



# Progress Update on Technical Tracks

Lea Anne Porter, Director Compensation &  
Benefits and Gary Starzmann, Vice  
President, Radford/Aon Consulting

**July 21, 2009**

# Agenda

- **Overview**
- **Work steps to date**
- **Technical track**

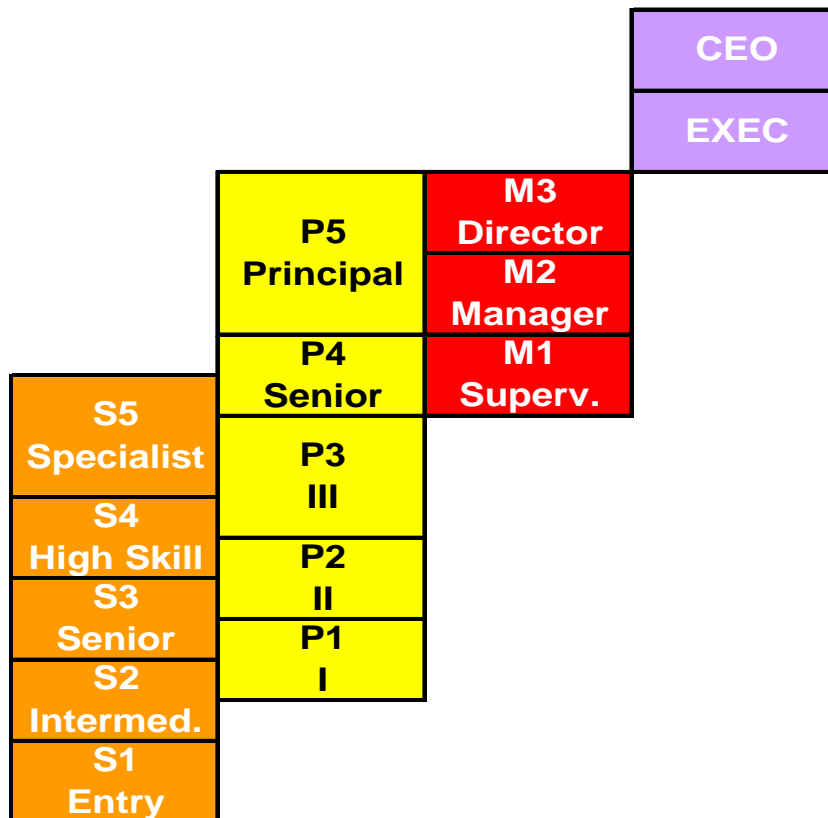
- **ERCOT saw a risk, in terms of workforce planning, in its engineering and IT groups today**
  - The technical workers that comprise these groups are becoming harder to find, motivate and retain
  - Overall, ERCOT also faces an aging workforce issue
  - Some similarly situated jobs are spread across multiple grades
  - Employees and managers are asking for a change
- **We endeavored to define a simple, easy to understand and easy to manage structure so we could show people a clear career path through the organization**

## Work steps to date

- **Engaged Aon/Radford to help us with this endeavor**
  - Radford is a 34-year old firm, specializing in compensation consulting for technology and life sciences companies
  - Radford covers over 2 million jobs in this industry
  - The Executive Team of ERCOT selected managers from each department to participate as subject matter experts

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• S. Jirasek - Manager, Enterprise IS</li><li>• D. Obadina - Manager, EMMS Development</li><li>• R. Howard - Director, IT Operations</li><li>• D. Woodfin - Director, Systems Planning</li></ul> | <ul style="list-style-type: none"><li>• B. Day - Director, Commercial Operations</li><li>• B. Ierullo - Director, HR</li><li>• J. Dahmer - Compensation Analyst</li><li>• L. Porter - Director, Compensation &amp; Benefits</li></ul> |
|--|---|

# Technical Track



- **Executive**
  - Typically, the CEO and other officer-level jobs
  - Responsible for entire functions of the business
  - Generally, under the purview of the Board
- **Managerial**
  - Those jobs, that directly manage people and have P&L responsibility
  - Does not include mentoring roles or off-and-on leads
  - Must have hiring/firing decision making authority
  - Directors, Managers and Supervisors
- **Professional Individual Contributor**
  - Non-managerial, individual contributor professionals
  - Jobs requiring degrees (Bachelors or higher)
  - May have off-and-on lead/mentoring roles
- **Support Individual Contributor**
  - Individual contributor positions that do not require a degree
  - May or may not hold a degree

**Note:** This does not reflect compensation/earnings opportunities, but an organizational design concept.

## Technical Track

- **Used the LAGS Model to assign jobs to career track steps within categories**
  - **Learning**: New to role; learning the job
  - **Applying**: Semi-seasoned; applies job skills learned; some autonomy
  - **Guiding**: Seasoned professional; more autonomy and decision making; shows others
  - **Shaping**: Expert in the field; develops how the work is done; comes up with new approaches
- **Leveling factors included**
  - Knowledge
  - Job complexity
  - Supervision
  - Experience
  - Scope and Level of Discretion