

ReMaine Clean Energy Internship Program Guidelines and Results

December 2025

In October 2022, Northeast Energy Efficiency Partnerships (NEEP) began the [ReMaine Clean Energy Internship Program](#) in partnership with [The JPI Group](#), [E2Tech](#), [Building Performance Association](#) (BPA), and the [Alliance for Climate Transition](#) (formerly the New England Clean Energy Center, or [NECEC Institute](#)). The project was funded by the Maine Department of Energy Resources (ME DOER).¹

The purpose of this brief is to provide useful information on the program's guidelines for other organizations launching similar workforce development programs. This brief outlines the program guidelines created by NEEP and The JPI Group for the ReMaine pilot project, including approaches to employer onboarding and intern recruitment, screening, and onboarding. It includes details on payroll and human resources (HR) processes and methods for collecting feedback on the program.

Key Takeaways

Established workforce networks outperformed general outreach: E2Tech, IntWork, The Alliance for Climate Transition (formerly NECEC), and Efficiency Maine provided connections to the majority of participating employers, while cold outreach to general business associations was not as productive. Twenty of the participating interns were E2Tech members, and ten employers were registered Efficiency Maine vendors. Leveraging existing workforce networks by partnering with established, industry-specific organizations was key to the program's success.

Internship subsidies are an effective bridge to permanent employment: With 45% of interns who completed the program going on to full-time, permanent employment with their internship host, ReMaine demonstrated that internship programs are effective pathways to a steady job. By derisking the hiring process for employers and upskilling candidates with on-the-job training, internship programs can be a key component of the state's overall strategy for growing the clean energy workforce.

Providing HR and payroll increased the breadth of participating businesses: Smaller employers with limited administrative capacity benefited from The JPI Group's management of onboarding, recordkeeping, payroll, and liability insurance. These supports allowed a broader selection of employers to participate in the program, including small contractors installing heat pumps.

Adaptive programs facilitate continuous improvement: The program was able to respond to the realities of the market and feedback from participants by raising the maximum subsidized intern wage, adjusting the on-the-job training hours cap, and reallocating program spending as needed. This flexibility allowed the program to continue to field quality interns among broader concerns about the

1. Funding was part of a workforce development initiative called the [Clean Energy Partnerships](#) (CEP). This initiative is supported by the [Maine Jobs and Recovery Plan](#) (MJRP) with funding through the [American Rescue Plan Act](#) (ARPA).

cost-of-living, extend training when needed, and reassign unused wrap-around funds to support more intern placements. This adaptiveness allowed the program to maximize impact among shifting market and participant needs.

Diversity in the clean energy sector is an achievable goal: The program aimed to support increasing diversity in the clean energy sector, which is currently representative of some groups more than others. According to [Maine's Clean Energy Industry Report](#) women are relatively underrepresented in clean energy, while the sector is more representative of race and ethnicity in the state. To continue diversification of the industry, the program had goals of 40 percent of interns being women and 30 percent being Black, Indigenous, and People of Color (BIPOC). While the program used a specialty recruiting firm in the program's first year, diversity goals were still met in subsequent years without this specialized support. This demonstrates that there is an existing demand for clean energy jobs among diverse candidates.

Summary Table

Metric	Year 1	Year 2	Year 3	Total/Average
Intern Placement Goal	32	12	18-20	62
Interns Placed	26	15	19	60
Interns Completing Hours	92%	73%	74%	82%
Full-time Conversions	33%	55%	64%	47%
Participating Employers	18	12	12	42
Diversity: Female Interns Goal	40%	40%	40%	40%
Diversity: Female Interns	57%	40%	40%	46%
Diversity: BIPOC Interns Goal	30%	30%	30%	30%
Diversity: BIPOC Interns	38%	40%	30%	36%
Average Hourly Wage	\$20	\$22	\$22	\$21

ReMaine Program Guidelines

The ReMaine Clean Energy Internship Program provides entry-level paid positions for workers of all ages over 18 and backgrounds in the state of Maine who are interested in working in the clean energy industry. The program also supports clean energy employers by identifying appropriate internship roles and job descriptions, recruiting and screening candidates, and subsidizing 50 percent of intern wages. During Years One and Two, the program provided subsidies of 50 percent for wages between \$18-22 per hour for 240 hours of work. In Year Three, the program raised the maximum subsidized wage to \$24 per hour and allowed interns to work up to 320 hours with the 50 percent subsidy.

