



Item 4: Human Resources Operations Report

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Human Resources and Governance Committee
Meetings

ERCOT Public

December 18, 2023

Overview

- **Purpose**

Provide the Committee a YTD overview of HR activities and key staffing statistics through November 2023

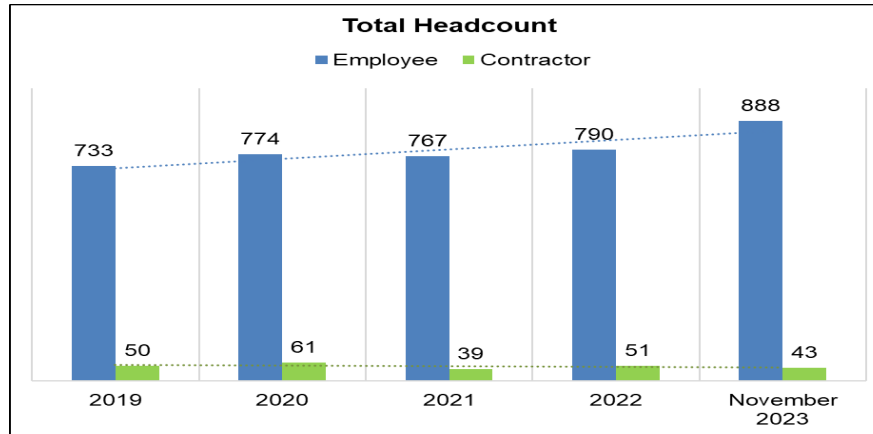
- **Voting Items / Requests**

No action is requested of the ERCOT Board; for discussion only

- **Key Takeaways**

- 74 new employees onboarded ERCOT between June and November
- ERCOT's overall attrition rate for November trending down from the last report. It is ~46% lower than the US Bureau of Labor Statistics attrition rates reported in 2023 through September for the US and Texas.
- HR remains hyper focused on sourcing and attracting key talent
- 2023 HR initiatives help position ERCOT to launch the 2024-2028 Strategic Plan

Headcount Overview

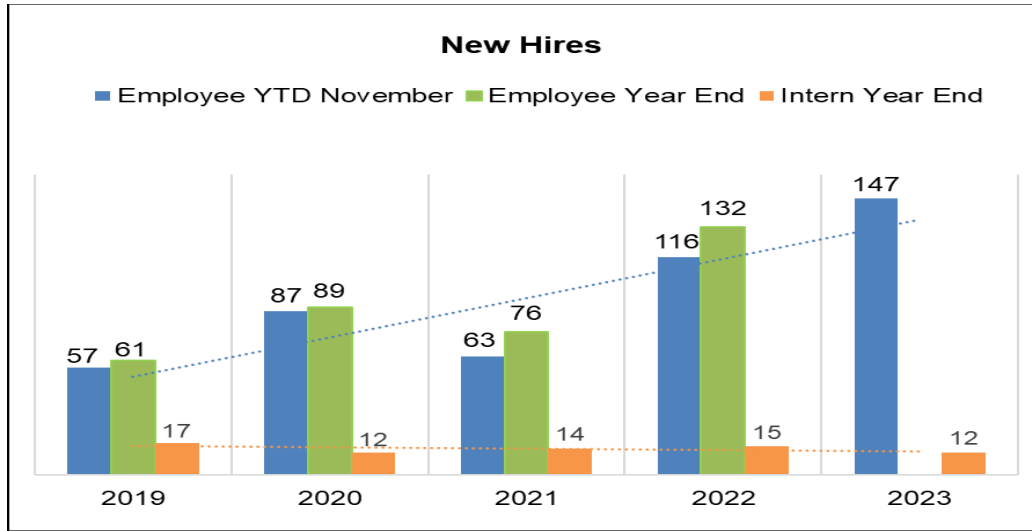


YTD November 2023 Headcount Summary			
Business Area	Employee	Intern	Contractor
CAO	82		9
CEO	7		
CIO	297		21
Com Ops	98		3
COO	3		
Legal	117		
Public Affairs	38		2
System Ops	138		2
System Planning/Weather	108		6
Total	888	0	43

Key Takeaways: Since May 2023, the total workforce count increased by 37 and employee headcount increased by 52. HR is currently recruiting for 40 open FTE positions.



