

Behavior and Human Dimensions Program Director
American Council for an Energy-Efficient Economy

Goodwin & Company has been retained to assist the American Council for an Energy-Efficient Economy (ACEEE) in recruiting a new Director of their Behavior and Human Dimensions Program in its Washington, DC headquarters.

BACKGROUND

ACEEE, founded in 1980 by prominent energy researchers, is today a leading national 501 (c) (3) nonprofit research organization with more than 40 staff members. ACEEE is dedicated to advancing energy efficiency technologies, policies, and programs as a means of promoting economic prosperity, energy security, and environmental protection in the U.S.

Energy efficiency is the number one energy resource for the United States today. There is substantial additional efficiency that can be achieved and which can greatly reduce America's energy use and greenhouse emissions. Higher energy costs also mean that individuals, business, and other organizations have come to regard higher energy efficiency as a key part of economic and strategic well-being of all Americans. These beliefs drive ACEEE's mission and programs.

ACEEE's program areas include: **energy policy** (primarily federal and state but also local); **research** (including buildings and equipment, utilities, industry and agriculture, transportation, economic analysis, behavior and international); and **communications** (conferences, publications and development).

ACEEE carries out its mission by conducting in-depth technical and policy analyses; advising policy makers and program managers; working collaboratively with business, government officials, public interest groups, and other organizations; convening conferences and workshops, primarily for energy efficiency professionals; assisting and encouraging the media to cover energy efficiency policy and technology issues; and educating businesses and consumers through reports, books, conference proceedings, media outreach, and a very rich website.

ACEEE's technical work is widely relied upon by a broad spectrum of decision makers: government officials, industry leaders, consumers, the media, and other energy professionals. Known for its high quality, and highly practical work, ACEEE approaches policy debates in a nonpartisan way. Thus, ACEEE has achieved an impressive list of accomplishments in its 30-year history as a research organization, including: appliance and equipment standards and tax and other incentives included in major energy and farm legislation enacted by Congress since 1987; developing and implementing utility energy

efficiency programs; assisting state and local governments in developing energy efficient programs including model building codes for new homes and commercial structures; and initiating transportation efficiency programs and standards for freight and passenger vehicles.

THE ORGANIZATION

The 21-member ACEEE Board of Directors is chaired by Carl Blumstein of the California Institute for Energy & Environment. The Board represents a broad spectrum of individuals and organizations from academia, industry, utilities, national laboratories, non-profit organizations, and consulting firms. The Board is responsible for providing overall governance and organizational policy direction.

Steven Nadel is the Executive Director and leads the 41-member staff; he has been with the organization for 22 years. Other members of the Executive Team are the Chief Operating Officer, the Director of Research, and the Director of Communications. The staff includes six program research directors, (policy, transportation, buildings, industry, utilities, and economic and social analysis), and the new Behavior and Human Dimensions Program Director will be their peer. The staff also includes other operational directors (conferences, operations, and finance), and a roster of research and administrative staff.

ACEEE has convened approximately 50 major conferences over the years -- 6 are scheduled for 2011 -- and has issued more than 300 research publications. The organization realizes over 30% of its annual revenues from these conferences, while foundation grants -- from the Energy Foundation, the Overbrook Foundation, the Kresge Foundation, the John Merck Fund, the Sea Change Foundation, and the Turner Foundation amongst others -- comprise more than a third of ACEEE's income. Grants from federal and state governments, and research contracts with utilities, consulting firms, trade associations, and others, comprise the other third of ACEEE's revenues.

Working collaboratively and with an interdisciplinary approach in physical and social sciences over thirty years, ACEEE staff has developed a unique body of knowledge and expertise. ACEEE surveys what is happening in the marketplace, analyzes the technical and economic potential for energy efficiency, seeks to understand consumer energy decisions, and assesses the potential for regulations, policies, and programs to achieve increased energy savings.

THE BEHAVIOR AND HUMAN DIMENSIONS OF ENERGY USE PROGRAM

To achieve greater success in developing and implementing workable and effective energy efficiency, more research is required to better understand the role of people in adopting effective and enduring energy efficiency behaviors. In 2009, ACEEE started a new program on Behavior and Human Dimensions of Energy Use, building on previous work done in this area since the 1980s. Behavior is clearly a cornerstone of energy efficiency: it

affects the purchases we make, the buildings and systems we design, and how we use energy-consuming equipment.

This work addresses several issues. First, energy use is determined not just by the equipment purchased, but how it is used. More research is needed about the ways users can change their behavior to save energy, and ways that states, utilities and municipalities can encourage these behaviors. Second, for decades, advocates recognized that the level of energy efficiency investments being made is much lower than is technologically or economically possible. In order to understand and help close this gap, more research must be conducted on how people actually make decisions affecting energy use.

