

Monitoring Report SD-8: Employee Relations

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Vice President - Human Capital

December 19, 2023

SD-8 EMPLOYEE RELATIONS

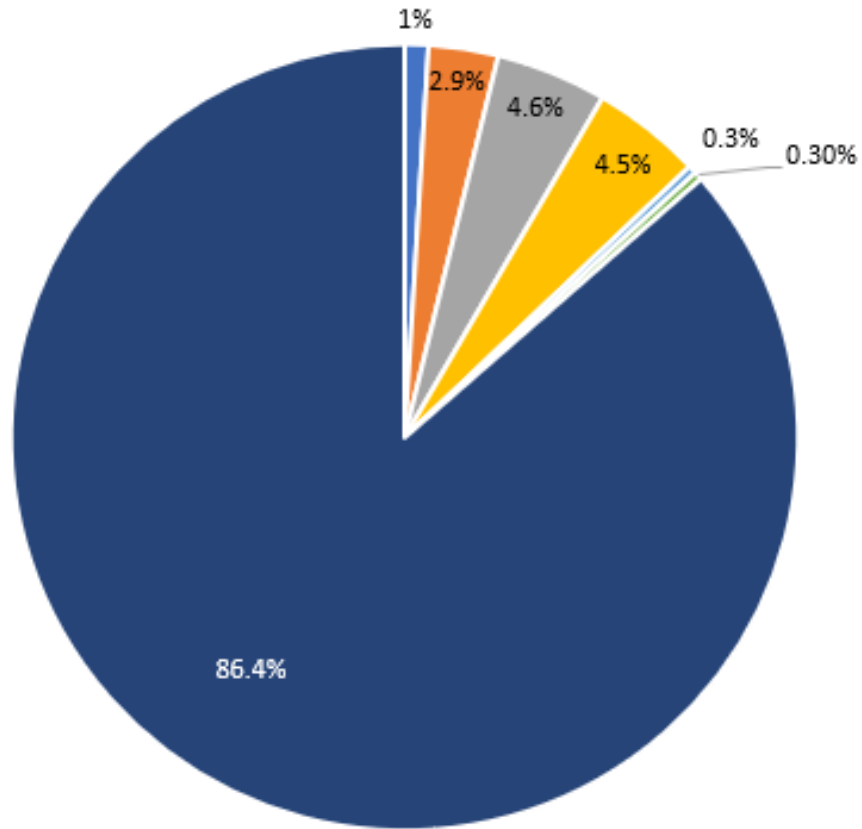
- OPPD shall develop and maintain a **diverse** and **inclusive** workplace reflective of OPPD's core values that engages and inspires employees to commit to the vision and mission of OPPD.
- OPPD establishes a goal to achieve top-quartile performance in **employee engagement** for similar sized companies.
- OPPD shall:
 - Engage its workforce in personal and professional development.
 - Maintain and communicate written policies that define procedures and expectations for staff and provide for effective handling of grievances.
 - Bargain in good faith with the official agents of represented employees and comply with Collective Bargaining Agreements.
 - Conduct an annual engagement survey and provide a report of results to the Board.
 - Provide an annual report to the Board on OPPD's Affirmative Action Plan.

A Diverse & Inclusive Workplace



Demographics by Ethnicity

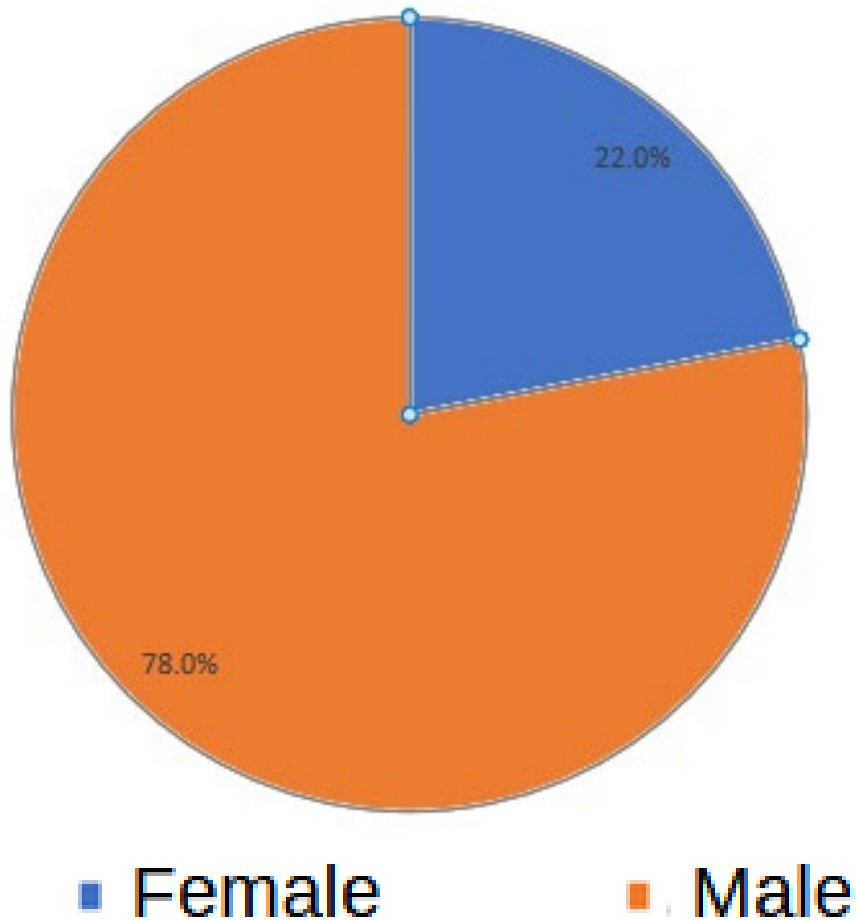
As of October 1, 2023



Ethnic Group	OPPD Rate (as of Oct 1, 2023)	OPPD Service Territory Rate (as of July 2022)	Nebraska Rate (as of July 2022)
Asian	2.9%	3.4%	2.8%
Black	4.6%	8.3%	5.4%
Hispanic	4.5%	12.3%	12.3%
Native American	1.0%	1.2%	1.6%
Pacific Islander	0.3%	0.1%	0.1%
White	86.4%	84.1%	87.5%
Not Specified	0.3%	Not Available	
2+ Groups		2.8%	2.5%

■ Native American
 ■ Asian
 ■ Black
 ■ Hispanic
 ■ Not Specified
 ■ Pacific Islander
 ■ White

Demographics by Gender



Gender	OPPD Rate (as of Oct 1, 2023)	OPPD Service Territory Rate (as of July 2022)	Nebraska Rate (as of July 2022)
Female	22%	49.9%	49.7%
Male	78%	50.1%	50.3%

According to national studies, **women account for 22% of the traditional energy sector** compared to an **overall average of 47%** nationally in the workforce*. Underrepresentation of women attributed to

- Lack of female role models
- Physical demands of jobs
- Pipeline issues of females in STEM-related studies

*National Renewable Energy Laboratory, February 8, 2022

Demographics by Veteran Status and Generations

Military Status	OPPD Rate
Veteran	10.2%

Generations	OPPD Rate
Baby Boomers (1946 - 1964)	11.9%
Gen X (1965 - 1980)	41.5%
Gen Y/ Millennials (1981 - 1994)	39.9%
Gen Z (1995 - 2009)	6.7%

Inclusive Workplace

- 2023 Best Places to Work survey results measuring *inclusion*

BPTW Survey	All EEs	Males	Females	Black	Hispanic	Asian	Other/ Multi
Overall Average Inclusion % Favorability	86	84	79	69	83	90	78

- 86% favorability overall
- Varying degrees of inclusion favorability among different demographics