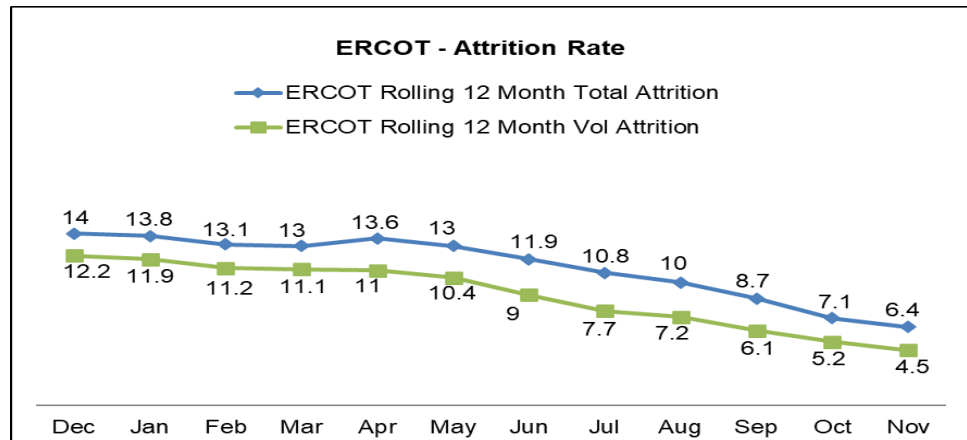
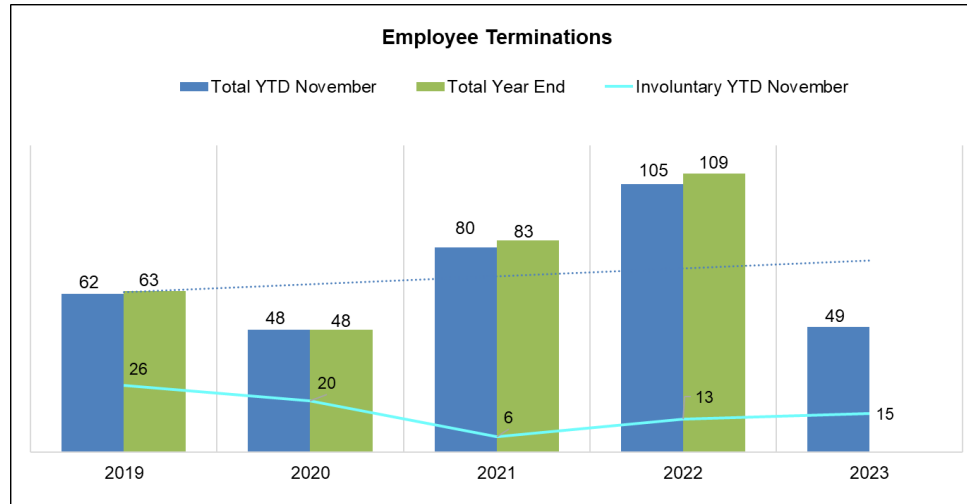
New employees hired into ERCOT



YTD November 2023 New Hire Summary		
Business Area	Employee New Hires	Intern New Hires
CAO	10	
CEO		
CIO	45	2
Com Ops	19	1
COO		
Legal	19	1
Public Affairs	6	
System Ops	21	5
System Planning/Weather	27	3
Total	147	12



Employee Attrition



Key Takeaway: Attrition is trending down throughout 2023.



Expanding recruiting mediums for candidates

ERCOT subscribes to multiple recruiting platforms including LinkedIn, Indeed, and Energy Central

Participated in onsite university career fairs at UT Austin, Texas A&M, and Baylor University

New ERCOT sponsored program at Texas A&M. ERCOT executive leadership and engineering employees discuss life and careers at ERCOT. This will continue to occur each school semester.

Subscribed to new diversity job board aggregator (E-Quest) which elevated applicant pool diversity and counts by posting to specific diversity job sites

Created and posted new recruiting videos on ERCOT.com/Careers to highlight work and life at ERCOT, Internship Program, Engineer Development Program, GMS Development Program and System Operator Development Program

Increased Employee Referrals Incentive to employees for recommending new talent

Quarterly Newsletter to current and former University students who attend career fairs and internships

Key Takeaway: To help combat the shrinking candidate pool which began in 2020, HR invested in additional and creative ways to promote opportunities at ERCOT and attract highly talented individuals.

Quarterly newsletter called ERCOT Edition



ERCOT Edition



ERCOT's EDP Program Proves Successful

ERCOT's Engineer Development Program (EDP) builds knowledge and leadership skills. A win for both ERCOT and the program participants.

"For engineers graduating from the EDP, it's often the first big milestone in their professional career, but definitely not the last," said Alex Green, an EDP supervisor. "This outstanding program has been around for about 10 years now, and throughout that time, we've seen EDP alumni take on big challenges in the industry and become influential within our organization".

