you can get in on a base level and work your way up and get to see the country and makes a difference in a lot of people's lives ~ You get to see your work in action. You get to see the benefits, you get to see how people react to your service and feel accomplished." – Drew Bolda, Nevada
<https://ce4aef.org/faces-of-clean-energy/drewbolda>
- h. "Secured work, and it's everywhere. Renewed energy and it's everywhere in the whole world so you're always gonna be capable of having a job anywhere you go. We have opportunity for growth here, everybody does." – Michael Troncoso, Nevada
<https://ce4aef.org/faces-of-clean-energy/mikesunrun>
- i. "I care about working in clean energy just to help out people around the world, just my kids especially. Have them grow up in a clean environment, a safer environment. They mean everything to me." – Julius Temple, Oregon
<https://ce4aef.org/faces-of-clean-energy/a-good-career>

Helping My Community/Diverse Workforce

- a. "I want to do my part in making sure the green transition includes low-income communities like the one I came from." – Sam Cote, Maine
<https://ce4aef.org/faces-of-clean-energy/sam-cote>
- b. "I wish people knew how much the work that I do positively affects our communities and the amount of power our systems are generating through various areas around the country."
– Chanel Jenkins, California <https://ce4aef.org/faces-of-clean-energy/chanel-jenkins>
- c. "Don't be afraid of what you don't know. There are plenty of women that have done this. They have done these jobs before you. They've just been true hidden figures. You just have no idea they exist because more than likely, they didn't get the credit they deserved."
– Tonya Hicks, Georgia <https://ce4aef.org/faces-of-clean-energy/tonya-hicks>
- d. "I have seen first-hand how clean energy projects can create new opportunities for workforce development and bring pride to communities." – Meghan Milo, Virginia
<https://ce4aef.org/faces-of-clean-energy/meghan-milo>
- e. "It's building more resiliency and allowing my community to have pollutant free power. ~ To me it's a way to contribute to a cause I believe in with a group of people who are dedicated to helping each other." – Sumana Seshadri, California
<https://ce4aef.org/faces-of-clean-energy/sumanaseshadri>

Excitement about the clean energy transition

- a. "I grew up in an area of western Canada known for oil, gas, coal and timber production. My Dad spent 25 years in the thermal coal mining business. I honor the past where I grew up and where I spent 30 year of my career, but also enjoy embracing learning and growing in the clean energy transition." – Robert Latimer, Nebraska
<https://ce4aef.org/faces-of-clean-energy/robert-latimer>
- b. "Everything is becoming more electrified than ever before. Power that from clean and renewable sources will be paramount with continued population growth, and the wave of EV cars coming, among everything else that will be powered by electricity - heat pumps, hot water systems, etc."
– Eddie Obeliunas, Indiana
<https://ce4aef.org/faces-of-clean-energy/eddie-obelinas>
- c. "There is a clean energy revolution happening whether people like it or not. Delaying the transition to renewable energy sources now is going to hurt those communities in the future. Get on board the renewable train now, or get left behind." – Eddie Obeliunas, Indiana
<https://ce4aef.org/faces-of-clean-energy/eddie-obelinas>
- d. "It's our future, plain and simple. It's especially important to make sure those communities that have supplied us with reliable energy in the past are equipped to contribute to our clean energy economy in the future." – Meghan Milo, Virginia
<https://ce4aef.org/faces-of-clean-energy/meghan-milo>
- e. "The transition to clean energy is the greatest economic engine and opportunity we will have in the next century. We must decarbonize every sector of the economy from food production to transportation, communications, housing, workplace and that will be a giant economic boom." – Jonathan W. Postal, Colorado <https://ce4aef.org/faces-of-clean-energy/jonathanpostal>

- f. "Because Clean Energy is the future of our Energy production. It doesn't need to be perfect for us to move on it now. We must invest in Clean Energy or we will be left behind and playing "catch up" will be extremely more expensive." – Rolando Mattar, Florida
<https://ce4aef.org/faces-of-clean-energy/rolandomattar>
- g. "Fossil fuel jobs are going to go away. They will not be long term investments for our communities, or our workers and it would be irresponsible to invest in jobs that will not be able to provide for workers long term. Clean energy jobs on the other hand will be a source of ongoing growth and allow for a great variety of experience and training. By investing in clean energy Congress will be providing opportunities that will help people all around the country for the rest of their careers." – Sumana Seshadri, California
<https://ce4aef.org/faces-of-clean-energy/sumanaseshadri>
- h. "Clean Energy in general is our future. It's how we have a future."
– Justine Feist, Oregon <https://ce4aef.org/faces-of-clean-energy/a-good-investment>

Appendix D - Recruitment

RECRUITMENT TOOLKIT CHECKLIST

How effective is your recruitment? This easy-to-use self-assessment tool can help keep track of your recruitment efforts and improve your recruitment outcomes.