Bridge Builders

Promoting diversity and inclusion throughout the District

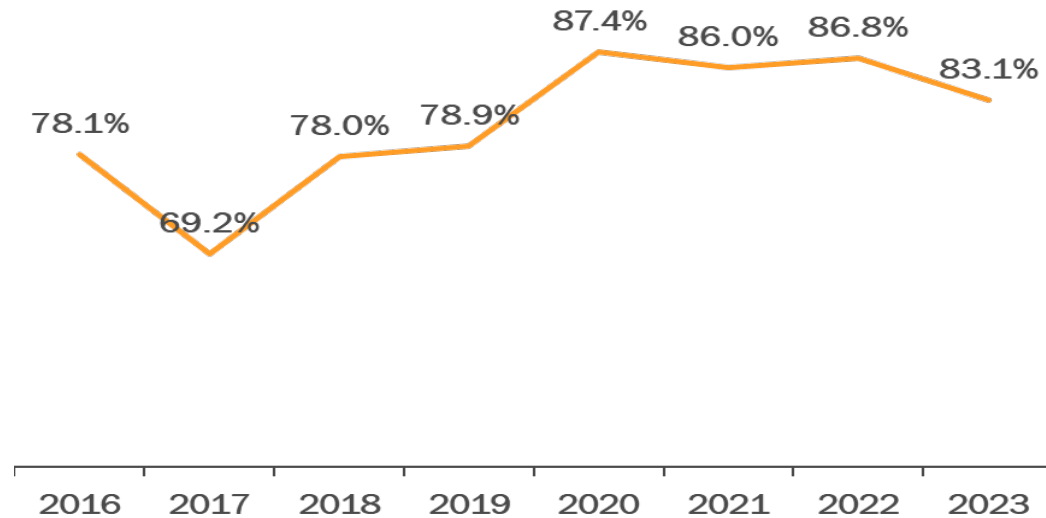
Employee Engagement



Annual engagement survey

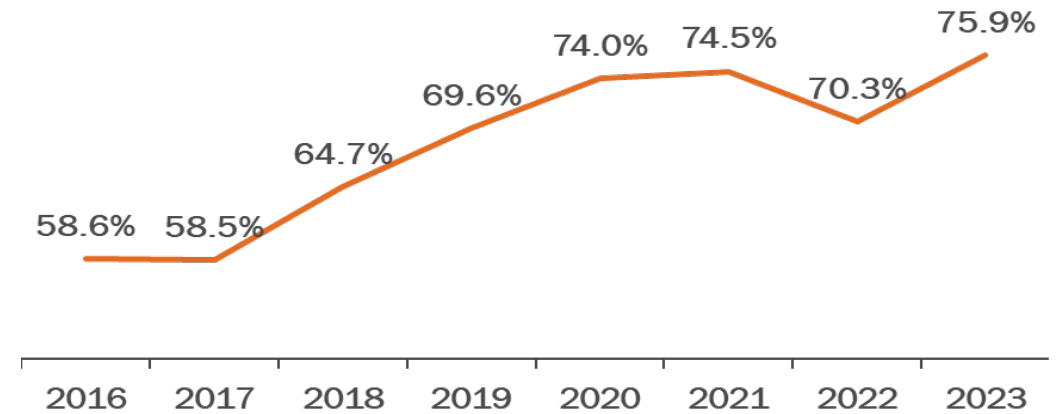
Response Rate

(n=1,598 of 1,923)



Overall % Favorable*

(% Agree / Strongly Agree)



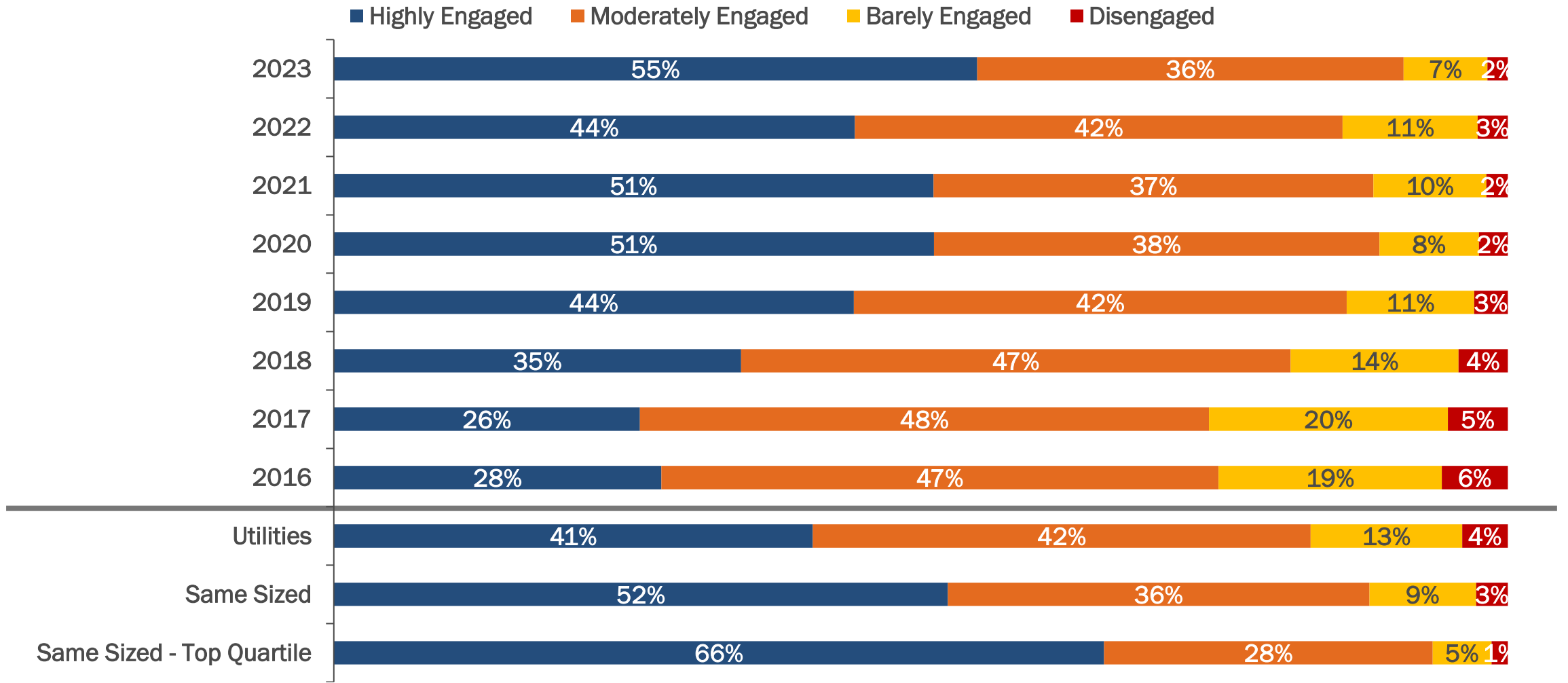
OPPD did not achieve top-quartile performance in employee engagement for similar-sized companies.

Key Opportunities:

- Continue to focus on decision-making at the right level,
- Connect employees to strategy and future outlook,
- Lean into career advancement discussions and needs for each level of employee.

Employee Engagement Profiles

Significant and positive shifts in overall Engagement at OPPD; Significantly above industry in “Highly Engaged”



Communities of Practice



Society of Engineers



Recognition of New Professional Engineer (PE) certificate holders

Employee Resource Groups



New group launching - focused on diverse abilities



45% of the workforce participates in an ERG or a COP.