Graduating EDP takes hard work and dedication, demonstration of competency as an engineer at ERCOT, and completion of complicated projects and tasks in multiple engineering departments. Thus, we like to celebrate that accomplishment.

The EDP is a 12- to 16-month, self-paced program geared toward entry-level engineers seeking a career in the power industry. It combines real-time, daily engineering work with a curriculum that gives participants the skills necessary to be successful in their careers.



ERCOT Employees Are Active in Giving Back

ERCOT employees have the opportunity to give back in a multitude of ways.

ERCOT's Workplace Services Team Builds Bikes for Boys and Girls Club in Taylor

In September, the **Workplace Services Team of ERCOT** partnered with **Outback Team Building** events and built six bicycles with the benefactors being the [Boys and Girls Club of America - Taylor division](#).

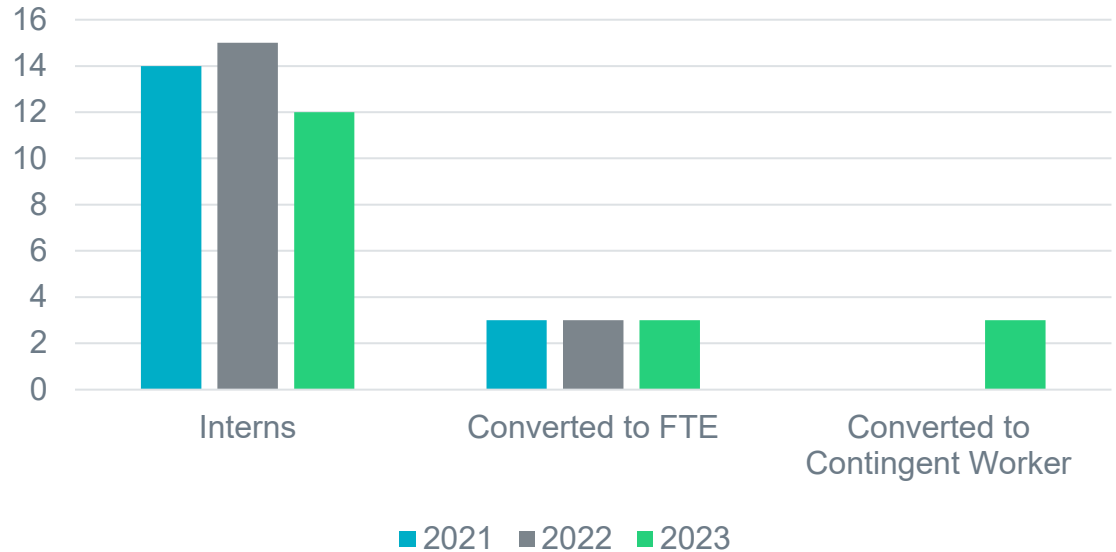
The Boys and Girls Club helps children from kindergarten through 12th grade and provides safe and affordable after-school care. The organization is fueled by [donations, mentorship and volunteers](#) and can always put a willing pair of hands to work.

United Way's Fall Day of Caring

Fall Day of Caring is an annual United Way



Interns continue to provide impressive talent pipeline



- 2021 – 2023 Internship classes
 - 41 total interns
 - 9 joined ERCOT as new employees
 - 6 converted to contingent workers while completing their degree programs

Key Takeaways: Interns are assigned projects which have a real impact on work at ERCOT. Participation in the internship program provide us an opportunity to evaluate interns' knowledge, work and areas of interest. ERCOT identifies high performing interns for future full-time positions.

Accessing Careers in Energy Summit (ACES)



- 20 Students from Historically Black Colleges and Universities (HBCU) participated
- Sponsored by MISO, SPP, Entergy Arkansas, ERCOT, PJM, GCPA and Arkansas Chapter of American Association of Blacks in Energy participated
- GCPA awarded scholarships to the ACES students

Key Takeaways: ERCOT's participation in ACES allows us to help motivate engineering students to choose careers in the Power Engineering industry. One participating student was offered and accepted a full-time position at ERCOT.



University relationships inform and excite future talent



- On November 14th, representatives from ERCOT's Executive team, Recruiting and Engineering departments presented about ERCOT to the Smart Grid Center Student Power Engineering Information Session which included over 100 students from Texas A&M
- Planned initiatives under ERCOT's 2024-2028 Strategic Plan will broaden ERCOT's university speaking opportunities

Key Takeaway: ERCOT's relationships with universities offers the opportunities to speak directly to students interested in careers in the Power Engineering industries.

