



Human Resources (HR) Operations Report

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Vice President of Human Resources and
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HR and Governance Committee Meeting

December 12, 2011

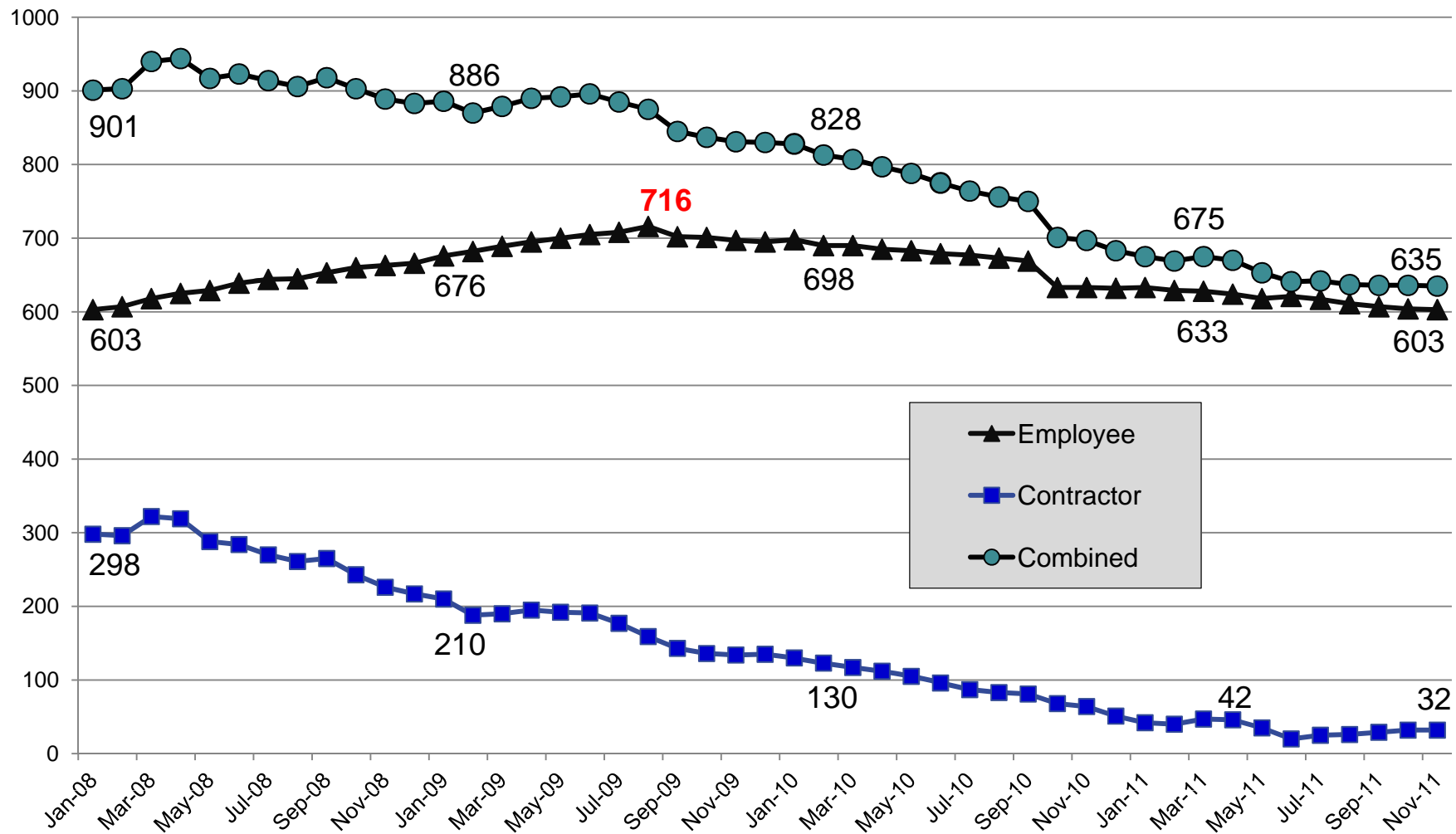
HR OPERATIONS REPORT

Agenda

- Staffing Overview
- Wellness and Benefits
- HR&G Action Items
- Organizational Development