Recruiting Efforts

Other SD-8 Mandates



Personal and Professional Development



Increased Virtual Instructor-Led Training Sessions

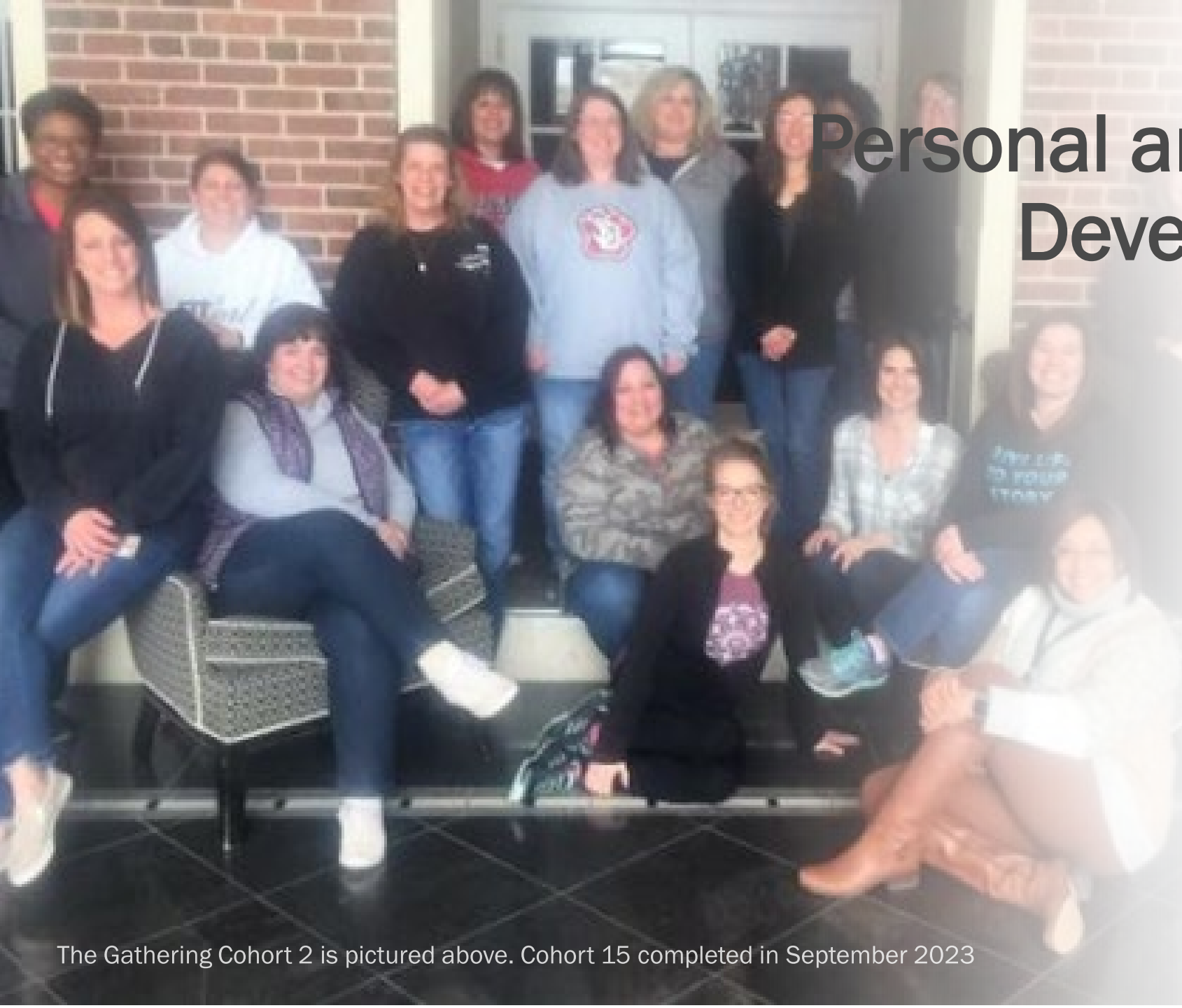
Short virtual sessions to explore professional development skills offered twice in 2023 on these topics:

- Communication
- Influencing & collaboration
- Adapting to change
- Managing priorities
- Team agility
- Giving & and receiving feedback
- Coaching for leaders
- Leadership basics

Annual Career Week

Opportunity for employees to consider how they are developing & link to resources

- Coffee chats at power plants & service centers
- Virtual lunch & learns on development
- Career fair in person to create awareness around parts of the business
- Over 175 employees from throughout the District participated in October 2023



Personal and Professional Development in D&I

- The Gatherings for Professionals of Color & Women
- Full Diversity Partners-Global/FDP-Allies Labs
- REGAL Mentoring Program for Professionals of Color
- OWN Mentoring Program for Women being piloted in 2024

The Gathering Cohort 2 is pictured above. Cohort 15 completed in September 2023



CREW LEADER UNIVERSITY


Builds leadership and communication skills of crew members to step into crew leader positions

- 119 employees have attended and graduated (2020-2023)
- 50 of 119 employees have filled a crew leader position

Personal Development

- Mental Wellness CBT Trainings for Leaders and Employees
- “Let’s Talk” Virtual Quarterly Coffee Chats
- OPPD Wellbeing Portal
 - Education Programs/Instructional Videos
 - Wellness Challenges
 - Health Assessment /Biometric Screening
 - Real Appeal Online Weight Loss Program
- Tobacco Cessation Programs
- Financial Wellness Programs
- Caregiving Sessions
- Suicide Prevention Programs
- On-Site Skin Cancer Screenings





LEARNING MANAGEMENT SYSTEM

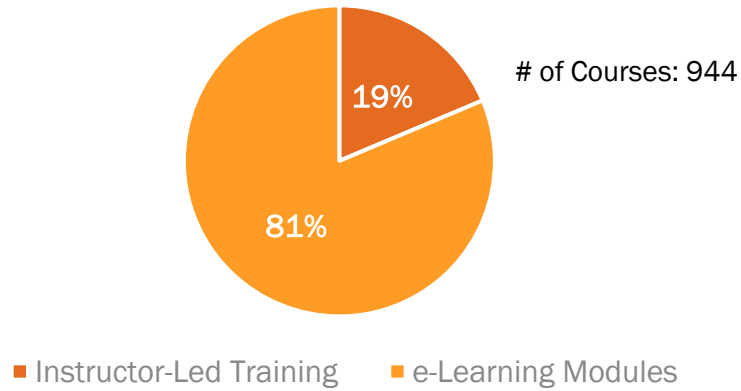
The Learning Center

- The OPPD Learning Management System was established in 2022.
 - Accessed directly through the intranet home page
- Offers easy ways to enroll in learning modules.
- Consistent way to record development activity throughout the District in technical certifications, compliance training, and professional skills building.
- Thousands of courses available for employees to self-enroll to build professional and personal skills.
- Packaged learning plans developed to combine next-level topics.
 - New Employee Onboarding
 - New Leader Onboarding
 - Leadership Framework Behavior Development

