



Item 4: Human Resources Operations Report

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Human Resources and Governance Committee
Meeting

ERCOT Public

June 17, 2024

Overview

- **Purpose**

Provide the Human Resources and Governance (HR&G) Committee a YTD overview of HR activities and initiatives through May 2024

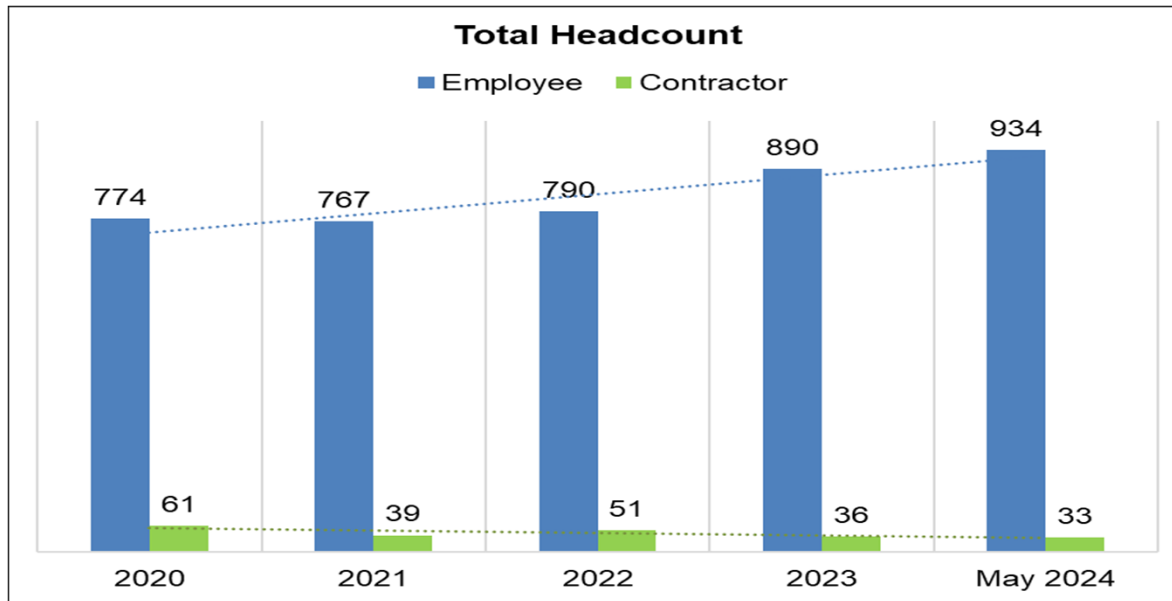
- **Voting Items / Requests**

No action is requested of the HR&G Committee or Board; for discussion only

- **Key Takeaways**

- HR operational activities remain high with onboarding new employees to ERCOT
- YTD 2024 HR strategic initiatives work is designed to engage employees and improve organizational performance
- ERCOT welcomes the incoming 2024 internship class and celebrates success of new talent programs

Headcount Overview



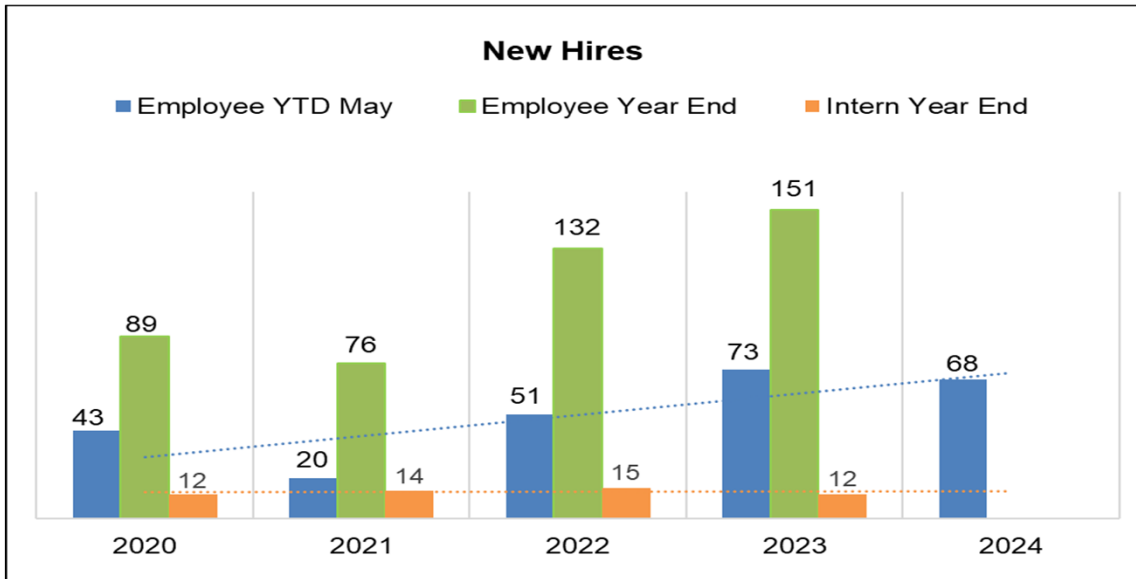
Business Area	Employee	Intern	Contractor
CEO	9		
CFO	29		2
CIO	135		17
Com Ops	103		2
COO	3		
DevOps & Grid Transformation	190		6
Enterprise Risk & Strategy	16		
HR	17		2
Legal	43		
Public Affairs	39		2
Security & Compliance	76		
System Ops	147		
System Planning/Weather	127		2
Total	934	0	33