The Maine Department of Energy Resources defines a clean energy job as one in which "...any worker... is directly involved with the research, development, production, manufacture, distribution, sales, implementation, installation, or repair of components, goods, or services related to the following sectors of clean energy: clean energy generation, clean grid and storage, energy efficiency, clean fuels, and alternative transportation. These jobs also include supporting services such as consulting, finance, tax,

and legal services related to energy.” NEEP and The JPI Group have placed internship candidates that represent the full breadth of this definition.

Internships are open to any Maine resident over the age of 18 residing in the state for the duration of the program. Interns start with an orientation from NEEP and The JPI Group on the clean energy industry, resources for considering different career pathways within clean energy, soft skills, and payroll and HR expectations. Throughout the program, interns have monthly touch points with a human resources professional at The JPI Group. Participants can work part-time or full-time. A full-time commitment of 240 hours can be completed in six weeks. Participants working part-time may also extend their internship to complete the required on-the-job training hours.

The project budget included on-the-job training funds for interns’ wages, potential wrap-around services, and administrative costs.

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Employer Outreach

Project Partners’ Connections

The project team pursued many avenues of outreach to raise awareness of this program among prospective employers and secure their participation as intern hosts. To drive effective outreach, NEEP partnered with Maine-based firms with extensive experience and strong industry relationships, including IntWork, E2Tech, and NECEC. These local connections were instrumental in the team’s ability to establish productive connections with potential employers. E2Tech and IntWork also advertised the project at events around the state, such as career fairs, the E2Tech Annual Legislative Breakfast, the ClimateWork Maine Summit, and more. During Year One of the program, 10 of the 18 employers who hosted interns found ReMaine directly through IntWork, E2Tech, or NECEC.

During the program’s first year, BPA was pursuing its own workforce initiative with Clean Energy Partnership funding that complemented ReMaine in multiple ways. BPA invited NEEP to advertise the ReMaine program at monthly virtual meetings of the Main BPA chapter, which provided direct connections to at least five of the employers who hosted interns.

During Year One, The JPI Group went beyond its original scope of work by recruiting employers and intern candidates to help fill gaps in program placements. During Year Two, when the contract was amended, recruiting was included as a central part of The JPI Group’s role.

E2Tech offered consistent program marketing and connections with employers during all three years of the program. This included sharing information about the program through newsletters, webinars and in-person convenings, and at networking events hosted by other organizations. E2Tech’s marketing efforts included sharing program-related slides during webinars, distributing printed hand-outs, promoting the program at in-person events, and connecting key local stakeholders to NEEP and The JPI Group.

Other Outreach Avenues

The project team leveraged other relevant networks in Maine, including [Efficiency Maine](#)'s registered vendor list. NEEP worked to raise awareness about the program among Efficiency Maine's contractors by email, through Efficiency Maine's regular newsletter, and by word of mouth.

To reach employers in other membership-based organizations in the state, the project team contacted several associations involved in clean energy or energy efficiency. These included the Maine Municipal Association, passivhausMAINE, Maine Renewable Energy Association, Maine Clean Energy Industries Association, Maine Energy Marketers Association, Maine Energy Efficiency Alliance, and Maine Green Power Connection. These outreach efforts yielded little interest. Fortunately, NEEP was able to build productive relationships with other organizations in the state, such as Jobs for Maine Graduates ([JMG](#)), [MaineHousing](#), and [ClimateWork Maine](#). These organizations helped spread the word about the program and provided opportunities for NEEP to engage with their members, leading to productive conversations.

The JPI Group utilized several avenues to recruit employers for the program. In Year One, The JPI Group engaged its existing clients in Maine to host candidates for the program and leveraged its network of clean energy partners to spread the word about hosting interns. In Year Two, The JPI Group maintained relationships with Year One employers by contacting each interested company and discussing what hosting an intern in Year Two would entail. In Year Three, The JPI Group supplemented established relationships and partner connections with desk research and cold outreach emails.