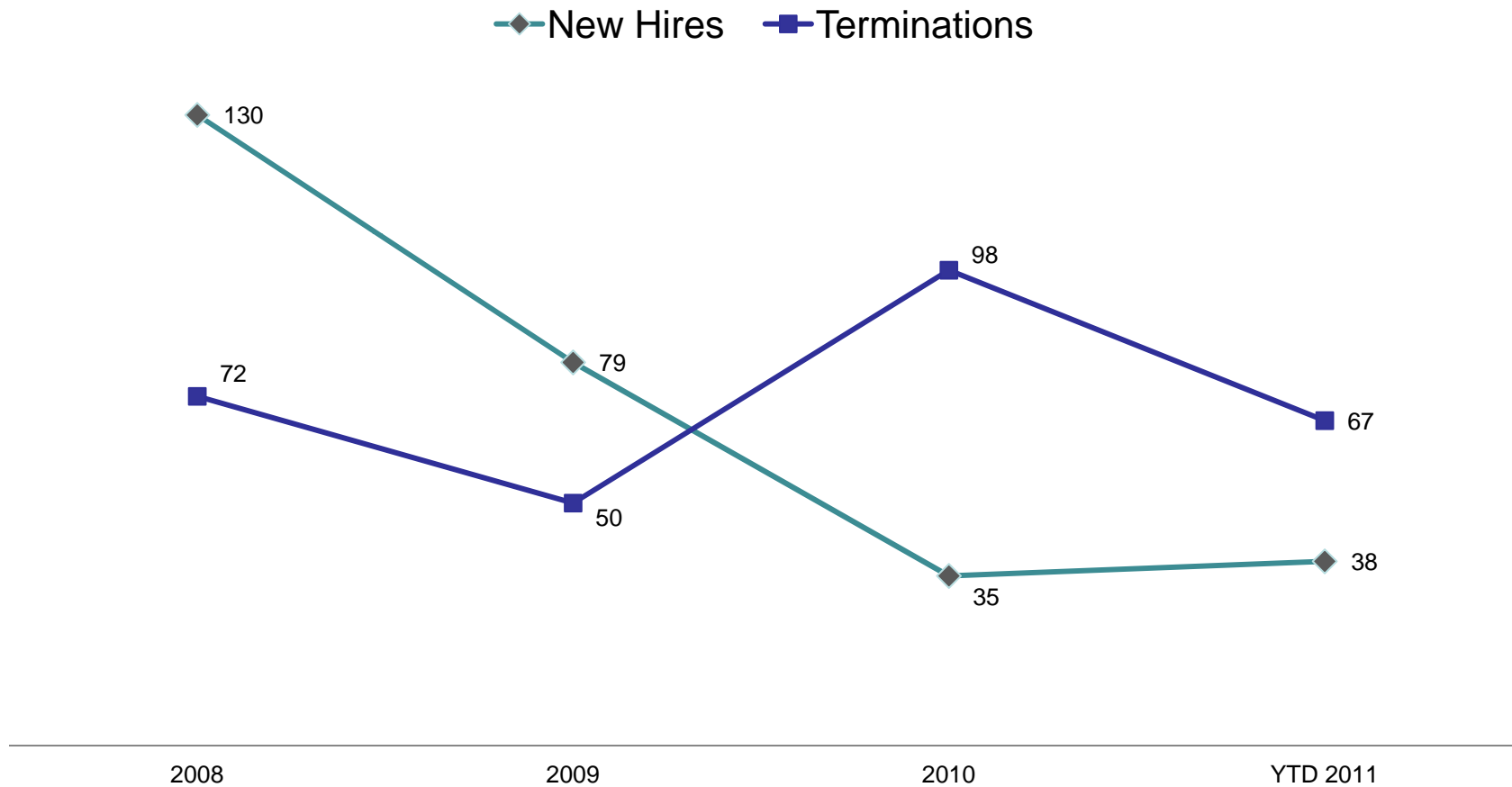
HR&G OPERATIONS REPORT

ERCOT Headcount, January 2008 – November 2011



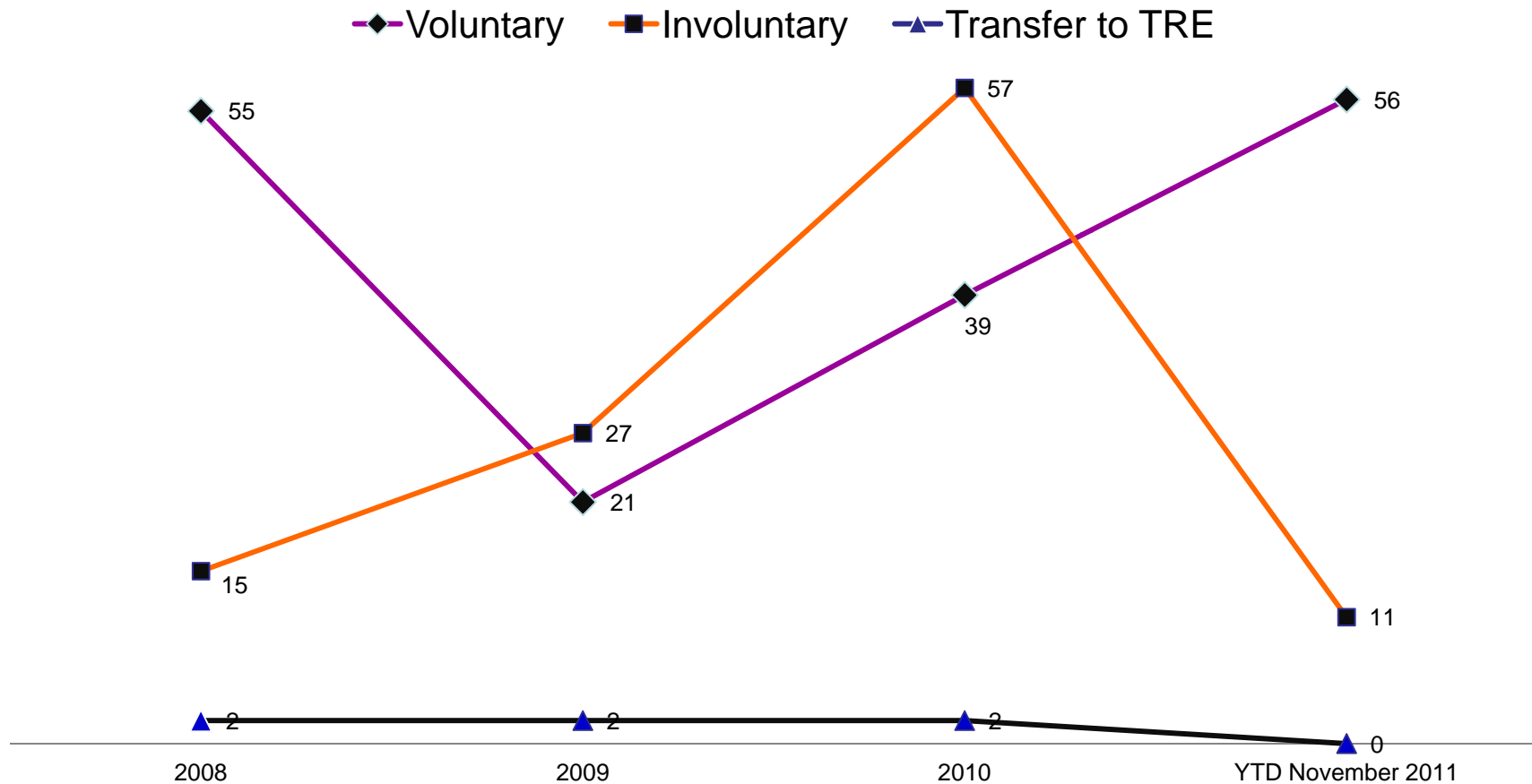
HR&G OPERATIONS REPORT

ERCOT Employment Trend Analysis, Jan 2008 – November 2011



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ERCOT Employee Terminations, Jan 2008 – November 2011



ERCOT Attrition by Department in October and November

- October: 5 Employees
 - Information Technology
 - Human Resources
 - Planning
 - Congestion Revenue Rights
 - Settlements & Billing

- November: 4 Employees
 - Human Resources
 - Grid Operations
 - Information Technology (2)

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ERCOT YTD November 2011 Attrition

- Total Attrition Rate: 10.8%
- Voluntary Attrition Rate: 9.0%
- Top Talent Attrition Rate: 0.16% (Re-hire 1 top Talent)
 - No Top Talent terminations in October/November

- YTD 2011 – 67 Employees
 - 56 Voluntary
 - 11 Involuntary

- Voluntary Reasons:
 - 38 Promotional Opportunity
 - 11 Family
 - 02 Retirement
 - 05 Personal

Re-Hires:

- 1 – October
- 2 - November

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2011 YTD Key Talent Attrition: 20 Employees (2 Re-Hires)

- Top Talent: 2 Employees (1 Re-Hire)
 - 2 Promotional Opportunity

- Core Talent: 12 Employees
 - 10 Promotional Opportunity
 - 2 Family

- Bench Strength: 6 Employees (1 Re-Hire)
 - 5 Promotional Opportunity
 - 2 Family

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2011 YTD Key Talent Attrition (cont'd)

- Top Talent Attrition: 2 Employees
 - Compliance – Standards & Protocol Compliance (Re-Hire)
 - IT – EMMS Production Support

- Core Tale Attrition: 12 Employees
 - Commercial Market – Data Integrity
 - System Planning – Long Term Planning
 - Risk Management – Internal Control Management Program
 - IT – Enterprise Integration
 - IT – Integration Support Services
 - IT – EMMS Production Support
 - IT – EMMS Development
 - IT – Business & Customer Services
 - IT – Enterprise Information Services
 - IT – Commercial Services
 - IT – Manager IT Support Services
 - Congestion & Revenue Rights – Manager