Headcount Increase YTD

- Total workforce count increased by 41
- Employee headcount increased by 44
- HR is currently recruiting 31 open FTE positions



New Employees Hired into ERCOT



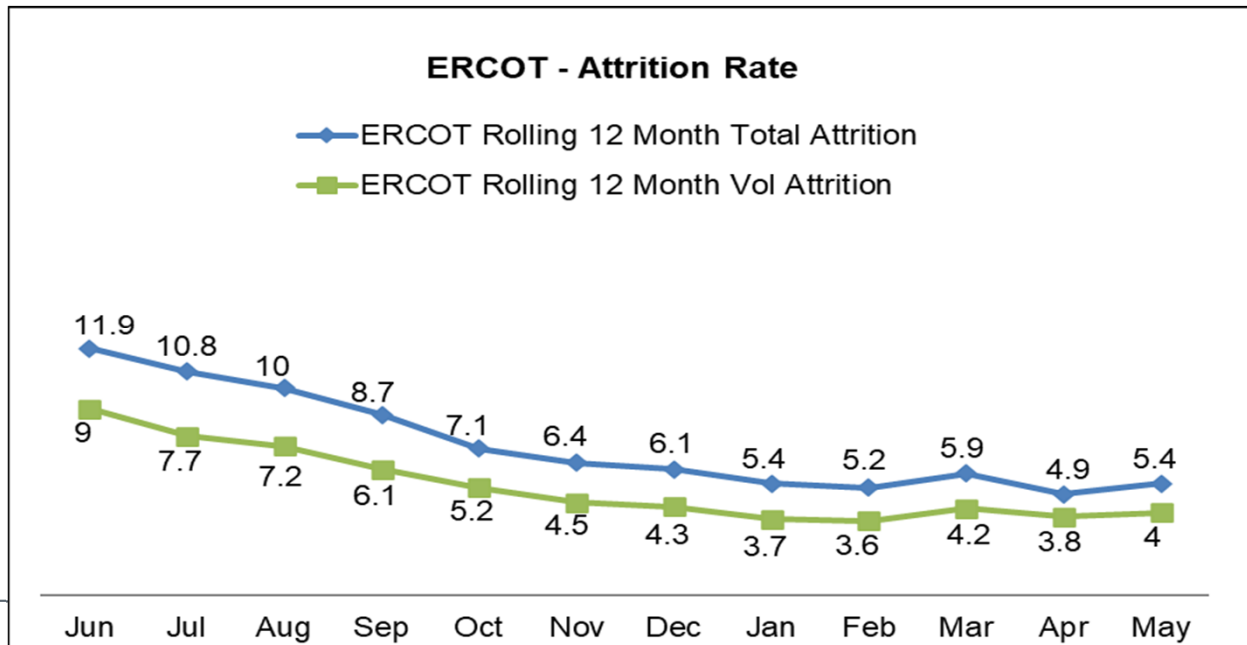
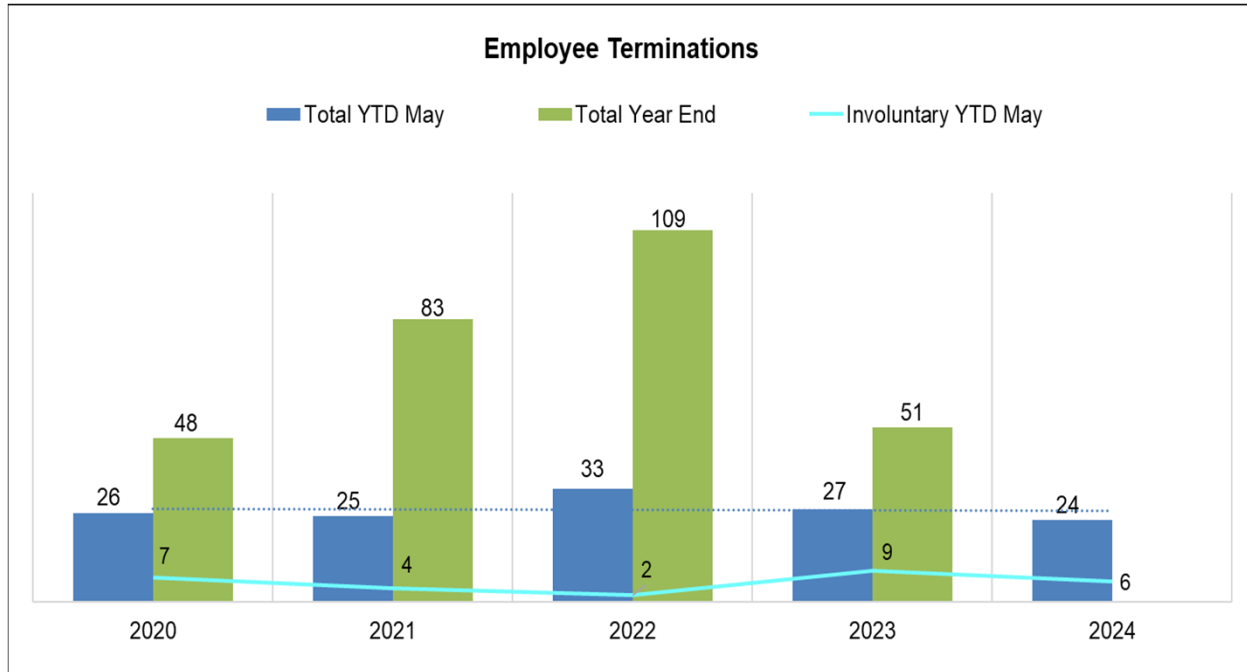
Business Area	Employee New Hires	Intern New Hires
CEO		
CFO	2	
CIO	5	
Com Ops	10	
COO		
DevOps & Grid Transformation	7	
Enterprise Risk & Strategy	1	
HR	2	
Legal	6	
Public Affairs		
Security & Compliance		
System Ops	15	
System Planning/Weather	20	
Total	68	0