Talent acquisition metrics YTD in 2023

Filled Requisitions: 199

- Full Time: 187
- Interns: 12
- On track to fill total of 220 requisitions through 2023 (10% increase over 2022)

Recruiting Sources and Effectiveness

- Total Applicants: 19,307 (65% increase over 2022)
- LinkedIn: 9,109 (72.5% increase over 2022)
- Indeed: 3,647 (70% increase over 2022)
- ERCOT Website: 2,928
- Employee Referrals: 492
- Other: 3,131

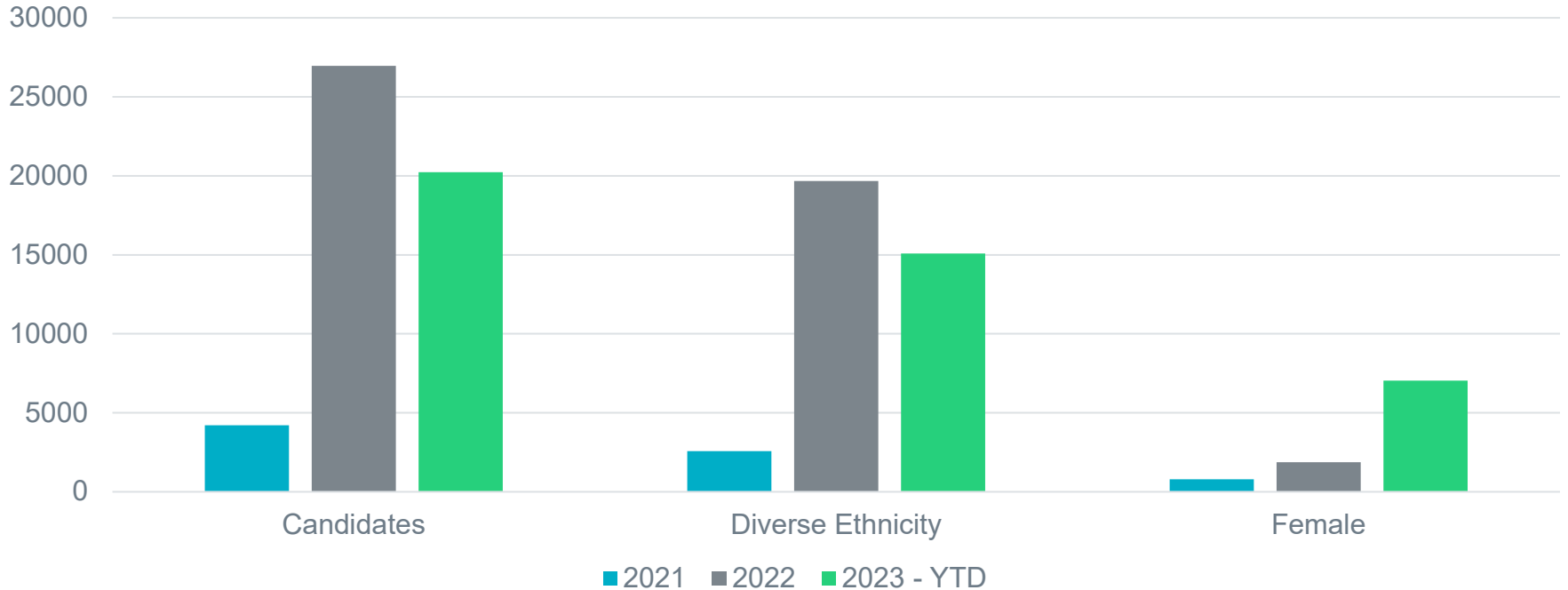
Applicant Diversity

- 73% of applicants were considered diverse by race/ethnicity (compared to 62% in 2022)
- 35% of applicants were female (compared to 29% in 2022)

Hiring Diversity

- 50% of new hires were considered diverse by race/ethnicity (compared to 49% in 2022)
- 31% of new hires were female (compared to 24% in 2022)

Candidate Trends



Key Takeaways: To date, total candidates have increased 381% since 2021. Candidates from a diverse ethnicity have increased 485%. Female candidates have increased 789%.

Comprehensive professional development offerings

- Alliance Work Partners
In 2023: 6 live instructor led webinars; 182 participants
- Decker Communicate to Influence
In 2023: 2 sessions; 24 participants
- Diversity, Equity, Inclusion and Belonging
9 sessions; 75 participants
- Effective Interviewing and Advanced Effective Interviewing
In 2023: 4 sessions; 43 participants
- Everyday Coaching Conversations
In 2023: 25 new supervisors, managers, and directors attended
- University of Texas Executive Education
In 2023: 5 courses; 21 participants
- University of Texas Professional Development pilot program
1 session; 30 participants

Key Takeaways: Approximately 721 ERCOT employees participated in professional development opportunities provided by ERCOT. This is a 19% increase from 2022.

