

2018 Accomplishments





Mission: Build the alliances, processes, and tools to develop tomorrow's energy workforce.

The Center for Energy Workforce Development (CEWD) is a national collaborative organization that brings together the best from the energy industry, education, and government to plan and execute strategic workforce development initiatives that balance the supply and demand for future energy employees. CEWD delivers value to its membership by providing:

- Strategic Workforce Planning for the Energy Industry at the National, State, and Company level.
- Common workforce solutions that can be tailored, scaled, and implemented locally.
- National, state, and individual networks that can be mobilized for strategic implementation of workforce solutions.

Just as the energy industry has changed in the past decade, CEWD has transformed as well, from an initial targeted focus on replacing an aging workforce, to a much broader focus on developing the talent pipeline; recruiting and hiring; and retaining a diverse, qualified workforce for the future. In 2018, CEWD launched a major initiative to assess and measure progress in each of these areas.

While continuing to provide planning and implementation support for members across the country, in 2018 CEWD also focused on answering some critical questions for the future. How is the transformational change that is enveloping the industry impacting our current and future workforce? And, are we making progress in building and keeping the talent we need to meet the challenges? As part of this analysis, CEWD also assessed the impact of these changes on our own operations and strategic plan. The result of this research and analysis is documented in the [2018 National Strategic Workforce Plan and Game Changers](#)—an updated look at both industry trends and the changing nature of work and the workforce revealed some critical workforce impacts for the energy industry.

Additional highlights from 2018 include:

- Publication of the [2018 State of the Energy Industry](#)—a comprehensive guide to the work of CEWD and the industry that includes research, processes, and solutions that work, and examples of companies and consortia that are implementing them.
- Publication of a [Business case](#) on CEWD developed by the **Harvard Business School** and taught for the first time in February 2018. The case took a hard look at our industry efforts and the unique network of employers, educators, and supporters that has been created through CEWD.
- CEWD conducted a survey titled [What Matters Most](#) with its members to determine what issues they were most concerned with today and in five years. The results of the survey informed the agenda and focus of the Annual Summit and National Forum, as well as the 2019 CEWD Goals.
- Creation of new tools, resources, and best practices for [Knowledge Transfer and Retention](#).
- Significant **Strategic Workforce Planning** support by CEWD staff by meeting with individuals, member companies, and State Energy Workforce Consortia to identify gaps and opportunities in their workforce efforts and to provide targeted solutions and resources.
- Development of a new [Workforce Development Assessment Tool](#) to help companies quickly gauge readiness of the company as a whole as well as gaps and opportunities to strengthen their practices and processes.
- An online [Diversity and Inclusion National Template](#) to supplement our comprehensive set of tools, resources, and best practices for improving workforce diversity and inclusion.

- Significant updates to the [CEWD](#), [Troops to Energy Jobs](#), and [Get Into Energy](#) websites designed to make them easier to use and to access resources. In addition, a new website, [Get Into Energy / Get Into STEM](#), was created to focus specifically on youth. All together, the websites attracted almost 144,000 visitors in 2018.
- **Increased communication** and support from CEWD to individual companies, educators, and consortia through one-on-one contact, face-to-face meetings, webinars, and communities of practice to focus on the issues that matter most to our members.

CEWD's Strategic Plan, which drove the organization's 2018 accomplishments, is organized in four strategic pillars: Workforce Planning, Career Awareness, Workforce Development/Education, and Member Value and Support. More detailed information on accomplishments in each of these areas, as well as those mentioned above, follows in this report.

Workforce Planning

Identify critical workforce needs and measure the success of workforce development initiatives.

Strategic Workforce Planning has become more critical each year as the transformation of the industry—and specifically the Industry Game Changers—impact the timing, skills, and number of jobs that are needed in the future.