To raise awareness of the program and engage a larger number of prospective employers at once, NEEP and The JPI Group hosted "Lunch and Learns" during Years One and Two. These sessions allowed employers to learn about the program's guidelines and gave NEEP the opportunity to gauge employers' interest in a subsequent one-on-one meeting for a more in-depth conversation about the program. The project team convened roughly 10 Lunch and Learns. Some of these events were hosted by BPA or E2Tech to facilitate direct outreach with these organizations' existing audiences. By Year Three, the team had established sufficient name recognition and a large enough network to negate the need for more Lunch and Learns.

After initial contact with prospective employers, NEEP and The JPI Group followed up over email and phone as needed. Several employers needed repeated follow-ups before committing to the program and signing the participation agreement.

Employer Outreach Results

Over the course of the program, NEEP and The JPI Group held introductory calls with nearly 50 interested employers. The majority of these employers completed some of the onboarding process (e.g., filling out the intake form, having a second call with recruiters, etc.). Several employers never finished the onboarding process, leading The JPI Group to pause recruiting efforts for these firms. Additionally, some employers never approved or hosted a candidate due to unsuccessful recruitment attempts. Overall, 30 employers hosted at least one intern between October 2022 and September 2025.

Employer outreach required more effort in Year One because the program was new and lacked name recognition. Of the 47 employers NEEP and JPI spoke with during the first two years, 36 engaged with the program in Year One.

The original goal for the first year was to place 32 interns. During Year One, the program successfully placed 26 interns with 18 employers, or 81 percent of that goal. In Year Two, the team used the remaining on-the-job training (OJT) funds to place 15 additional interns with 12 employers. Intern and employer recruiting required more time and resources than originally anticipated, so the team needed additional funding for personnel. However, the OJT cost for each intern was lower than expected because most employers were willing and able to pay the 50 percent subsidy, and few interns required wrap-around support for things like transportation and childcare. As a result, the team placed a total of 41 interns over two years with the original OJT budget.

For the third year of ReMaine, the team's goal was to place roughly 20 interns. Because the program subsidized a higher maximum wage and a broader range of work hours in the third year, the number of interns that the on-the-job training budget would cover was between 16 and 29. NEEP and JPI based the 20 intern estimate on the average wage of interns in years one and two and the fact that the program team expected some employers to host interns for more than the minimum of 240 hours.

Of the 30 participating employers over the three years, 20 were E2Tech members or subscribers and 10 were Efficiency Maine contractors. Descriptions of the participating employers and the years they participated in the program are listed below:

Employer	Year 1	Year 2	Year 3
Regional Council of Governments*	X		
Solar Company			X
Weatherization Company†	X		
Municipal Government*	X	X	
Climate Nonprofit			X
Climate/Business Nonprofit*	X	X	
Pre-Fabricated Housing and Design Firm*	X	X	X
Heat Pump Installer†		X	X
Research & Consulting Firm*	X		
Heat Pump Installer*†		X	
Sustainable Waste Company*		X	
Home Performance Company*†	X		

ERV & HRV Air Exchange Specialists†	x		
Design and Construction Firm	x		
Community Solar Provider*	x		
Indoor Air Quality Nonprofit*†	x		x
Community Power Co-op*			x
Renewable Energy Engineering Firm*	x	x	
Energy Transition Coalition*			x
Passive House Membership Organization*	x		
Spray Foam Company†	x	x	
Electrification Company*	x		x
Environmental Nonprofit*	x		
Solar Company*		x	
Heat Pump Installer†			x
Electrical Contractor*		x	
Consulting, Engineering, and Construction Firm*	x		
Landscape Architecture Consulting Firm*		x	
Weatherization Company†		x	x

*E2Tech member or subscriber

†Efficiency Maine registered vendor



Employer Onboarding

The first step for interested employers is to discuss the program rules, scope and timeline with NEEP and The JPI Group. During this conversation, the project team works with the employer to identify an entry-level clean energy role that fits within the program's scope. The employer details the time commitment of the internship (part-time or full-time), any special requirements (e.g., pursuing a four-year degree in a particular field), preferences for the internship timeline, whether the position would be appropriate for a hybrid or remote role, and any other relevant details. After the initial call, The JPI Group sends an intake form for the employer to provide more details related to the job description and relevant qualifications. If the employer has not identified a specific candidate after the initial call, The JPI Group organizes a second call to discuss sourcing and recruiting needs in more detail.