Instructions:

- This checklist aligns with the [Recruitment Toolkit](#). As you use the Toolkit, keep track here of what you have done and what you can do next to benefit from the materials and strategies
- Revisit this checklist periodically to measure your progress over time.
- Click the chart headings and other links to reach those materials in the Toolkit.
- **Frequency rating column below (how often you are using this strategy):**
0 - not at all, 1 - once, 2 - occasionally, 3 - actively/regularly

Customizable Recruitment Materials

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Used key messages from the provided list			
2. Used social media post examples, testimonials and videos			
3. Used the Essential Recruitment Resources <ul style="list-style-type: none">▪ Weatherization & Efficiency▪ HVAC & Heat Pumps▪ Recruiting for Diversity▪ Climate Change			

Key Recruitment Strategies

Connecting with Counselors and Teachers

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Used the tip sheet for Connecting Employers and Colleges			
2. Hosted or attended career fairs			
3. Connected with counselors and teachers to help with recruitment			

Utilize Other Organizations' Reach

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Spoken to faculty and deans at local educational institutions to help develop internship or apprenticeship programs			
2. Donated some equipment to the program			
3. Identified and asked local organizations for referrals			
4. Hosted/attended community gatherings for promotion			

Optimize Your Website

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Posted your recruitment efforts visibly on your website			
2. Created and updated your website with a visible poster banner on the website homepage			
3. Created a dedicated landing page for job seekers			
4. Updated the dedicated landing page with informative content and a simple contact form			

Earn Free Media Coverage

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Gone to the news desk of the local TV stations to pitch a news story about green careers and lower energy bills info and earn free media coverage			
2. Organized and mentioned during media interviews that you will be hosting an open house about green careers			

Paid Recruitment Marketing

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Designed and placed billboards and posters			
2. Run email marketing campaigns			
3. Run a targeted marketing campaign for the parents of targeted young student audiences			

Attract Workers from Adjacent Industries

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Looked for transferable skills			
2. Highlighted advantages from employment opportunities at your firm and in your industry for people with specific transferable skills			



Explain the Career Paths to Motivate Interest

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Used video interviews to share people's career stories, why they chose and enjoy this career path			
2. Created opportunities for people to ask questions of those already in the industry			
3. Highlighted concrete local job opportunities			
4. Laid out the career paths by linking to self-exploration tools			
5. Held job shadowing opportunities to engage with the community before you need to hire			
6. Offered internships to show young/existing interested talent the career paths			
7. Offered pre-apprenticeships through collaborations with community organizations			

Appeal to Parents & Younger Students & Workers

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Included in recruitment efforts characteristics that parents and students look for in careers			

Lower the Barriers

My Organization has	Frequency Rating	What We've Done	Next Steps
1. Highlighted in marketing materials any wraparound services and special accommodations the organization offers			
2. Offered both online/ in person information sessions			

Climate Change-Centric Materials

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Used recruitment materials focusing on climate change, when your potential recruits are motivated by fighting the effects of climate change			

General Tips

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Used language and images that are representative of the population your organization wants to recruit from			
2. Included numbers in recruitment materials (like \$/hour pay)			
3. Included case studies from real-life success stories in recruitment materials			



Complementary Essential Strategies & Resources

Retaining Your Workers

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Established a welcoming and supportive workplace culture			
2. Given space for employees to safely voice their concerns and responded			
3. Established attractive compensation, benefits, and incentives			
4. Developed policies that support work/life balance			
5. Clearly communicated company expectations			
6. Provided <u>wraparound support services</u>			
7. Clearly communicated the opportunities and criteria for career advancement			

Building Consumer Demand and Growing Your Business

For Contractors and Community Organizations

My Organization Has	Frequency Rating	What We've Done	Next Steps
1. Offered simple ways for consumers, home and business owners to understand the implications and process of home electrification			
2. Communicated tangible benefits of heat pumps			
3. Used these best practices resources for community orgs			