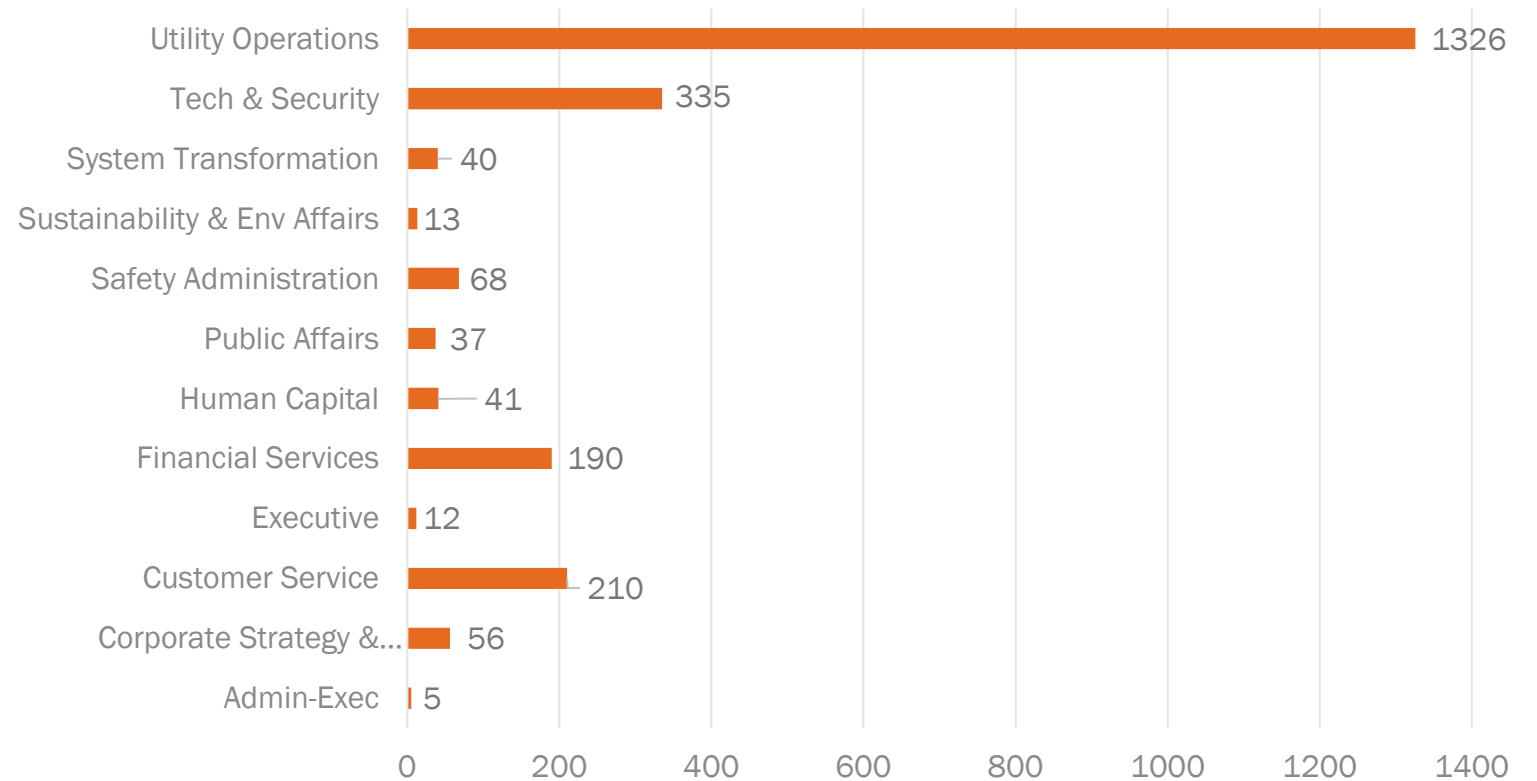
2023 OPPD Learning Center Activity

as of September 30, 2023

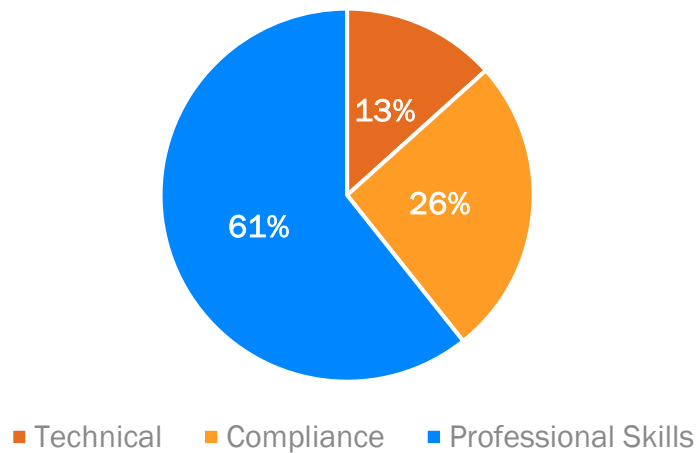
Methods of Courses Taken



Learners Count by Business Unit

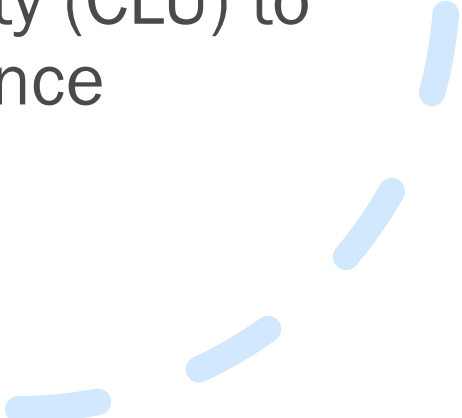


Types of Courses Taken





LEARNING & DEVELOPMENT FOCUS in 2024

- Offer custom-designed Leadership Development training
 - For ALL leaders of people: supervisors, managers, directors, VPs
 - Continue to offer virtual and in-person learning for employees to affect PF2050
 - Align a consistent onboarding approach for our new employees and new leaders.
 - Expand Crew Leader University (CLU) to existing crew leaders to enhance leadership skills.
- 

Maintain and communicate written policies that

- 1. Define procedures and expectations for staff**
- 2. Provide for effective handling of grievances**

- Collective Bargaining Agreements
- Corporate Policies/Procedures
- Employee Handbook
- Code of Conduct
- Ethics Point
- Internal Complaints
- External Complaints

Bargain in good faith with the official agents of represented employees and comply with Collective Bargaining Agreements.*

*Both parties must be sincere in their attempts to reach an agreement.

- Collective Bargaining Agreements (Preparation for 2025 negotiations)
- Memoranda and Letters of Understanding
- Quarterly Benefits Topics Meetings
- Quarterly Safety Meetings
- Supervisor Training
- Crew Leader University



Affirmative Action Plan (AAP) Performance Review

Affirmative Action is the obligation to ensure applicants have equal opportunity to employment and employees receive nondiscriminatory treatment

An AAP is required of federal contractors who meet certain criteria under these laws

- Executive Order 11246
- Rehabilitation Act of 1973 (Section 503)
- Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) of 1974

OPPD is subject to this requirement because the District has

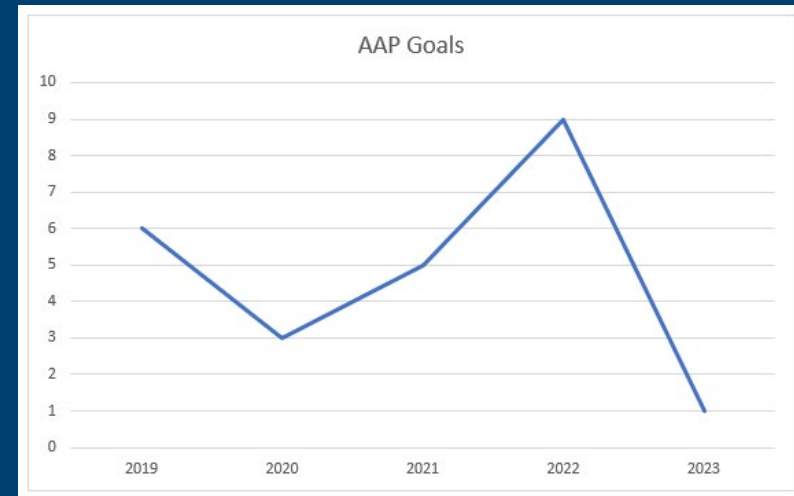
- at least 50 employees
- a federal contract that meets a financial threshold

Affirmative Action Plan (AAP) Performance Review

Placement goals, utilization goals, and hiring benchmarks are not to be interpreted as a ceiling or floor for the employment of particular groups of persons but, rather, should serve as a benchmark against which OPPD measures the representation of persons within its workforce.

AAP placement goals are standards of measurement and represent hiring benchmarks based on the available labor market.

- Goals are areas that may be subject to remedy
- OPPD saw a reduction in year-over-year goals for the 2023 Affirmative Action Plan.