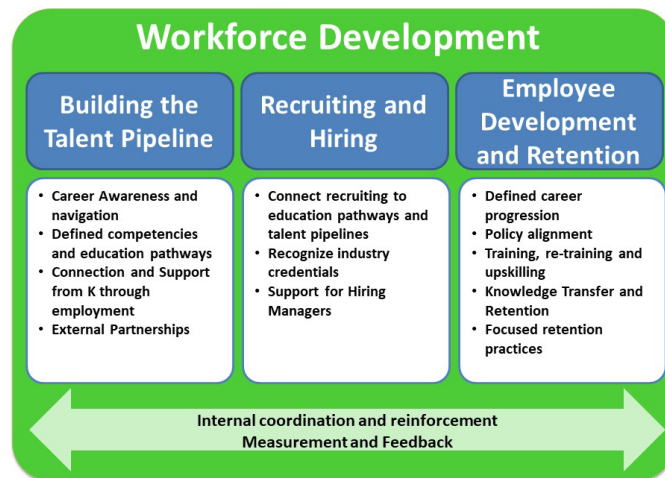
CEWD's Strategic Workforce Planning efforts are guided by the Workforce Planning Council that includes a cross-section of member companies. The Council meets quarterly to review progress and provide advice on the implementation of CEWD Strategic Workforce Planning resources. As a subset of that Council, the Workforce Analytics Team meets frequently to share best practices and benchmark initiatives within the team. In 2018, the Analytics team focused their discussions on tool and process benchmarking across the team.

In 2018, CEWD applied the strategic workforce planning process at the national level and produced the 2018 Game Changers: National Strategic Workforce Plan. This biennial analysis takes a look at the changes in the industry that represent the potential for significant shifts in size, skills, and knowledge requirements of the current and future energy workforce. All of these changes can impact a company's ability to create and maintain a talent pipeline of qualified and diverse workers and to deliver on the company's business plan. The CEWD 2018 Game Changers show significant differences from the last edition in 2016 and the document reflects changes in strategy for all energy workforce development stakeholders including CEWD. The changes are outlined in the document.

Contractor Demand Projects – CEWD worked with its contractor members and other contractors identified through Distribution Contractors Association to define and attempt to quantify contractor demand for gas and electric work at the national level by collecting member data, comparing it to national data, and creating an algorithm to calculate demand, much like CEWD can do for its utility members. The projects were successful in identifying and reaching agreement on the key jobs and worker requirements in both gas and electric. Quantifying the required numbers of workers proved more challenging because there is very little data available from the Bureau of Labor Statistics to compare against the data collected by CEWD. As a result, CEWD will work with its contractor members in 2019 to develop a Contractor Demand Guide that can be used at the state level by State Energy Workforce Consortia to quantify and plan for contractor demand.



Measuring Progress – In 2018, the CEWD Board of Directors commissioned a task force to look at the entire workforce development process and review how companies can measure progress along the pathway. This task force was made up of Executive Council members who developed a broader view of the process, an assessment tool, and metrics for each area of emphasis. This graphic shows the overall strategic view for energy workforce development. The process and metrics were rolled out to the membership at the Annual Summit. The task force will continue in 2019 with a group of companies that will test and finalize the metrics.



Gaps in the Energy Workforce Survey – The Workforce Planning Council conducted a review of the 2017 Gaps in the Energy Workforce Survey results to determine if the data being requested met their needs for workforce planning. There was discussion about the need for additional data on the demographic breakdown of the workforce. They also identified the need to better understand employees who were leaving the company with less than five years of service. As a result, additional questions have been added to the 2019 Gaps in the Energy Workforce Survey data entry sheet to capture age, race, and gender for those employees who leave the company with less than five years of service and between 6 and 10 years of service. Race and gender information had been collected only at the Total Company and Total Nuclear Generation levels in the past. In 2019, that has been expanded to all business areas and job categories.

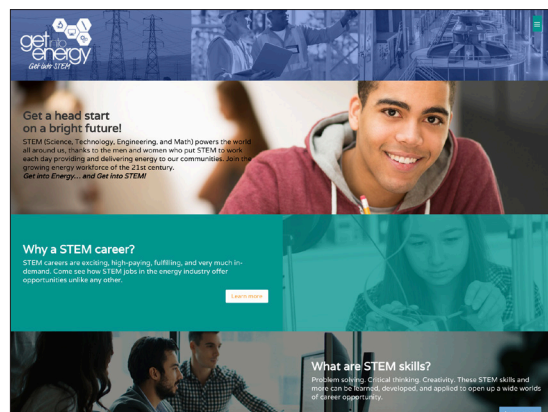
Career Awareness

Build awareness of the need for a diverse, skilled energy workforce.

CEWD and its members engaged in a wide variety of career awareness activities in 2018. Career awareness activities are aimed at five key demographics: youth, low-income young adults, women, veterans, and transitioning workers. The overall intent of these activities is to make it easier for students and jobseekers to find us, understand our jobs, and understand what education pathways will lead to an energy job.

CEWD has developed energy career websites targeted to key demographic populations.

