

**To:** Human Resources and Governance (HR&G) Committee

**From:** Peggy Heeg, HR&G Committee Chair

**Date:** December 1, 2025

**Re:** Discussion Item 9 – Results of Committee Self-Evaluation Surveys

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As part of the 2025 governance review process, self-evaluation surveys were distributed to current and former committee members, as well as select executives, to gather a comprehensive view of each committee's performance. The overall sentiment across all three committees—Human Resources & Governance (HR&G), Finance & Audit (F&A), and Technology & Security (T&S)—is positive, with each meeting its chartered responsibilities and offering opportunities for continued improvement.

Following is an overview of the survey results for the committees and attached are detailed key takeaways from the HR&G Committee survey. Similar detailed key takeaways are included in the meeting materials for each committee.

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### **Human Resources & Governance (HR&G) Committee**

- **Average Rating:** 4.77 / 5.00
- **Strengths:**
  - Responsibilities are clearly defined and effectively executed.
  - Meetings foster open communication and meaningful participation.
  - Agendas are well-prioritized; time is balanced between presentations and discussion.
  - Committee size and leadership are appropriate.
- **Opportunities:**
  - Earlier distribution of background materials would enhance preparation.



**Conclusion:** The HR&G Committee is functioning effectively and meeting all charter objectives, with a suggestion to receive meeting materials earlier.

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### **Finance & Audit (F&A) Committee**

- **Average Rating:** 4.43 / 5.00
- **Strengths:**
  - Responsibilities are well-defined and fulfilled.
  - Meetings are efficient, productive, and promote open dialogue.
  - Strong preparation process for ERCOT Board meetings.
- **Opportunities:**
  - Increase time for discussion; avoid reading presentations verbatim.
  - Improve ambient lighting in the meeting room.

**Conclusion:** The F&A Committee is performing well and aligned with its charter, with suggestions to enable time for deeper discussions with briefer presentations.

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### **Technology & Security (T&S) Committee**

- **Average Rating:** 4.19 / 5.00
- **Strengths:**
  - Responsibilities are well-defined.
  - Meeting cadence and length are appropriate.
- **Opportunities:**
  - Encourage more open communication and forward-looking discussions (e.g., Technology, Software, and AI Roadmaps).
  - Improve fulfillment of charter duties, especially around strategic planning for the future of technology used at ERCOT.



- Increase voting on Board-level recommendations regarding key technology/security issues.

**Conclusion:** The T&S Committee is meeting basic expectations with room to strengthen strategic engagement and charter execution.

## **HR&G Committee Annual Self Evaluation Results (2025)**

### **Key Takeaways**

Committee surveys were distributed to current members, prior members, and several executives with insight into the Committee to incorporate management viewpoints.

The overall sentiment of the results of the Human Resources and Governance Annual Committee Self-Evaluation Survey Results (2025) is generally positive. These are the key takeaways of the results and comments provided:

- The average rating for the Committee is 4.77 (on a 5.00 scale).
- The Committee's responsibilities are well-defined and effectively fulfilled.
- Members receive adequate background information before meetings, though earlier distribution is suggested.
- Meetings are conducted to ensure open communication and meaningful participation.
- Agendas are well-set and prioritized, and meeting time is appropriately allocated between presentations and discussions.
- The Committee resolves issues timely, holds efficient and productive meetings, and meets an adequate number of times per year.
- The Committee has the appropriate number of members and effective leadership.

Overall, the answers and comments reflect a positive sentiment towards the Committee's performance that it is functioning well and meeting all objectives under its Charter, with some constructive feedback that earlier distribution of background materials would enhance preparation.