New Measures OPPD implemented in 2023

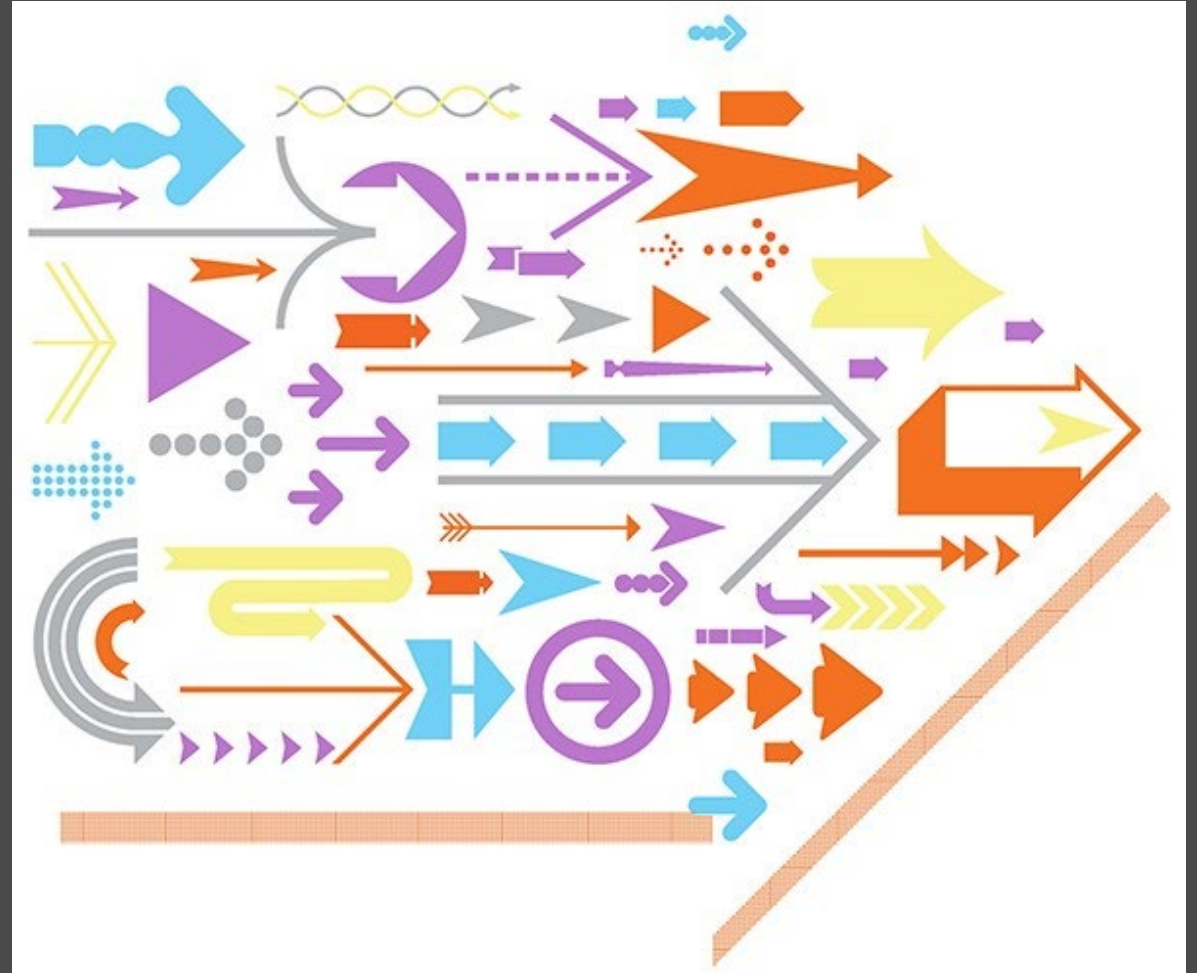
- Workforce Development Council
 - Includes 40 diverse employees throughout the District who will assist with identifying and connecting with potential candidates.
 - The objective is to broaden OPPD's regional recruiting footprint, strengthen our digital talent communities and provide more diverse candidate pools.

Recommendation

The Governance Committee has reviewed and accepted this Monitoring Report for SD-8: Employee Relations and recommends that the Board finds OPPD is taking reasonable and appropriate measures to comply with Board Policy SD-8.

Any reflections on

**what has been
accomplished, challenges
and/or strategic
implications?**



Appendix



Legacy I³

Legacy I³ provided OPPD with a low-cost, sustainable method of developing local, diverse talent into viable candidates for employment.

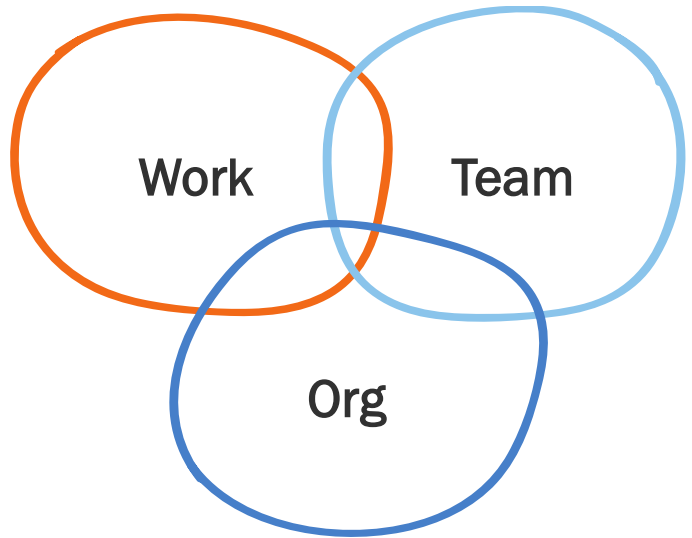
Business Unit	Full time Placements (9)	Currently interning (14)
Customer Service	2	1*
Utility Operations	4	2
Technology Security	2	6*
Safety & Facilities	1	1
Financial Services		1
Public Affairs		1*
Human Capital		1
Corp. Strategy & Governance		1

*College graduates in May 2024

OPPD Best Place to Work for YOU

2023 Engagement Survey Results

Engagement Explained



Employee engagement is the strength of mental and emotional connection employees feel toward the work they do, their teams, and the overall organization.

We use two types of survey items...		
	Engagement Outcomes (5 Questions)	High Impact Items (43 Questions)
What are they?	<ul style="list-style-type: none"> Diagnostic in nature (non-actionable) Indicate current levels of engagement Stable from year to year 	<ul style="list-style-type: none"> Actionable Influence the engagement outcomes Unique across organizations and across surveys
Why do they matter?	<ul style="list-style-type: none"> These items measure the behaviors we want to see from your employees (e.g., Intent to Stay, Advocacy) 	<ul style="list-style-type: none"> These items suggest how to take action to move the needle on engagement

Reminders on BPTW Data:

- Favorability is the combination of responses that are either ‘ Agree’ or ‘Strongly Agree’ on our 6-point agreement rating scale
- Observe year-over-year changes in favorability ($\pm 3\%$ is considered statistically significant)
- High-impact questions have direct impact on engagement items and are the best opportunities to see improvement year over year
- SD-8 Employee Relations Goal is to have overall favorability in the Top Quartile of same-sized companies.
- Lean on your HCBP’s (and OD) for any analysis questions you may have

Executive Summary

> Overall Results

- Overall favorability was **75.9%** (Top Quartile 79%) **5.7%** increase over 2022
- Big increase for recognition, up **19.8%**
- Several areas with the largest increases
 - Decisions made at the appropriate level
 - Confidence in the CEO/VP team to set the right strategy
 - Understanding OPPD's plans for future success
- Despite overall improvements, intent to stay saw little change compared to last year
 - It would take a lot for me to leave this organization (**+1.7%**)

“OPPD Leadership Team is changing the work culture in positive ways. These surveys used to be a joke. But now I feel OPPD is actually using this information in the correct ways. Nice Work!”

> Key Opportunities for Improvement

- Continue to focus on decision making, future outlook, and strategy. Items related to these areas improved significantly, but they are still among the weaker performing items overall.
 - “Decisions are made at the appropriate level” increased by over **16%**, but “Perspectives like mine are included in the decision making at OPPD.” saw little change (improving by just **1.9%**).
- Lean into career advancement discussions and needs for each level of employee. There is a large gap between perceptions of Learning and available opportunities for Advancement.
 - Currently, **80%** of respondents say they have sufficient opportunities to learn, yet only **63%** believe they have opportunities to advance (a gap of 17%, which is a consistent gap for both people leaders and non-leaders).