New Employee Diversity YTD

- 64% of new hires considered diverse by race/ethnicity
- 25% of new hires were female



Employee Attrition



YTD 2024 HR Strategic Initiatives work is designed to engage employees and improve organizational performance.

Professional Development

Guiding Principles

- Systems perspective
- Multi modal approach
- Leadership as a journey
- Consistently position leaders to lead
- Practical leader solutions
- Behavior change
- Improve business performance
- Influence ERCOT culture

Key Outcomes

- Consistent ERCOT leadership practices
- Broad leadership involvement
- Engaged employees
- Leadership bench strength
- Improved performance

Succession Planning

Guiding Principles

- Future focused
- Business leader involvement
- Clearly defined leadership and technical competencies
- Comprehensive talent assessment
- Targeted individual development plans
- Coaching and development support through role transitions

Key Outcomes

- Future leaders prepared to assure operational continuity and strategic plan execution
- Engagement and retention
- Assure future leadership and technical capabilities meet operational requirements

Think Tanks

Guiding Principles

- Grass Roots
- Self-organizing
- Management Sponsorship
- Business Focused
- Cross Functional
- Committed Core Group
- Minimal Formal Structure

Key Outcomes

- Learning
- Idea Incubation
- Innovation
- Cross Functional Integration
- Employee Engagement

Additional initiatives coming include expanding Workforce Planning and ERCOT's non-monetary recognition program.



New Formal Professional Development Program

ERCOT's strategic plan contains initiatives to improve management training and increase employee development opportunities to support career development.

- There is no current formal development program in place for employees.
- HR is creating a systematic professional development program and will begin offering employee training courses to support ERCOT's strategic direction.

