



A Primer

What is the Center for Energy Workforce Development?

In the early 2000s, the energy industry was poised to grow like never before but also faced a “silver tsunami” of retirements, as Baby Boomers aged out of the workforce. Industry leaders organized and chartered the Center for Energy Workforce Development (CEWD) as a small organization to serve as both a strategic think tank and a resource center to member utilities as they worked to quickly organize efforts to attract, recruit, train, and hire new workers. Today, we know the anticipated workforce shortage was narrowly diverted by CEWD’s quick response and a recession that turned out to be a blessing in disguise. And well into our second decade of carrying out an initial five-year mission, the Center for Energy Workforce Development today is the recognized source of knowledge, resources, and actionable partnerships that result in successful workforce development implementation across the U.S. energy industry.

CEWD is a 501(c)(3) nonprofit organization formed by electric and natural gas utilities for the express purpose of helping our members attract, hire, and retain a qualified and diverse skilled



energy workforce. Our mission is supported by six major energy industry trade associations—Edison Electric Institute (EEI), Nuclear Energy Institute (NEI), American Gas Association (AGA), American Public Power Association (APPA), the National Rural Electric Cooperative Association (NRECA), and the Distribution Contractors Association (DCA)—and we serve more than 100 electric and natural gas utilities that generate energy from a variety of fuel sources including fossil fuels, natural gas, nuclear, hydro, wind, solar, and biofuels. CEWD’s membership also includes the International Brotherhood of Electrical Workers (IBEW) and the Utility Workers Union of America (UWUA), as well as a number of large supplemental labor contractors that provide direct support to energy companies.

***The recognized source of workforce development
knowledge for the energy industry***

The industry’s broad support of CEWD underscores its strong commitment to the development of a highly skilled workforce to meet our country’s energy needs.

What does CEWD do?

CEWD supports its members in building strategic and collaborative partnerships to implement successful energy workforce solutions at the national, regional, state, and individual member levels. We focus on the “critical” industry jobs defined by CEWD’s members: lineworkers, power plant operators, electric and gas technicians, and engineers. In recent years, supplemental contracting jobs have been added to the list as utilities increasingly rely on their contractor partners for supplemental labor. CEWD tailors its solutions toward five key demographics: Youth, Women, the Military, Transitioning Workers, and Low-Income Young Adults. Every CEWD resource, product, or service is designed to help members prepare for growth and change in the industry through integrated planning, targeted career awareness building, and application of relevant educational curriculum. The desired result

is a qualified and diverse workforce developed through sustainable workforce solutions that can be tailored, scaled, and implemented locally.

Compete on the grid but collaborate in the classroom.

A focus on industry collaboration, which acknowledges that our members may compete on the grid but must collaborate in the classroom, results in strong networks that can be mobilized quickly to implement the most appropriate workforce solutions.

The CEWD Team

CEWD comprises a small team of energy workforce development experts, many of whom had successful careers with utilities that are long-standing CEWD members. Additionally, the team includes experts in workforce education at the elementary, secondary, and postsecondary levels. Team members contract to CEWD, which receives administrative in-kind support from EEL, and work virtually. With no brick-and-mortar office and minimal overhead, this model enables CEWD to use 100% of its member contributions to develop and deliver resources and support to its members. CEWD team members collaborate and share knowledge to help ensure that one call will quickly get you to the right place for the right information.

Our National Impact

- Members in more than **30 STATES** engaged in State Energy Workforce Consortia
- More than **400,000** energy employees represented through CEWD membership
- More than **2,100** Energy Industry Fundamentals certificates earned by students
- More than **400 ENERGY PROGRAMS** registered in the National Energy Education Network



How does CEWD deliver sustainable solutions to its members?

CEWD team members work at multiple levels across the country and within the states to deliver proven workforce solutions.

National Presence

CEWD maintains a national presence and promotes a collaborative approach to energy workforce challenges across government, labor, and private industry. Headquartered in Washington, DC, CEWD is called on regularly to consult with other national associations, provide testimony on national workforce policy, and represent the state of the workforce on Capitol Hill. Most recently, CEWD was invited to testify before the House Energy and Water Appropriations Subcommittee about the energy workforce and the progress our industry is making by collaborating to address shared workforce challenges.



CEWD maintains strong relationships with headquarters leadership of its trade associations and serves on a number of national workforce boards and foundations to ensure the voice of its diverse membership is represented. CEWD also works closely with national union leadership (IBEW and UWUA), and representatives from the Departments of Education and Labor. CEWD communicates this national landscape to its members through multiple communications outlets, culminating in the CEWD Annual Summit every November, featuring prominent national speakers and the opportunity to delve into national workforce challenges and solutions.