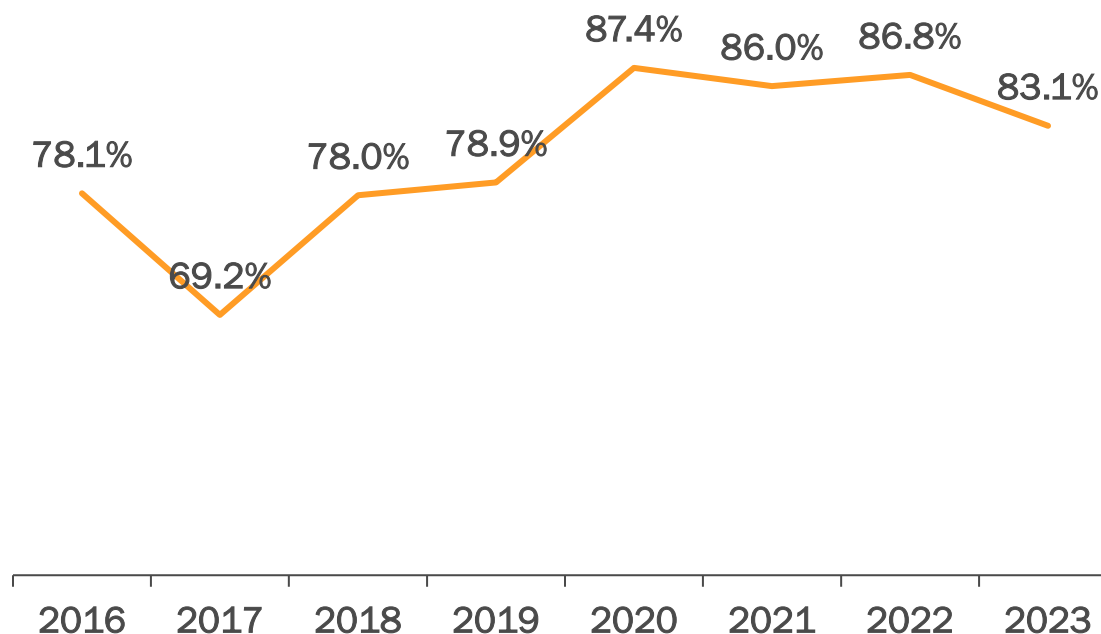


Response Rate and Overall % Favorable: 2016 to 2023

Overall favorability rebounded significantly this year, improving by more than 5% since 2022.

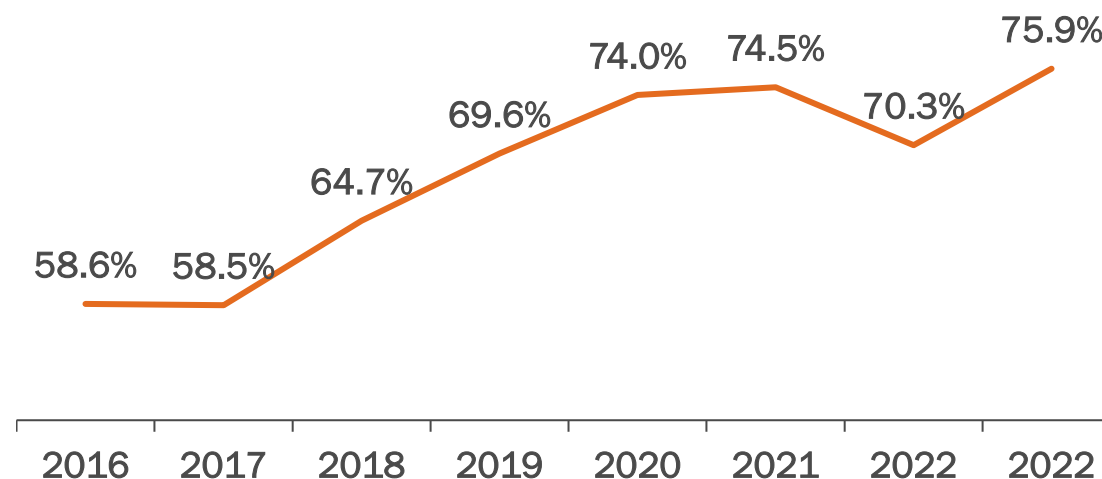
Response Rate

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Overall % Favorable

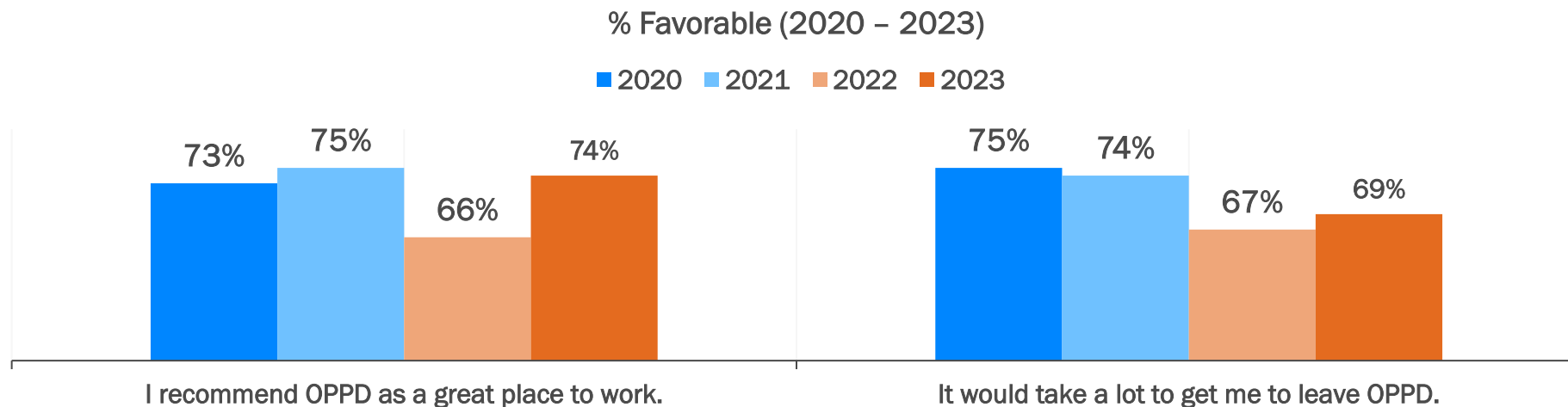
(% Agree / Strongly Agree)



Engagement Outcomes:

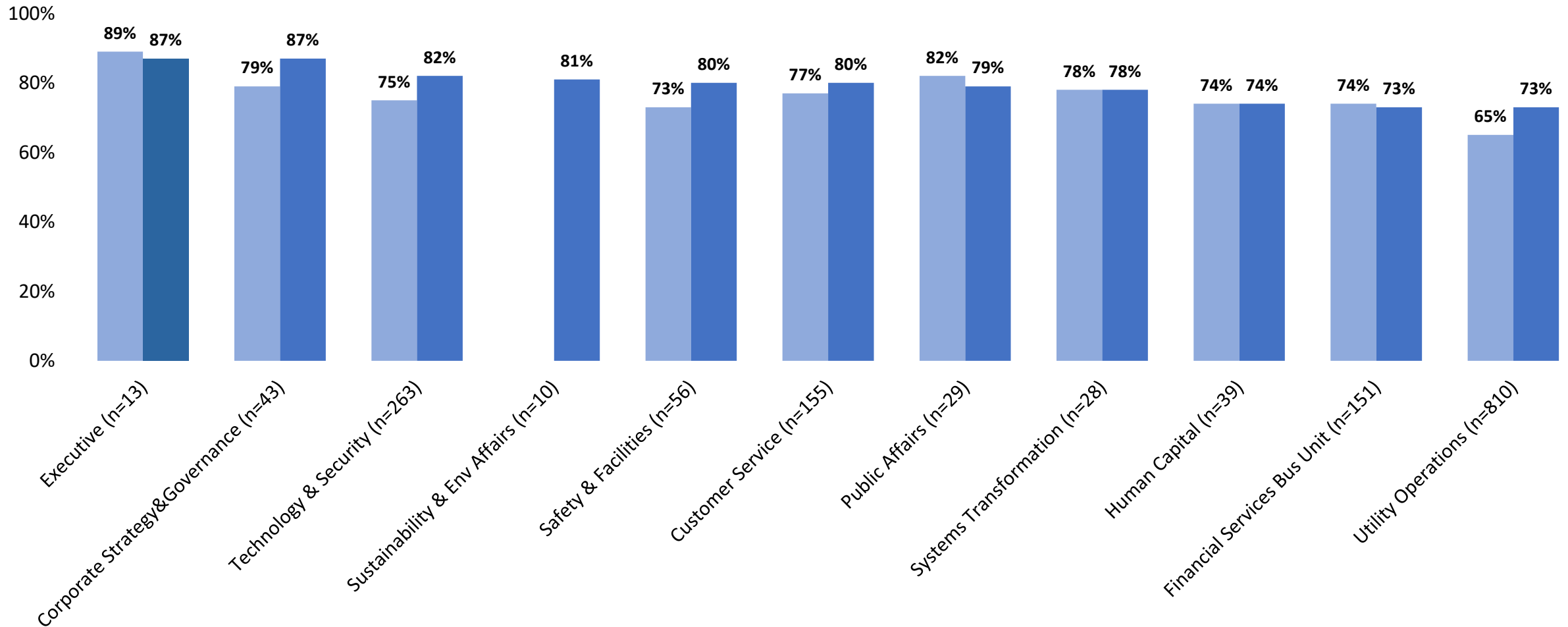
Advocacy perceptions have rebounded significantly since 2022, while “Intent to Stay” perceptions are still far below the high achieved in 2020.