2011 YTD Key Talent Attrition (cont'd)

- Bench Strength Attrition: 6 Employees
 - IT – EMMS Development
 - IT – Corporate Applications
 - IT – Prod Sup Analyst 3 (Re-Hire)
 - IT – Spvr Windows Administration
 - Wholesale Client Services – Analyst Sr
 - Human Resources – Manager HRIS

Employee Benefit Enhancements

- Increase Floating Holidays
 - Beginning 01-01-12, floating holidays will increase from 2 days to 4 days per year. Employees hired in 2012 will receive the following: Jan 1–Feb 28 = 4 days, March 1–May 31 = 3 days, June 1–Aug 31 = 2 days, Sept 1–Nov 30 = 1 day, Dec 1–Dec 31 = 0 days.

- Increase Bereavement Leave
 - Beginning 01-01-12, bereavement leave for the death of a family member will increase from up to 3 days to up to 5 days. A family member includes spouse, domestic partner, children, step-children, grandchildren, brothers, sisters, parents, parents-in-law, grandparents, step-grandparents, or any relative of the employee or spouse who has been living in the same household with the employee.

- Increase Tuition Reimbursement
 - Beginning 01-01-12, tuition reimbursement will increase from \$2,500 to \$5,000 per calendar year. The tuition reimbursement approval process and budget responsibilities will be moved from individual departments to Human Resources beginning 01-01-12.

Benefits: Schedule for 2012-2013 Benefits Development

- CIGNA Benefits Committee Review meeting 9/23. Review of medical costs, by plan “Yr over Yr”. Started reviewing cost drivers and wellness initiatives.
- January 24, 2012 Benefits Committee to review and update ERCOT 3 year Benefit Strategy. Note; looking at implementing a HSA for 2012-2013; accessing mycigna.com via Smartphone; your Health First initiative; GIGNA Incentive Points program.
- January 27, 2012 meet with ADP to review Open Enrollment Module functionality.
- March 2012, finalize benefits package with Benefits Committee. Will present early Q2 to HR&G.
- Goal: Have 2012-2013 Benefit program defined, approved and ready for open enrollment meetings May-June 2012. Roll out new benefits program July 1, 2012.

HR&G OPERATIONS REPORT

Action Items from October 17, 2012 HR&G Meeting

- Repackage competitive compensation information from the ISO/RTO group and Southwest for presentation to PUC and provide specific proposal for incentive compensation - February HR&G.
- Review compensation, including vacation and holiday pay, provided by state agencies that hire highly skilled engineers and IT staff (requested by Bermudez and Dalton) - February HR&G.
- Calculate the ratio of employees (minus those involved in retail and DAM) to MW of generation for ERCOT and the other ISO/RTO's - February HR&G.
- Current base compensation levels for other ISOs/RTO's - February HR&G.

HR&G OPERATIONS REPORT

ERCOT Principals

- Four new principals were selected in 2011
 - Diran Obadina Principal, Systems Development January 2011
 - John Moseley Principal, Model Administration March 2011
 - Jose Conto Principal, Systems Planning November 2011
 - Carl Raish Principal, Load Profiling and Modeling November 2011

- New principal selected in the fourth quarter of 2010:
 - Michael Legatt Principal, Human Factors

- The total number of Principals at ERCOT is now 10.

Organizational Development (4th Quarter, 2011)

- Leadership Program 2 completes (15 attendees)
- Engineering Ethics Training (10 attendees)
- Executive Presentations Skills (4 attendees)
- VBA Excel 2010 Training (24 attendees)
- Cognos Training (20 attendees)
- PI Training (60 attendees)
- SkillSoft (791 course completions as of 11/29/2011)

Organizational Development Achievements year to date 2011

- Employee/Manager ADP Training (all ERCOT staff)
- Management Program 1 (28 attendees)
- Leadership Program 2 (15 attendees)
- Engineering Ethics Training (Spring/Fall) (20 attendees)
- Executive Presentations Skills (2 sessions) (8 attendees)
- General Presentation Skills (2 sessions) (26 attendees)
- Managing a Respectful Workplace (ERCOT management team)
- VBA Excel 2010 Training (24 attendees)
- Cognos Training (30 attendees)
- PI Training (60 attendees)
- Toastmasters (20 attendees)
- SkillSoft (2,103 courses completed YTD as of 11/29/2011)

Organizational Development plans for 2012:

- Management Program 1
- Leadership Program 2
- Meeting Dynamics
- Engineering Ethics Training
- Diversity in the Workplace
- VBA Excel 2010 Training
- Cognos Training
- SQL Training
- English as a Second Language
- SkillSoft
- Coaching and Mentoring Programs
- Engineer-in-Training Program