In both of these areas, ACEEE seeks to develop energy efficiency programs that work at individual, group and community scales, since all behavior depends on a combination of our individual psychology, and group and community interactions.

ACEEE's Behavior and Human Dimensions program is cross-cutting, and addresses energy use and decisions in the residential, commercial, industrial, and transportation sectors. Understanding how customers think about their energy use can help business and other sectors select technology and engage participants in reducing energy use through energy efficiency improvements.

Considering energy users as members of communities and social networks suggests some possible approaches. Communicating about social norms --showing customers how their energy use compares to others' – can lead to energy savings. Several on-going projects illustrate this work:

- Research on how providing residential customers feedback on their energy use relative to norms in their community can lead to energy savings of 2-10%;
 - Identifying and documenting examples of energy efficiency programs that have taken a successful behavioral approach;
 - Analyzing consumer decision-making around car purchases; and
- Partnering with Stanford's Precourt Energy Efficiency Center and the California Institute for Energy and Environment to plan and host an annual Behavior, Energy and Climate Change (BECC) Conference; the 2011 BECC Conference will take place in Washington, D.C. from November 29 - December 2, 2011.

THE POSITION

ACEEE has developed some critical initiatives in the behavior area in the past and they now want to grow these efforts significantly to start a full behavior and human dimensions program that will integrate and model behavior and motivational research with market intervention, and apply it to consumer choice. This new position at ACEEE

presents a big challenge, and a big opportunity for the right person.

ACEEE is looking for a dynamic, self-motivated individual with experience and skills in conducting applied research and managing projects on the social, cultural, and behavioral aspects of energy use and energy efficiency practices and investments. This is a cross-cutting program and the new director will work closely with the other ACEEE research programs. (The next project areas include those that address advanced metering and consumer feedback, and improved energy-use metrics and bills to help consumers understand and reduce their energy use.)

The new Director will hold a senior leadership position at ACEEE. He/she will report to the Executive Director and will have a strong degree of discretion in shaping the work of the program. The position is full time and will be based in ACEEE's office in downtown Washington, D.C.

RESPONSIBILITIES

The Behavior and Human Dimensions Program Director will be responsible for directing and growing the new ACEEE Program. Duties will include:

Realizing, developing, and leading a visionary research program with new thinking about energy efficiency;

- Working closely with other program directors on cross-cutting projects, adding a behavioral dimension to the work of other programs;
- Working with other staff to develop program priorities and work plans and overseeing implementation of these work plans;
- Supervising one Research Assistant, but as the success of the program grows—and more funding is attracted – there is a strong likelihood that staff size will also grow.
- Identifying and securing new funding support for the program-- funds are already in place to cover more than a year, but in the second year some fundraising will be needed. A successful program should have little difficulty attracting new support.

QUALIFICATIONS AND ATTRIBUTES

Prospective candidates must be of the highest integrity with a commitment to ACEEE's mission and the zest for the challenge of working in a dynamic and growing organization. A strong, practical academic background in behavioral science and research is a prerequisite; academic credibility is essential for this job. While energy efficiency program experience is not a prerequisite, understanding the imperative and objectives of these programs is key.

Candidates should have these demonstrated skills and attributes:

- A Master's degree (PhD preferred) from an accredited college or university in a behavior-related field (e.g., psychology, sociology, anthropology, behavioral economics, etc.) or an interdisciplinary degree with a significant behavioral focus, is required.
- Five years experience working on behavior/human dimension issues; experience in energy and/or environmental field preferred. Familiarity with state and utility energy efficiency programs and practices is desirable. Accomplishments that demonstrate leadership and an ability to have an impact in terms of advancing energy efficiency.
- Demonstrated management abilities including staff supervision and being able to lead and manage multiple, complex projects at the same time and meet project deadlines; results-oriented.
- Proven ability to build consensus and work effectively within and across-departmental teams. Demonstrated ability to work collaboratively as well as independently. Open to input from others and able to achieve consensus. A team player.
- Demonstrated ability to develop and obtain funding for research projects.
- Excellent interpersonal, verbal, and written communication skills.
- Sound judgment and outstanding critical thinking skills.
- A spirit of entrepreneurship and initiative, creativity, self-confidence, high energy, and a strong work ethic.

COMPENSATION

Compensation includes a salary which is comparable to similar positions in the Washington, DC area: three weeks annual vacation during the first year and four weeks thereafter, and ACEEE's generous benefit package, which features medical and dental care, life and disability insurance, public transportation subsidy, a 403 (b) retirement plan, tuition reimbursement, and an optional medical expense account.

ACEEE is an equal opportunity employer and is committed to a policy of nondiscrimination with regard to race, sex, color, age, religion, creed, class, sexual orientation, national origin, and disability.

Resumes should be forwarded electronically to:

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President

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