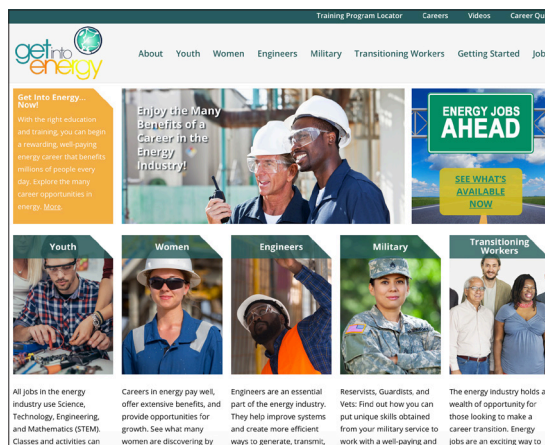
Get Into Energy: CEWD's national website, getintoenergy.com, provides resources for each key demographic to understand the pathways for critical jobs, where to find training, and a jobs site that lists all jobs currently posted by CEWD members. The site attracted almost 41,000 visitors in 2018. The Get Into Energy website has been redesigned, and now includes new website specifically focused on middle and high school youth. Get Into Energy / Get Into STEM was launched at stem.getintoenergy.com. The website positions all energy careers as STEM careers and has a teacher's section as well as pages with energy and STEM-related competitions, contests, and scholarships.



Get Into Energy Jobs: Students and jobseekers can access real-time job postings from CEWD members on the Get Into Energy Jobs site, getintoenergy.jobs. All jobs from member companies are posted nightly and can be filtered based on location, job title, or key words. In 2018, the site had almost 13,000 visits, and a little over 6% of visitors clicked through to CEWD member company job sites.

Troops to Energy Jobs: The companion job posting site for Troops to Energy Jobs, troopstoenergy.jobs, had an additional 18,000 visits, with 8% of visitors clicking through to CEWD member company job sites. Veterans can filter jobs through a unique-to-CEWD military occupation code translator that ties military jobs more specifically to energy jobs.

Troops to Energy Jobs Registration: The Troops to Energy Jobs registration site, troopstoenergyjobs.com/registration, allows veterans to enter basic information about themselves (like military occupation, field of expertise, resume, geographical area they'd like to work in) and see information about companies located in their region. CEWD member companies can enter information about their recruiting staff so that veterans have a point of contact. There are over 2,400 veterans and 64 CEWD member holding companies currently registered on the site.



At least 16 states celebrated **Careers in Energy Week** with activities such as state proclamations, visits to local schools, job shadowing days, features on local newscasts, career fairs, and social media. CEWD provided resources for members to use, including posters and brochures, along with social media, as well as an interactive map on the CEWD site to keep up with all the activities: <https://cewd.org/about/state-consortia>.



about their jobs. CEWD members across the country used the Campaign to highlight their employees through Twitter, LinkedIn, Facebook, and their own websites. For 2019, CEWD has revamped the materials for use in support of other national energy campaigns.

Working with CEWD's Association members, CEWD developed an ["I Got Into Energy" Campaign](#) to provide members with a new approach for promoting jobs in the energy industry during Careers in Energy Week. The "I Got Into Energy" Campaign was designed to highlight actual energy industry employees telling their story to potential jobseekers about why they were attracted to the industry or their company and what they enjoy



Workforce Development/Education

Implement short- and long-term education solutions to build a pipeline of skilled workers.

Since its beginning, CEWD has focused on developing education solutions—from competency models and career pathways to curriculum and credentials—that prepare students for jobs in the industry. These focused solutions are being implemented through partnerships between educators and member companies across the country. The partnerships span the student lifecycle from initial career interest through graduation and employment and are a critical element in communicating to students and jobseekers the competencies and credentials that are required, preferred, and recognized by employers and are being used in hiring decisions.



Over the past several years, CEWD has worked to create the **National Energy Education Network (NEEN)**, a national consortium of utilities and their education partners. Members of NEEN are educational institutions that have active partnerships with CEWD member companies, have relevant programs of study for our four critical job categories (Lineworkers, Technicians, Operators, and Engineers), and are producing quality candidates who are being hired into industry jobs. These partnerships and programs provide the baseline for documenting what works, sharing curriculum and best practices, and identifying the potential pool (supply) of candidates from high schools, technical and community

colleges, and universities. NEEN partnerships include more than 200 educational institutions representing approximately 400 energy programs. While CEWD redoubled its effort this year to update the database and keep it current, there is still a significant need to add accurate supply information and edit pertinent program information.

