



**DRAFT GENERAL SESSION MINUTES OF THE  
HUMAN RESOURCES AND GOVERNANCE COMMITTEE MEETING  
OF ELECTRIC RELIABILITY COUNCIL OF TEXAS, INC.**

8000 Metropolis Drive (Building E), Suite 100, Boardroom A  
Austin, Texas 78744  
April 20, 2026

Pursuant to notice duly given and after determination that a quorum was present, the meeting of the Human Resources and Governance (HR&G) Committee of the Board of Directors (Board) of Electric Reliability Council of Texas, Inc. (ERCOT) convened on the above-referenced date.

**Meeting Attendance:**

**Present:** Peggy Heeg (Chair), Chris Krummel, Benjamin Barkley, and Kathleen McAllister

**Attending:** William Flores, Pablo Vegas, Thomas Gleeson, Kathleen Jackson, Courtney Hjaltman, Chad Seely, Brandon Gleason, Adam Martinez, Dawn Herms, Kim Rainwater, and Penney Ebbs

**Convene General Session**

The Human Resources and Governance (HR&G) Committee of the ERCOT Board of Directors convened in General Session at approximately 9:34 a.m.

**Call General Session to Order (Agenda Item 1)**

Chair Heeg confirmed that a quorum was present. The meeting was webcast live.

**ERCOT Antitrust & Security Admonition**

The Antitrust Admonition and Security Map were included in the meeting materials.

**Notice of Public Comments, if Any (Agenda Item 2)**

The meeting was posted on the ERCOT website on April 13, 2026. The posting provided instructions for public comments in person. Chad Seely confirmed that no requests for public comment were received.

**February 9, 2026 General Session Meeting Minutes (Agenda Item 3)**

The Committee reviewed the draft minutes of the February 9, 2026 General Session.

**Motion:** Kathleen McAllister, seconded by Chris Krummel, moved to approve the February 9, 2026 General Session meeting minutes.

**Key Decisions:** Approved by unanimous voice vote with no abstentions.



#### **Human Resources Operations Report (Agenda Item 4)**

Dawn Herms presented the Human Resources Operations Report, including updates on workforce metrics, recruiting activity, and attrition trends.

Key discussion points included:

- Employee headcount and contractor levels, with staffing below budgeted levels and hiring in stages throughout the year;
- Increased time-to-fill metrics driven by market conditions and recruiting volume;
- Continued emphasis on attracting talent and supporting ERCOT's strategic objectives;
- Attrition trends, which remain below broader market benchmarks; and
- Ongoing focus on hiring for operations, particularly power systems engineers or analysts.

Committee members discussed hiring challenges in operations roles, workforce development programs, and strategies to meet staffing needs.

#### **Annual Status Reports; Annual Status Report from Retirement Plan Committee (Agenda Items 5 – 5.1)**

The Annual Status Report from the Retirement Plan Committee was included in the meeting materials.

#### **Annual Status Report on Health and Welfare Activities (Agenda Item 5.2)**

The Annual Status Report on Health and Welfare Activities was included in the meeting materials.

#### **Objectives and Key Results (OKRs) – 2025 Final Results and New 2026 OKRs (Agenda Item 6)**

The report on Objectives and Key Results (OKRs) – 2025 Final Results and New 2026 OKRs was included in the meeting materials.

#### **Annual Review of the Company's Governing Documents (Agenda Item 7)**

Public Utility Commission of Texas Commissioner Kathleen Jackson arrived at approximately 9:50 a.m., and PUC Chair Thomas Gleeson called an Open Meeting of the Commission.

#### **Annual Review of ERCOT Certificate of Formation and Bylaws (Agenda Item 7.1)**

Brandon Gleason provided an update regarding the ongoing litigation related to ERCOT Bylaws. No action was recommended during the Annual Review of ERCOT Certificate of Formation and Bylaws due to the pending litigation.

#### **Recommendation regarding Annual Reaffirmation of the ERCOT Board Policies and Procedures (Agenda Item 7.2)**



Chair Heeg and Mr. Seely presented the Recommendation regarding Annual Reaffirmation of the ERCOT Board Policies and Procedures, noting that potential updates to policies and procedures are being deferred pending resolution of related litigation.

**Motion:** Mr. Krummel, seconded by Ms. McAllister, moved to recommend that the Board reaffirm the ERCOT Board Policies and Procedures with no changes at this time.

**Key Decisions:** Approved by unanimous voice vote with no abstentions.

### **Future Agenda Items (Agenda Item 8)**

Mr. Seely presented the Future Agenda Items, including upcoming topics such as strategic planning, communications strategy, government relations, and Committee self-assessment activities.

### **Other Business (Agenda Item 9)**

No other business was raised.

### **Convene Executive Session**

Chair Heeg noted that voting items were anticipated following the Executive Session. The Committee recessed General Session at approximately 9:56 a.m. Executive Session was convened at approximately 10:00 a.m.

### **Reconvene General Session; Vote on Matters from Executive Session (Agenda Item 10)**

Executive Session recessed at approximately 11:42 a.m. General Session reconvened at approximately 11:44 a.m.

**Motion:** Mr. Krummel, seconded by Ms. McAllister, moved to recommend Board approval of the personnel matter discussed during Executive Session (Agenda Item ES 2.3).

**Key Decisions:** Approved by unanimous voice vote with no abstentions.

### **Adjournment (Agenda Item 11)**

The meeting adjourned at approximately 11:45 a.m.

Committee materials and presentations from the meeting are available on ERCOT's website at [http://www.ercot.com/committees/board/hr\\_governance](http://www.ercot.com/committees/board/hr_governance).

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Brandon Gleason  
Assistant Corporate Secretary