

STRATEGIC PILLAR 1:

Attract

Attract our future workforce through sustainable values, clear pathways, inclusivity and diversity

OBJECTIVES

1. Inspire tamariki and rangatahi to see energy as a meaningful, future-focused career option.
2. Improve visibility and understanding of energy careers, pathways and progression for students, jobseekers and mid-career career changers.
3. Increase participation of Māori, women and other under-represented groups in energy careers.
4. Strengthen early-career entry points through internships, graduate programmes and early exposure to industry.

STRATEGIC PILLAR 2:

Develop

Develop the capability of our current workforce and create clear training and development pathways for new entrants

OBJECTIVES

1. Lift the capacity of industry and the vocational system to train, supervise and assess apprentices, trainees and graduates.
2. Strengthen development and entry pathways for critical and hard-to-fill roles.
3. Support workforce transition and reskilling across the energy system.
4. Ensure vocational, tertiary and on-the-job training delivers work-ready graduates and workers with the core competencies required for the current and future energy system.

STRATEGIC PILLAR 3:

Collaborate

Collaborate to build effective partnerships across industry, government and stakeholders to jointly develop workforce initiatives

OBJECTIVES

1. Improve coordination and alignment across industry, government and system partners involved in workforce development.
2. Reduce duplication of workforce initiatives and better leverage existing programmes, funding and capability.
3. Strengthen shared leadership and accountability for energy workforce outcomes.
4. Continue to improve data sharing, evidence and workforce intelligence to support better decision-making.

STRATEGIC PILLAR 4:

Retain

Retain our people with strong leadership, career progression plans and environments where they want to stay and grow

OBJECTIVES

1. Retain experienced and specialist workers critical to system reliability and performance.
2. Retain and sustain leadership, supervision and mentoring capability across the sector.
3. Improve career visibility, progression and mobility, and create workplace environments where people want to stay, develop and contribute long term.
4. Retain skilled energy workers in the Taranaki region between roles while new industries and projects progress.

STRATEGIC GOAL 1:

Attract

Objective 1: Inspire tamariki and rangatahi to see energy as a meaningful, future-focused career option.

PROJECTS

Coordinate and stocktake existing energy-related learning content across industry, education providers and government, and build on this to develop fundamental energy system content for audiences across New Zealand. ●

Align, develop and expand existing STEM outreach programmes to reduce duplication and improve reach. ○

Develop secondary-school curriculum content (Years 9–13) related to energy, including: ○

- How we use energy in our daily lives
- how energy systems operate
- the role of electricity, gas and renewable resources
- energy security, affordability and sustainability
- the skills, training pathways and careers that support the energy system

Objective 2: Improve visibility and understanding of energy careers, pathways and progression for students, jobseekers and mid-career industry changers.

PROJECTS

Continue development of a national energy careers and pathways platform that clearly shows how roles, skills, training and career progression and connect across energy resources, electricity supply and large energy users. ●

Design a targeted attraction campaign for mid-career career changers, focused on people transitioning from adjacent sectors such as construction, engineering, manufacturing, science, IT and professional services. ○

Objective 3: Increase participation of Māori, women and other under-represented groups in energy careers.

PROJECTS

Develop partnerships or collaborations that coordinate, align and scale investment in existing initiatives to reduce duplication and strengthen the impact of programmes to increase participation of women in leadership, technical, operational and engineering roles. ●

Increase visibility of diverse role models across the sector through coordinated communications, case studies and industry engagement activity. ●

Partner with iwi, Māori organisations, kura and community groups to design culturally grounded pathways into energy careers, prioritising the investigation of existing initiatives that can be scaled up or replicated. ●

Objective 4: Strengthen early-career entry points through internships, graduate programmes and early exposure to industry.

PROJECTS

Build on and expand intern development programmes across the energy sector into additional regions through a coordinated, sector-wide approach that complements employer-led initiatives, supports cross-sector exposure, builds foundational capability, and strengthens pathways into sustainable, long-term energy careers. ●

Create a channel for better national visibility of internship and graduate opportunities. ●

Develop a Gateway to Energy Programme across regions by leveraging the existing Schools Gateway programme to coordinate Year 11–13 students into structured workplace learning across multiple energy companies, rather than single placements. ●

STRATEGIC GOAL 2:

Develop

Objective 1: Lift the capacity of industry and the training system to train, supervise and assess apprentices, trainees and graduates.

PROJECTS

Increase the availability and capacity of supervisors, mentors and assessors by supporting shared, regional or cross-company models. ●

Improve funding, incentives and system settings that better recognise the true cost of work-based training, supervision and assessment for employers, particularly those supporting electrical trades, maintenance and specialist technical roles critical to energy system reliability. ○

Explore regional apprenticeship sharing schemes that allow energy apprentices to rotate across multiple employers, building deeper system-wide capability while easing supervision and training capacity constraints. ●

Objective 2: Strengthen development and entry pathways for critical and identified hard-to-fill roles.

PROJECTS

Increase electrical engineering workforce supply by expanding university training capacity, strengthening work-integrated learning and graduate work readiness. ○

Educate industry and align immigration settings to better support specialist and hard-to-fill energy roles where domestic supply is constrained, or training pipelines are long. ●

Increase visibility of industry specific competency frameworks and structured development pathways for HSE roles, addressing gaps identified across the sector. ○

Investigate the reduction in cable jointer and electrical maintenance graduate numbers and implement targeted actions to address potential future bottlenecks. ○

Objective 3: Support workforce transition and reskilling across the energy system.