CEWD provided significant support to members implementing the **Get Into Energy Career Pathways Model, Curriculum, and Credentials**:

- There are now 71 active [Energy Industry Fundamentals \(EIF\)](#) Approved Course Providers. From inception to date, 3,745 students have taken the assessment and 2,707 credentials have been awarded. Modules 1–5 were comprehensively updated, utilizing subject matter experts from our Approved Course Providers. Updates included all charts, graphs, and new and emerging technologies. Updates were made to the Instructor and Student Guides as well.
- The [Get Into Energy Test Prep Workshop](#) was used in a number of settings in partnership with CEWD members during 2018. CEWD members in partnership with education or community partners can implement the workshop at the end of Lineworker Bootcamps, with students graduating with associate degrees, and with community-based organizations.
- CEWD received a grant from the National Network of Business and Industry Associations (NNBIA) to develop an industry-recognized credential for youth who complete the Legacy I³ energy program called the **CEWD Legacy I³ Energy Industry Credential**. CEWD wants to ensure that Legacy I³ students are not only getting the same training to prepare for high-growth industry careers, but that they are recognized by energy companies for their accomplishments and are considered “priority” in the hiring process. The CEWD Legacy I³ Energy Industry Credential has three components: (1) Common Employability Skills, aligned to tiers 1–3 of the Energy Industry Competency Model; (2) The Energy Industry Fundamentals Certificate; and (3) the OSHA-10 Certification. The new credential will be piloted in 2019 with seniors in high school.

CEWD worked with a team of Executive Council members to develop a new **Measuring Progress** framework that focuses on workforce development strategies. Important to the measurement framework is the ability to assess progress across all aspects of workforce development. To assist members in assessing their progress, CEWD developed an assessment tool aligned with the full workforce development continuum, from building the pipeline to retaining the talent. The [Workforce Development Assessment Tool](#) for Employers helps companies quickly gauge readiness of the company as a whole as well as gaps and opportunities to strengthen their practices and processes. The assessment tool was rolled out at the Annual Summit and in 2019 will be made available online with links to applicable tools and resources.

Member Value and Support

Support the needs of CEWD members.

CEWD continues to provide member communication through monthly newsletters highlighting company and national best practices and CEWD resources; social media channels; webinars; and the CEWD websites, including Get Into Energy, Troops to Energy Jobs, and the CEWD Curriculum site. In addition, CEWD represented the industry with multiple speaking engagements at national and state events.

CEWD also hosted national and regional meetings for members and their partners to meet face-to-face to share best practices and hear from experts on the most effective ways to build the energy workforce. CEWD was able to reach hundreds of interested members during 2018 through four regional meetings, the National Forum for State Energy Workforce Consortia leadership, and the CEWD Annual Summit.

Over 150 energy workforce practitioners attended the 13th CEWD Annual Summit to discuss ways that energy companies can improve their workforce development initiatives. A summary of the Summit can be accessed at <http://www.cewd.org/documents/2018SummitSummary.pdf>. The National Forum summary is available at <http://www.cewd.org/documents/2018NationalForumSummary.pdf>.


Information on upcoming CEWD meetings and events can be found on the website at www.cewd.org/events.

CEWD grew several existing Communities of Practice and started some new ones in 2018:

KT&R Community: The Knowledge Transfer and Retention (KT&R) Community provides CEWD members a forum for sharing process and procedure information that might improve their own or others' KT&R programs. For most of the companies involved, the main issue isn't clear processes, procedures, or expectations—the issue is successful implementation and measurement of success. The Community met monthly with members and finalized the development of a wizard-style reference page which was placed on the [Essentials of Workforce Planning wizard](#) on the CEWD website. That reference page contains process steps, tools, resources, and best practices in use by these Community members. The members also collaborated on three best practices over the summer, which are on the KT&R wizard. During the CEWD Summit breakout session, the Community discussed starting a “technical training” task force to strengthen internal training programs and processes.

Diversity & Inclusion Community: In 2018, the Diversity & Inclusion Community provided input into revisions to CEWD's Making the Connection to a Diverse, Qualified Pipeline Assessment Tool and Playbook. They also participated in quarterly calls and had robust discussions around topics such as leadership, Employee Resource Groups (ERGs), and Diversity and Inclusion (D&I) indexes.





Troops to Energy Jobs Community: Each quarter, interested member company representatives meet through teleconference to discuss current practices and events in military recruiting, training, and retention. Fifty-three member companies have officially committed to the Troops to Energy Jobs objectives.