Item	2023 % Favorable	Δ 2022
I am always thinking about ways to do my job better.	94%	0.4%
I am proud to work here.	86%	New
My immediate coworkers consistently go the extra mile to achieve great results.	79%	1.4%
I recommend OPPD as a great place to work.	74%	7.7%
It would take a lot to get me to leave OPPD.	69%	1.7%




Overall % Favorable by Business Unit:

■ 2022 Overall % Favorable ■ 2023 Overall % Favorable



High Impact Items

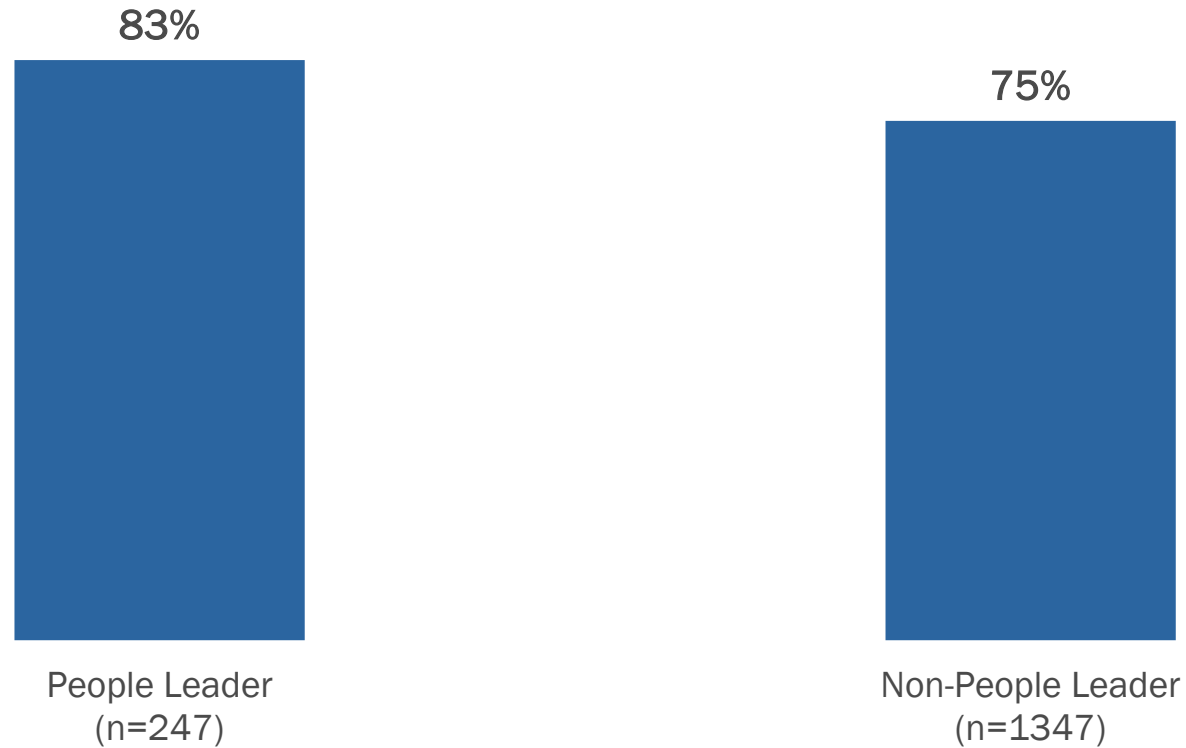
Key Theme	Item	2023 % Favorable	Δ 2022
<i>Culture</i>	I know I can depend on the other members of my team.	87%	NEW
	I feel like I belong here.	80%	11.2%
	Our culture supports my health and wellbeing.	74%	4.9%
	The OPPD Core Values guide me and the work I do everyday.	74%	7.1%
<i>Future Outlook</i>	I believe this organization will be successful in the future.	78%	NEW
	I trust the actions and decisions of my Business Unit Leadership Team.	69%	10.5%
	I understand OPPD's plans for future success.	66%	13.2%
	I noticed positive change as a result of the last survey.	51%	5.3%
<i>Career Outlook</i>	At OPPD, I have the opportunity to do what I do best every day.	75%	4.5%
	I know how I fit into OPPD's future plans.	65%	11.3%

 75% or Higher Favorability
(Top Quartile is 79%)

 75% and Below

2023 Overall % Favorable by Leader of People Status

People Leaders are significantly more favorable than individual contributors, a common outcome on engagement surveys.

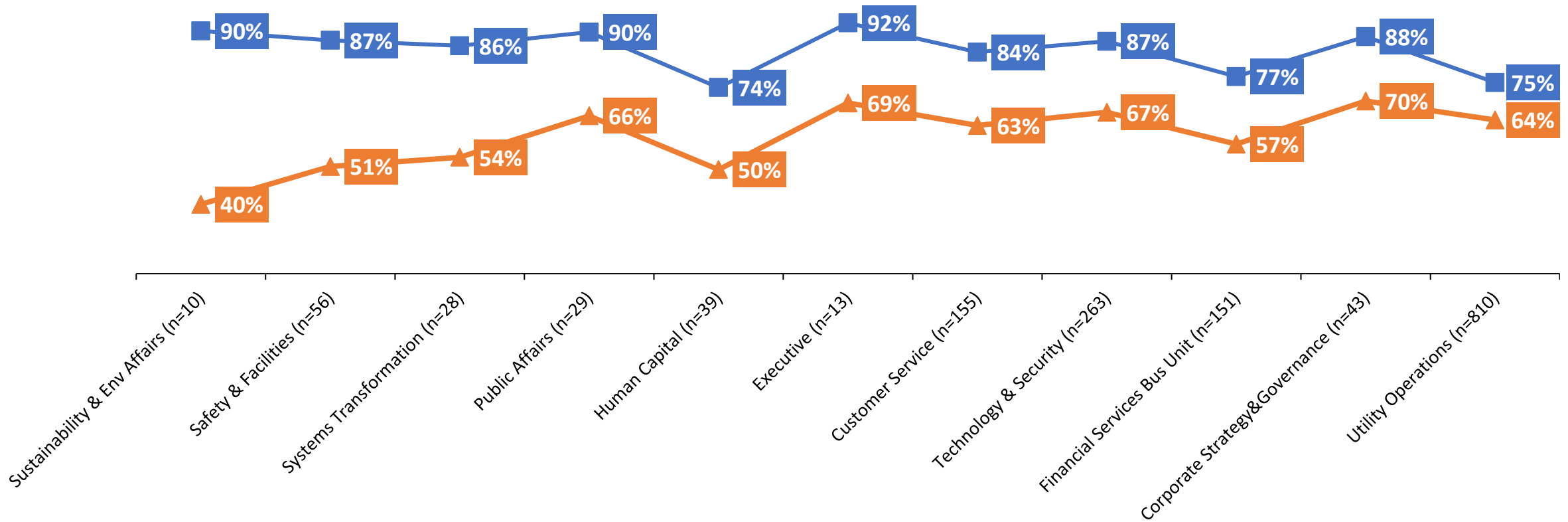


Learning vs. Advancement Perceptions by Business Unit:

Learning perceptions are strong across groups, but a significant gap exists for multiple groups when considering if those learning opportunities equate to actual advancement opportunities.