Regional Reach

One of the ways CEWD delivers resources and support to its members is through seven geographic regions. Each region is supported by a member of the CEWD consulting team. Recognizing that workforce challenges vary by region, just as regulatory and legislative landscapes do, CEWD provides region-specific workforce data analysis through its Gaps in the Energy Workforce Survey. Inherent in its member support model is CEWD's goal to *develop industry solutions for regional implementation*, saving members time and money by not having to reinvent the wheel when many companies are facing similar challenges.

Industry Solutions – Regional Implementation

One of the ways CEWD furthers regional progress is through annual convenings where members address workforce issues unique to the region and facilitate knowledge sharing and implementation of best practices.

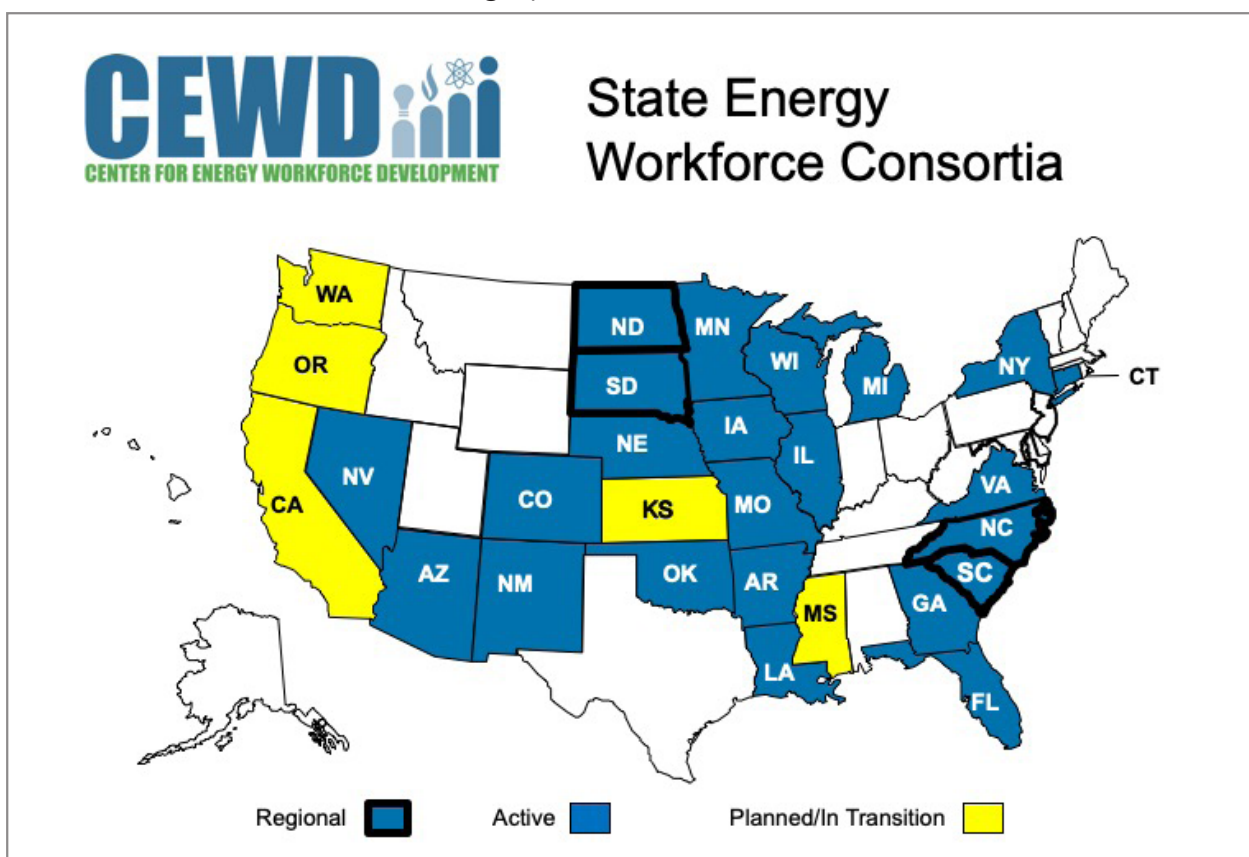


State Support

CEWD's members operate in nearly every state in the nation. At the state level, CEWD works with its members to develop collaborative "boots on the ground" partnerships with educators, government agencies, and other workforce development entities to reduce an individual company's time and effort in attracting, recruiting, and hiring a qualified and diverse skilled workforce. These State Energy Workforce Consortia, simply put, are working to identify what they can do better together than separately.