Energy Industry Fundamentals (EIF) Community: EIF Approved Course Providers and utility sponsor members participate in the EIF Community of Practice quarterly calls to discuss best practices and innovative ways to deliver EIF. Members have begun to post videos showcasing their students' accomplishments.

High School Community: In 2018, the High School Community provided support and idea-sharing on ways to build awareness around energy careers, as well as how to implement education efforts such as energy academies and adding a 17th career cluster. The group has quarterly conference calls and shares resources.

Contractors Community: The Contractors Community of Practice is intended to help CEWD contractor members identify workforce issues unique to the contractor environment and ensure CEWD resources and tools are directed to addressing them. In 2018, two task teams worked within the auspices of the Contractors Community to identify critical gas and electric jobs and better understand approaches for quantifying demand.

For more information or to join a CEWD community of practice, members can email staff@cewd.org.


CEWD hosted a number of member webinars in 2018, including:

- A member webinar series on Building a Diverse, Qualified Talent Pipeline. Topics included Gaps in the Energy Workforce Survey Results; Building a Diverse, Qualified Pipeline Through State Energy Workforce Consortia; Focus on Diversity; Focus on Quality; and Making the Connection to a Diverse, Qualified Workforce through Troops to Energy Jobs.
- Webinars for APPA members focused on the CEWD Survey Results and the Making a Connection to a Diverse, Qualified Pipeline, providing them an opportunity to learn about some of CEWD's key member benefits and tools that are publicly available to help with their workforce development efforts.
- A webinar for CEWD members on the new I Got Into Energy toolkit, which uses social media and existing employees to promote energy careers. The timing of the toolkit rollout was intended to support Careers in Energy Week campaigns but can be used at any time. Toolkit materials are posted on the CEWD website.
- Get Into Energy Registration site webinars with member companies and educators.

CEWD made great strides during 2018 in providing support to existing and new State Energy Workforce Consortia. These consortia are the boots on the ground for implementing many of the best practices that are improving the return on workforce efforts. CEWD provides support to start, maintain, or reenergize consortia work. Just a few of the state consortia contributions in 2018 are highlighted below, but a [full list of Accomplishments](#) can be found on the CEWD website.



- The **Virginia** Energy Workforce Consortium (VEWC) is partnering with the Virginia Chamber of Commerce to conduct a “Get Into Energy” Innovation Challenge with six high schools offering energy education and five energy employers. The challenge will kick off in January 2019 and will provide students with authentic experiences through solving industry problems, teamwork, working with industry mentors, and building awareness about energy careers. Students will work on a problem statement based on the Virginia Grid Transformation and Security Act of 2018 and identify innovative, renewable energy, or sustainability solutions to help create Virginia’s “self-healing” energy grid.
- The **Missouri** Energy Workforce Consortium is piloting a new approach to executive sponsorship by having an executive sponsorship team to support the consortium. The team comprises senior executives from the member companies, who met in September to review the progress of the consortium to date. The next step for the MEWC is an industry/education partnership summit with key schools in the state and their phase II planning session, which will result in strategic actions the consortium members will focus on over the winter.
- The **Wisconsin** Energy Workforce Consortium finalized its formation of a 501(c)(3) nonprofit structure during 2018 and has begun collecting dues and has identified an organization in Wisconsin to provide project management support to the consortium. The consortium conducted a number of Careers in Energy Week events throughout Wisconsin.
- The **Michigan** Energy Workforce Development Consortium (MEWDC) made great strides during 2018 in building out its talent pipelines at the high school and community college levels, with six participating high school programs that offer EIF, and five community college programs. Three additional high school programs are planned in 2019. For Careers in Energy Week, MEWDC members produced several videos using the “I Got Into Energy” career awareness concept and sponsored a Social Media Hashtag Contest for students ages 14–18. In December, MEWDC celebrated its 10th Anniversary.
- The **Nebraska** consortium celebrated its 5th annual Careers in Energy Week October 15–17 with a governor’s proclamation and three days of planned outreach activity. Day 1 was focused on teachers, counselors, and advisors; Day 2 focused on middle and high school girls, with 75 participants; and Day 3 focused on middle and high school boys, also with 75 participants. Activities occurred at three Nebraska locations, with participation by all NEWC industry members in Omaha.
- The **Louisiana** Energy Workforce Consortium (LEWC) launched its lineworker certificate program in two community colleges and has graduated three cohorts to date. The hiring rate for those three cohorts is over 80% (100% graduation). LEWC’s focus late in the year was to work with two additional colleges to start up programs.
- The **Carolinas** Energy Workforce Consortium (CEWC) has finalized foundational curriculum for community and technical college lineworker programs. The curriculum totals 350 hours of foundational skills. CEWC has been working and will continue to lead the process to finalize a NCWorks Certified Career Pathway for lineworkers in Southwestern and Western NC by February 2019.
- The **Georgia** Energy and Industrial Construction Consortium (GEICC) hosted its 8th annual golf tournament with 174 golfers in attendance. Funds raised support the GEICC pathway support programs, scholarships, and GEICC activities like the Career Expo Skills USA conference. Lt. Governor Casey Cagle attended the tournament opening ceremony and served as the honorary chair. Net revenue was \$30,000, double the revenue of previous years.