Purpose

The professional development program will position all employees to successfully navigate the complexities and dynamics of today's rapidly evolving business environment.

Key Outcomes

- ✓ Consistent ERCOT leadership practices
- ✓ Broad employee involvement
- ✓ Engaged employees
- ✓ Leadership bench strength
- ✓ Improved performance

Development Program Course Descriptions

Management

Leading Productive Workgroups

Leading Productive Workgroups functionally and practically defines leadership as it is practiced at the workgroup level. It equips leaders with the ability to influence people for productivity. The result will be a positive, productive workplace.

Navigating the Balance Between Empowerment and Accountability

Navigating the Balance Between Empowerment and Accountability develops knowledge, resources and practices that make empowering people with accountability possible. You will learn how to identify responsibilities you can delegate to others and who is best suited for the work. You will also practice the preparation and steps required to fully empower a team member.

Leading in a Matrix

Leading in a Matrix prepares leaders to achieve success a matrix organization. We explore the realities of working in a matrix to understand the required mind shift you and those you lead must make to deliver value.

Individual Contributor

Working In a Matrix

Working in a Matrix prepares the individual contributor to achieve success in a matrix organization. You will understand the requisite shift in mindset and behaviors as we explore the realities of working in a matrix organization.

Self Leadership

Leadership begins with the effective deployment of self. The primary practice of leadership is leading one's own life. Success in personal leadership directly influences and impacts team and organizational experience.

Being a Team Player

Being a Team Player empowers team members to actively contribute to shared team success. Participants will gain practical understanding of what a team is and how it functions. Their perspective will shift from team to teaming.



Think Tanks

The ERCOT Strategic Plan includes an objective to elevate the culture of excellence with the creation of a collective employee forum (“think tank”)

- Provides employees the ability to collaborate and propose solutions for current and future ERCOT challenges.
- A Think Tank provides an opportunity to voluntarily engage cross-functional employees and create an environment that engenders problem solving, incubation and innovation.

Think tanks will leverage **shared interests** across ERCOT to bring employees with **common passion** together to discover solutions to business challenges.

ERCOT's Class of 2024 Interns...Welcome!

2024 Internship Program

- ERCOT welcomed the 2024 internship class on June 3rd
- 1,866 applicants from 22 colleges submitted applications for consideration
- 18 summer interns selected
 - Engineering: 10
 - IT: 6
 - Corporate: 2

Program Overview

- Individual Projects & Presentations to Leadership
- Site visit to LCRA and Mansfield Dam
- State Capitol tour and PUC overview
- Breakfast with previous ERCOT interns
- Networking Opportunities
- Development Training
 - Professional Skills to Elevate Your Career Path
 - Essential Tips for a Successful Interview
 - Presentation Training
- 4 interns will be awarded a GCPA scholarship at the conclusion of the program



ERCOT has hired **46** interns since inception of the Internship program in 2012!



ERCOT's Vitality Program

A Development Program of Excellence for ERCOT Employees



March 26-28

Center for Creative Leadership
Charlotte, NC

- Leadership foundations
- Developing influencing skills
- Collaboration and working on Teams

Upcoming

June 20

Virtual intersession with CCL

- Change leadership

September 24-25

On-site session with CCL

- Human Centered Leadership
- Boundary Spanning

October 21

Presentations of Action Learning
Projects

Vitality Program Action Learning Projects

Action Learning Project Overview

- Project-based learning where participants apply their learning to solve real challenges at ERCOT.
- The project is a vehicle for learning through experimentation, measurement, and reflection on outcomes.
- A mentor is assigned to each group.

2024 Projects

1. To act as a consulting team and perform the necessary research to provide recommendations for effective structure and processes that support the success of Grid Transformation initiatives at ERCOT.
2. Enterprise-wide repository for tracking internally developed tools that allows access, search, and development.
3. Design a grassroots program to improve collaboration and knowledge sharing across ERCOT business units.

ERCOT Development Programs



Engineer Development Program

- Program began in September 2012
- 9 participants
- ERCOT currently has 67 graduates that are current employees (89.3% retention rate)



GMS Development Program

- Program began June 2023
- 6 participants
- Current participants have completed half the program



System Operator Development Program

- Program began in May 2023
- 2 participants were promoted to System Operator 1 in May 2024
- Next class of 3 participants will begin in June 2024

Congratulations to ERCOT's first two ODP Graduates!