PROJECTS

Develop and implement a New Zealand recognised Energy Skills Passport for the energy resources sector to recognise transferable skills and competencies across the energy system, reduce duplication of training and assessment, and support movement between roles, subsectors and regions. ●

Develop a coordinated government supported regional project pipeline and talent engagement mechanism that provides displaced energy workers with visibility of future opportunities, skills-bridging pathways and ongoing connection, helping retain capability during periods of uncertainty. ○

Champion and monitor national adoption of common competency frameworks. ○

Objective 4: Ensure vocational, tertiary and on-the-job training delivers work-ready graduates and workers with the core competencies required for the current and future energy system.

PROJECTS

Work with the Energy and Infrastructure Industry Skills Board (ISB) to define and embed core, work-ready competencies across energy-related vocational qualifications and programmes, ensuring training reflects contemporary energy roles, system integration and emerging technologies. ○

Further invest in partner programmes between universities and industry to develop work-ready training module to strengthen work-integrated learning and real-world application. ○

Embed AI, digital and critical-thinking core competencies across all energy-related curriculum and training, from schools through to workplaces, to support safe, effective and informed use of digital tools and AI in the energy sector. ○

STRATEGIC GOAL 3:

Collaborate

Objective 1: Improve coordination and alignment across industry, government and system partners involved in workforce development.

PROJECTS

Establish a formal energy workforce coordination mechanism bringing together industry, government agencies, the Industry Skills Body (ISB), education providers and workforce organisations to align priorities, sequencing and delivery of workforce initiatives. ●

Continue development and use the Energy Careers and Pathways Platform as a shared coordination tool to connect schools, providers, employers and government activity, improve visibility of pathways, and support consistent messaging across the system. ●

Implement an annual workforce capability summit. ●

Create a funding mechanism for shared, standardised resources. ○

Objective 2: Reduce duplication of industry workforce initiatives and better leverage existing programmes, funding and capability.

PROJECTS

Use the existing industry and workforce activity mapping to identify where initiatives can be better aligned, merged or coordinated, reducing duplication and improving impact across the energy workforce system. ○

Agree priority areas for consolidation and alignment, focusing on initiatives with overlapping objectives, audiences or delivery models, and clarifying where a single coordinated approach would deliver better outcomes. ○

Develop an industry-led mechanism to collectively review workforce initiatives and provide a shared, accessible view of existing programmes across the energy sector, enabling subsectors or groups to sense-check proposed new initiatives, identify opportunities to merge or align activity, and reduce duplication across regions and career stages. ●

Objective 3: Strengthen shared leadership and accountability for energy workforce outcomes.

PROJECTS

Formally recognise and support the role of industry associations as convenors and delivery partners, acknowledging their increasing responsibility for coordinating employers, providers and regional activity across the energy workforce system. ●

Government to develop a funding mechanism to provide targeted workforce project funding to industry associations to enable effective workforce coordination and delivery, particularly where Industry Skills Bodies (ISBs) have much reduced capacity or resourcing to lead sector-specific workforce initiatives. ●

Ensure workforce considerations are embedded early in major energy policy, regulatory and infrastructure investment decisions, so workforce impacts, timing and capability requirements are addressed alongside technical, commercial and consenting considerations. ●

Objective 4: Continue to improve workforce data, evidence and intelligence to support better decision-making.

PROJECTS

Establish mechanisms for sharing workforce insights with industry and government, including updates on critical skills shortages, pipeline risks and transition impacts, to support proactive rather than reactive workforce responses. ○

STRATEGIC GOAL 4:

Retain

Objective 1: Retain experienced and specialist workers critical to system reliability and performance.

PROJECTS

Work with highly experienced critical system workers to enable their input into establishment of desirable sector-wide initiatives and programmes to retain these workers throughout their careers, enabling continuity of work, mobility across employers and regions, and flexible attachment to the energy workforce. ●

Develop an industry-wide approach for knowledge transfer from highly experienced senior workers, to reduce loss of valuable institutional knowledge. ●

Objective 2: Retain and sustain leadership, supervision and mentoring capability across the sector.

PROJECTS

Identify and develop future supervisors, mentors and assessors early, supported by a coordinated sector-wide capability programme. ●

Explore a sector-wide network for supervisory, mentoring and assessor staff to share practice, build capability and encourage sustained participation in these critical roles. ●

Objective 3: Improve career visibility, progression and mobility, and create workplace environments where people want to stay, develop and contribute long term.

PROJECTS

Align career visibility and progression information with the Energy Careers and Pathways Platform, ensuring workers can see long-term opportunities as the sector evolves. ○

Share information on successful retention strategies and create channels for people and culture teams to connect and learn across the industry. ●

Objective 4: Retain skilled energy workers in the Taranaki region between roles while new industries and projects progress.

PROJECTS

Coordinate regional workforce planning and signalling across industry, government and local stakeholders, improving visibility of project timing and workforce needs to reduce uncertainty and support informed retention decisions by workers. ○

Provide government-supported interim employment, reskilling and upskilling opportunities that allow workers affected by change to remain work-ready and positioned for new and emerging energy developments, including offshore wind, LNG and other cross-sector projects. ●

Enable short-term regional, national and international placements, project work, secondments and cross-sector opportunities to keep skills active and maintain workforce attachment while longer-term projects progress through planning, consenting and investment stages. ●

Use collective industry and regional influence to advocate for settings, decisions and support that enable Institutes of Technology and Polytechnics to successfully transition to stand-alone entities as they are individually ready. ●