Representing states from coast to coast, the consortia focus on developing an energy workforce tailored to the economic, demographic,

and unique workforce requirements for that state. Led by energy industry members, they have been highly effective in building skilled workforce capacity at the state level. Each consortium is provided the resources to develop and maintain a strategic workforce plan, and a demand analysis for its critical jobs. Consortia are then supported in developing partnerships with state educational institutions and workforce systems to build needed capacity. CEWD consultants support each state consortium in its unique journey. A significant percentage of annual CEWD member contributions is used in support of the State Energy Workforce Consortia.



Member Companies

Support to individual CEWD members is provided in real time by the full CEWD team. Common requests from CEWD members include benchmarking assistance, interpretation of demand data, leveraging the Troops to Energy

Jobs site, and assistance in implementing energy curricula. CEWD has provided support to a number of national workforce grant awards championed by its members and uses those experiences as an opportunity to share results and learning to the broader membership.

What are key CEWD resources?

In the course of its existence, CEWD has developed a plethora of resources, all focused on one goal: to help its members build a diverse and qualified workforce for the energy industry. As the industry itself has evolved, so have CEWD's resources. But the foundational resources—that help our members build talent pipelines, recruit and hire from those pipelines, and develop and retain their workforce—remain the organization's focus today.

A few examples of CEWD's foundational resources:

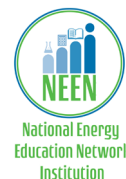
- **The Strategic Workforce Planning National Template** includes step-by-step methodology on how member companies and State Energy Workforce Consortia can create a strategic workforce plan, develop actions to support it, and measure results.
- **The Troops to Energy Jobs National Template and Veterans Database** provides a step-by-step process for companies to strengthen their ability to attract, train, and hire veterans. CEWD members can access and search the Veterans Database on the Troops site and contact veterans directly about job openings. There are thousands of veterans currently registered and seeking employment in the energy industry.



- **The Gaps in the Energy Workforce Survey** has been administered every other year since 2006 and provides the single most valid and reliable source of workforce data for the Electric and Natural Gas utility industry. Coupled with data from the U.S. Census and labor data from the Bureau of Labor Statistics, our analysis captures attrition; hires; and demographics regarding veterans, race/gender splits, and age/years of service of the workforce by state and region. Regional and state demand reports are produced from the data to support workforce planning.
- **The CEWD Curriculum Center** houses a broad range of energy workforce curricula, including Energy Industry Fundamentals, Get Into Energy Test Prep, Natural Gas Boot Camp, Troops to Energy Jobs Work Ready Boot Camp, High School Energy Career Academy, and more.



- **The CEWD National Energy Education Network (NEEN) Database** contains more than 200 U.S. energy educators offering more than 400 programs of study. CEWD members can access the database to see the types of programs offered and can also sponsor educators for NEEN membership, a benefit that provides the educator with access to CEWD member materials at no additional cost to the CEWD member or the educator.



2018 Achievement Highlights

- The publication of the **2018 National Energy 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.
- The publication of the **2018 State of the Energy Industry Report**—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.
- The publication of a **Harvard Business School** Business Case on CEWD that has been taught twice. The case takes a hard look at our industry efforts and the unique network of employers, educators, and supporters that has been created through CEWD.
- The creation of new tools, resources, and best practices for **Knowledge Transfer & Retention**.
- CEWD consulting support to implement or update **Strategic Workforce Plans** developed by State Energy Workforce Consortia to identify gaps and opportunities in their workforce efforts and to provide targeted solutions and resources.
- The creation of an online **Diversity & Inclusion National Template**, including a self-guided assessment that leads to comprehensive resources and best practices for improving workforce diversity and inclusion.

How does CEWD plan to add value in the next decade?

CEWD has a simple but challenging plan for how it will continue to add value to its members into the future:

- Provide unparalleled support for Strategic Workforce Planning for the energy industry at the national, state, and company level.
- Develop and document common workforce solutions that can be tailored, scaled, and implemented locally.
- Maintain and support national, state, and individual networks that can be mobilized for strategic implementation of workforce solutions.

701 Pennsylvania Ave., NW
Washington, DC 20004-2696

202.638.5802 • www.cewd.org • www.getintoenergy.com

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