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- The **Florida** Energy Workforce Consortium (FEWC) has focused 2018 on strengthening the connections between industry and education. FEWC is currently creating a document that will lay out an inventory of energy education programs and the corresponding industry partner to be able to connect CEWD's demand data to the state's actual pipeline development. Another aspect of building this relationship is through encouraging the donation of industry equipment to state colleges and trade schools. The best example of this is NextEra's donation to Fort Myers Technical College of a Frame 7F Gas Turbine that will make FMTC's program one of the best in the nation.

In 2018, CEWD continued to provide implementation support to State Energy Workforce Consortia through its regional consultant model. Consultants Rosa Schmidt in the Northeast, MidAtlantic, and Southeast Regions; Beth Britt in the Midwest Region; and Ray Kelly in the Northwest, West, and South Regions collectively provided direct support to their state consortia more than 280 times through face-to-face meetings, teleconferences, and webinars. Additionally, they organized several significant cross-regional benchmarking efforts to accelerate consortium efforts and provided consulting support to individual CEWD member companies. These three consultants joined CEWD following successful careers in major energy companies and have organized and led State Energy Workforce Consortia during their previous careers.

Focus for 2019

As CEWD continues to work with its members and their partners to develop industry solutions for regional implementation, following are a few highlighted areas of focus for 2019:

- 2019 Gaps in the Energy workforce survey
- Tools, resources, and best practices to improve retention in critical key jobs
- Expansion of the "I Got Into Energy" Campaign to include additional demographics
- Update the Troops to Energy Jobs website content and resources to improve job searches for veterans
- Completion of the online National Template for Diversity and Inclusion
- Critical education and upskilling solutions to accelerate learning for the internal energy talent pipeline
- Support for State Energy Workforce Consortia in development and implementation of state strategic workforce plans

For a complete list of CEWD's 2019 goals, visit <https://cewd.org/about/strategies-initiatives/>.

CEWD initiatives are funded primarily through generous contributions from our Electric and Natural Gas Utility members, contractor members, the major trade associations (EEI, NEI, AGA, NRECA, APPA, and DCA), and through substantial in kind contributions for back office support from EEI.

Ten quick ways to get more from your CEWD Membership

Workforce Planning

1. Use the [assessment](#) in the Strategic Workforce Planning Wizard to assess the health of your company's Workforce Planning process.

Career Awareness

2. Verify that your company jobs are posted on the CEWD jobs sites, <https://getintoenergy.jobs/> and <https://troopstoenergy.jobs/>.
3. Make sure that your company is registered on the Troops to Energy Jobs [Registration site](#) and the Get Into Energy [Registration site](#).
4. Add the link to Get Into Energy on your company website: <http://getintoenergy.com/about/badge/>.

Education

5. Verify that your education partners are registered in NEEN. If not, nominate them [using the link](#) on the CEWD homepage.
6. Include the link for the [Get Into Energy Test Prep](#) self-study on your company recruiting page.
7. Hold a meeting or webinar to educate others in your company on the [resources](#) available through CEWD.

Structure and Support

8. Join a [State Energy Workforce Consortium](#).
9. Attend a [CEWD regional meeting](#) and the [Annual Summit](#).
10. Join a [CEWD Community of Practice](#).



Formed in March 2006, the Center for Energy Workforce Development (CEWD) is a non-profit consortium of electric, natural gas, and nuclear utilities, contractors and their associations—Edison Electric Institute, American Gas Association, American Public Power Association, Nuclear Energy Institute, National Rural Electric Cooperative Association, and Distribution Contractors Association.

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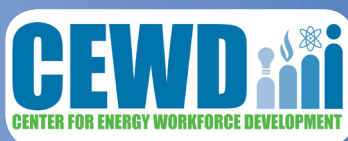


Center for Energy Workforce Development (CEWD)



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