In most cases, the employer and the program each pay 50 percent of the intern's wages. The employer also pays a 30 percent employment burden, discussed below. The employer is responsible for paying 100 percent of the hourly wage above \$24. In some cases, the employer was unable to afford a 50 percent cost share. In these instances, the program was able to pay up to 75 percent of the intern pay rate within the program's pay range. Entities that benefitted from this increased subsidy were primarily nonprofit organizations or companies that had already identified an internship candidate but were unable to afford 50 percent of the candidate's wages.

Employers participating in the program can take advantage of The JPI Group's sourcing and recruiting services to find new interns. Employers are also allowed to identify a preferred candidate, an arrangement known as a reverse referral. If an employer has already posted the role or identified a prospective candidate, The JPI Group can onboard that individual, allowing them to start on a mutually agreed upon date. Before onboarding an intern or beginning recruiting, employers and The JPI Group sign a non-binding participation agreement outlining the nature of the relationship and the rules of the program.

Candidate Outreach

Sourcing and Recruiting

To increase diversity in the clean energy industry and expand opportunities for historically underrepresented groups, the project partners established a goal of 40 percent of interns being women and 30 percent being Black, Indigenous, or People of Color (BIPOC). To achieve this goal in Year One, NEEP worked with IntWork, a Maine-based recruiting firm that specializes in sourcing diverse candidates. In year one, IntWork referred approximately 25 candidates to the program.

In addition to the candidates referred by IntWork, The JPI Group recruited extensively using online platforms including Handshake, LinkedIn, Facebook, Indeed, and ZipRecruiter. During Year One, The JPI Group reached out to over 3,000 candidates to identify interested people to screen and refer to employers. In Years Two and Three, The JPI Group primarily conducted recruitment online through platforms like Indeed, Handshake, LinkedIn, and Facebook.



Intern Recruiting Results

Over the course of three years, the program placed interns in 42 unique positions. The wide diversity of roles defined by the project scope presented a challenge for The JPI Group's client delivery team. During Year One, there were five roles that The JPI Group was unable to fill due to factors such as low population density in the area or a lack of alignment between candidate experience and employer expectations. In Year Two, one role was not filled primarily because it was a hands-on, highly specialized position. In Year Three, nearly all of the interns were reverse referrals from the employers, which reduced the administrative load for the program.

The project team met, and in most cases exceeded, its goals for intern diversity. In Year One, 57 percent of the interns were women and 38 percent were BIPOC. In Year Two, 40 percent of interns were women and 40 percent were BIPOC.

In Year Three, The JPI Group only sourced four of the 19 interns that the project supported. Even though the majority of the interns were identified by the employers, the program participants still met the goals of 40 percent women and 30 percent BIPOC among those who filled out the optional demographic information. This data point offers support for the idea that a diverse range of people are interested in clean energy jobs and will take them when giving accessible, paid entry points.

Interns were also diverse in terms of background, experience, and educational attainment. Some participants were undergraduate or graduate students gaining hands-on experience to supplement their education. The program also hosted mid-career candidates who used the ReMaine internship to gain new skills in a new industry.

Candidate Onboarding

After a candidate is identified or has been connected to the program through project partner referrals or by learning about the program on social media, The JPI Group holds an introductory call to discuss their interests, background, skills, location, and work availability. The JPI Group then assesses whether there are open positions that would be suitable for that candidate before referring them to employers for interviews. When employers and candidates agree to move forward, The JPI Group can also provide other human resource services, including background checks and/or drug screening if required by the position. Finally, The JPI Group onboards the candidates into their payroll system and the intern is ready to start work.