2023 % Favorable

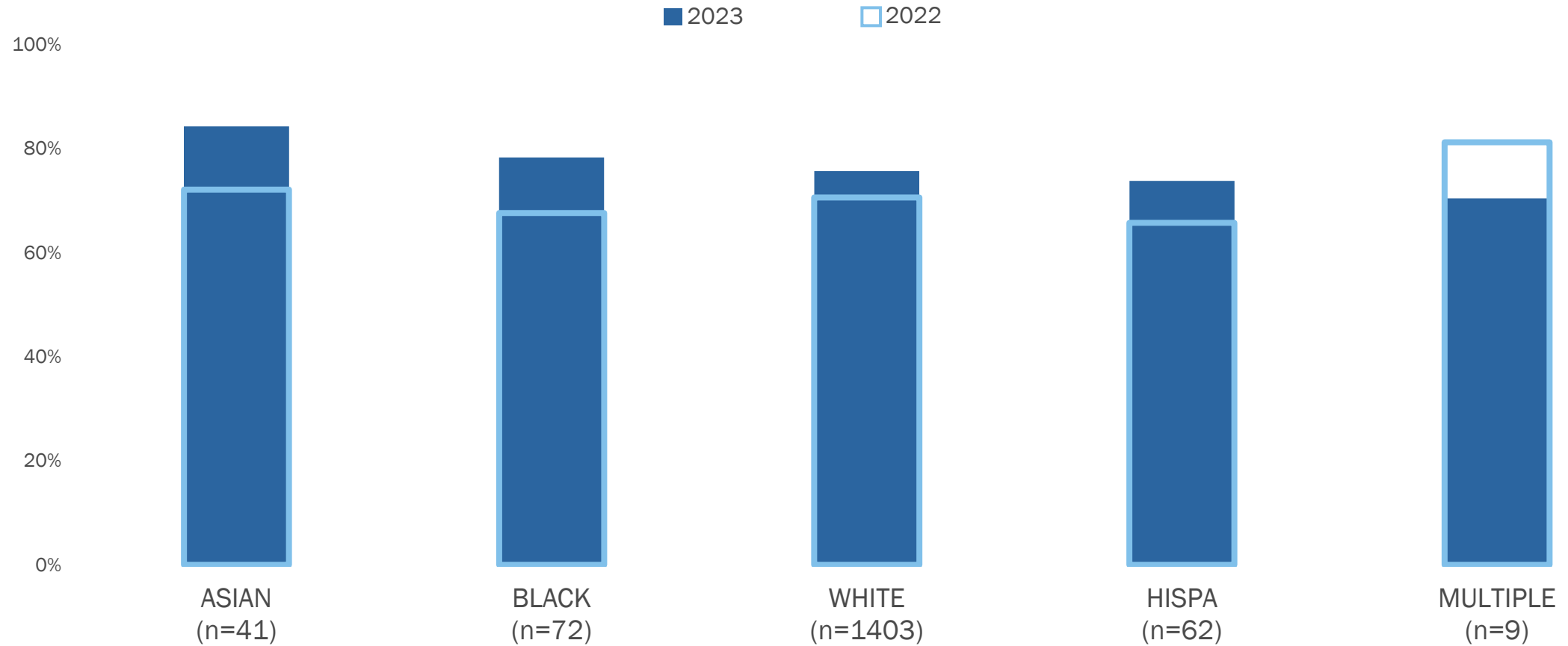
■ I have opportunities to learn new skills that will help me succeed. ▲ I have opportunities for advancement or promotion at OPPD.



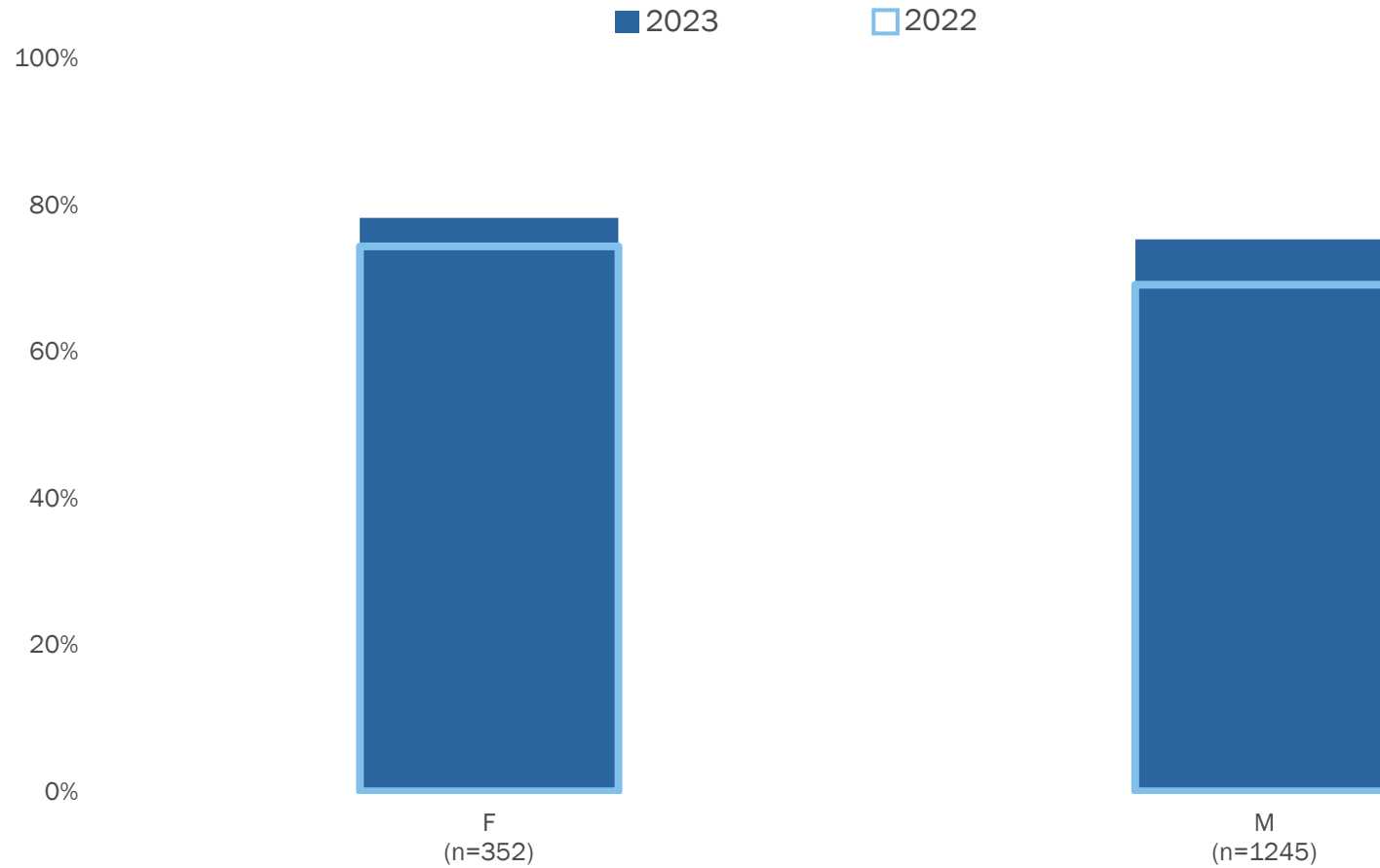
Employees' Experiences-Inclusion & Belonging

BPTW Survey Question	All EEs	Males	Females	Black	Hispanic	Asian	Other/ Multi
Overall Average Inclusion % Favorability	86	84	79	69	83	90	78
Everyone here is treated fairly regardless of race, gender, ethnic background, disability, sexual orientation, or other differences	79 +4.5 compared to 2022 results	81	71	62	79	88	78
OPPD has created an environment where people of diverse backgrounds can succeed	85 +4.9 compared to 2022 results	86	81	56	82	93	78
My immediate supervisor fosters an inclusive work environment	90 +6.5 compared to 2022 results	90	89	92	92	95	78
As an employee, I feel I am given equal treatment as my peers	78 +4.5 compared to 2022 results	78	75	67	79	85	78
I feel like I belong	80 +11.2 compared to 2022 results	80	81	82	77	80	78
I can bring my whole authentic self to work without worrying about repercussions	76 +2.2 compared to 2022 results	75	79	71	69	78	67

Overall % Favorable by Ethnicity



Overall % Favorable by Gender



Overall % Favorable by Tenure Range