New employee development program

A new annual development program called The Vitality Program will launch in January 2024.

Each year, executives will nominate 12 to 15 individual contributors to participate.

The new program offers assessments provided by Center for Creative Leadership, 44-hours of developmental training, and an Action Learning Project to be decided by program participants with an ERCOT manager sponsor. The Action Learning Project investigates a future-forward challenge that ERCOT faces.

Training themes highlighted within the program include

- Leadership Foundations (Self-Awareness)
- Developing Influencing Skills
- Collaboration and Working on Teams
- Change Leadership
- Human Centered Leadership
- Boundary Spanning

The Vitality Program participants will present the annual Action Learning Project and about their participation experience at the conclusion of the program.



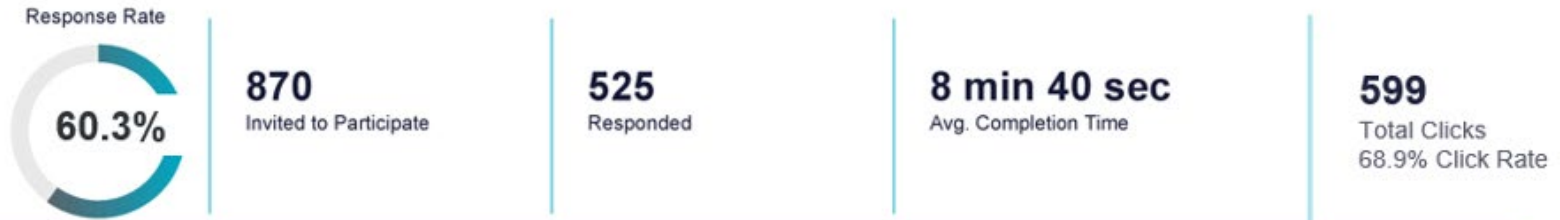
Enhancing new employees' experience at ERCOT

HR worked throughout 2023 to enhance our new employees' onboarding experience and facilitate quicker assimilation into the ERCOT culture

- All new hires report onsite on their first day to meet with HR, IT login and equipment support, and their management for a more personalized and welcoming experience
- All pre-hire and new-hire communications were enhanced to provide concise and engaging communication materials
- New ERCOT Mentorship Exchange Program provides immediate support to new employees from experienced ERCOT professionals
- Employee welcome gift
- Creation of a New Employee Resources SharePoint site for employees to have one source to easily locate helpful information and key contacts
- Engaged third party animation company to create fun, entertaining videos to inform new hires of ERCOT's mission and core values, important onboarding information, and to view virtual tours of ERCOT campuses. The new animated character created to host onboarding videos is [Wattson Powers](#).



ERCOT launched feedback survey to all employees



Survey Time Period

- October 2 – 13, 2023

Questions

- 40 Scaled Questions
- 1 Open Ended Question

Categories

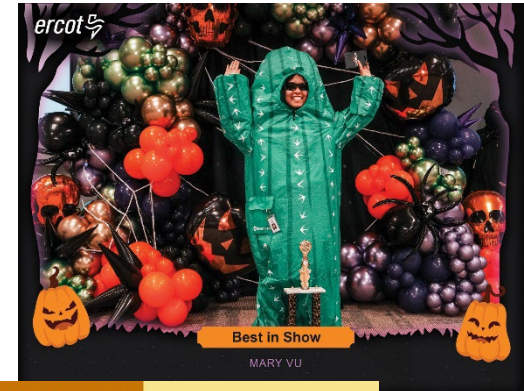
Benefits/Well Being	Career Development
Company Culture	DEI
Engagement	Feeling Valued
Job Satisfaction	Teamwork
Trust in Manager	Trust in Senior Leaders

Good News!

- All categories compare favorably to the overall benchmark which suggests that even the lower areas can be considered strengths.
- **Engagement** and **Trust in Manager** are the top two performing categories.
- **Company Culture** is one of the three most favorable categories and showed the second highest positive gap to the overall benchmark.
- **Benefits/Well-Being** has the most positive comparison to the benchmark.
- “Immediate manager treats all colleagues fairly” and “I have the opportunity to do challenging work” are top favorable items from the **DEI** and **Job Satisfaction** categories.

Quarterly onsite employee event....Happy Halloween!

- Quarterly planned onsite events promote employee collaboration and ERCOT culture
- 389 employees and contractors attended the fall event
- Tours were hosted by HR to enable new hires to become familiar with the campus



ERCOT Pumpkin Decorating Contest 2023 Winners