Payroll and Human Resources

During Year One, The JPI Group and NEEP decided to place all ReMaine interns on The JPI Group's payroll to ensure that the program maintained the necessary documentation for intern hours worked and wages paid. Some employers wanted to host full-time interns for longer than six weeks. In these instances, The JPI Group continued to offer payroll services for a few weeks beyond the 240 hours allowed by the program, while the employer paid 100 percent of intern wages.



To cover the cost of payroll tax, liability insurance, and human resources services, The JPI Group charges an additional 30 percent administrative fee on top of wages. Host employers split the cost of the 30 percent fee with the program.

The JPI Group's human resources staff conduct monthly check-ins with interns to ask them how the program is going, if they need support, and if they have any anecdotes to share. The JPI Group also checks in with employers via email roughly every other week. Prior to the beginning of the internship, employers meet with a human resources specialist from The JPI Group to review a handbook on expectations, strategies for being an effective mentor, and how to verify and report interns' work hours.

Intern Successes

Of the 60 interns that participated in the program, 49 completed 240 hours of work and 23 were offered full-time roles with their host employer. This represents a 47 percent conversion rate to full-time placements among candidates who completed the program, which is especially compelling given that not all roles or interns were open to full-time conversion. The average wage was \$21 per hour, \$3 per hour more than the program's required minimum, and the interns were diverse in race, gender, educational attainment, and previous work experience.

Collecting Program Feedback

When the interns have finished their 240-320 hours of work, staff from The JPI Group sends them an exit survey to evaluate the intern's experience, collect feedback on the program, and discuss next steps in the intern's career. If the intern has been offered a full-time role with the employer, The JPI Group asks the intern if they are willing to share the position's starting salary or hourly wage. The JPI Group then contacts the employer for feedback on the program and any information they are willing to share about the employee's salary.

Because the Maine Department of Energy Resources considers wage growth to be a key progress indicator for the program, The JPI Group collects salary or wage information from both the employee and the employer to cross-check for accuracy when possible. However, this data can be difficult to obtain. Many of the participants did not remain responsive after completing their internships, so the team was often unable to get information about their job placements and wages in the months after their internships.

Feedback from participating interns and employers underscores the ReMaine Clean Energy Internship Program's lasting value. Interns have expressed appreciation for learning about career pathways in the clean energy industry.

- *"I enjoyed learning a new trade and the team in a safe learning environment."*
- *"I liked how dynamic the role was that I was in, and the access I gained to the industry."*
- *"I loved the research – I was able to learn more about electrification programs throughout the US and also found the site visit was very helpful."*



- *"Being given the opportunity to work for a sustainability focused nonprofit was great! I would not have had access otherwise. The weekly check-ins were very helpful."*
- *"I have to say I am incredibly happy that our paths crossed. JPI allowed me to discover careers I didn't know existed. I can honestly say that because of one interaction via LinkedIn, I have changed my entire career path. The experience I have received because of this Internship is invaluable and the people I have met have been incredibly kind and helpful, both between DoJo [Research] and JPI!"*
- *"I can gladly give my testimony to what I consider to be a great opportunity for my professional life here in the United States of America. The experience was incredible, I was very well received and welcomed by the ORPC company... In short, I would like to thank you for this opportunity, which I'm sure will open many doors for me in future here in the United States."*

Employers shared that the program was effective and that hosting an intern was a positive experience.

- *"As a new organization with an immensely challenging mission, the ReMaine program was critical to our projects and programs. The intern settled in quickly and performed exceptionally over a short period of time. We would work with the program again in the future, as well as consider candidates for future employment opportunities. The E2Tech, JPI, and NEEP team really delivered." – Jeff Marks, ClimateWork Maine*
- *"We appreciate the opportunity to host interns and get them some experience and knowledge in the weatherization field. This program allowed us to do that and pay interns a livable wage." – Nakia Dana, Quoddy Spray Foam*
- *"Our ReMaine-supported interns made real contributions to our engineering and development work while bringing fresh energy and perspective. Programs like this build talent pipelines, foster mentorship, and connect us to academic innovation—advancing both our mission and the future of clean energy in Maine." - Emily Hadidian, Ocean Renewable Power Company*

This positive feedback demonstrates how the program is helping to build the foundation for the future of Maine's clean energy workforce.