



Monitoring Report SD-8: Employee Relations Governance Committee

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Vice President Human Capital

December 17, 2024

SD-8 EMPLOYEE RELATIONS

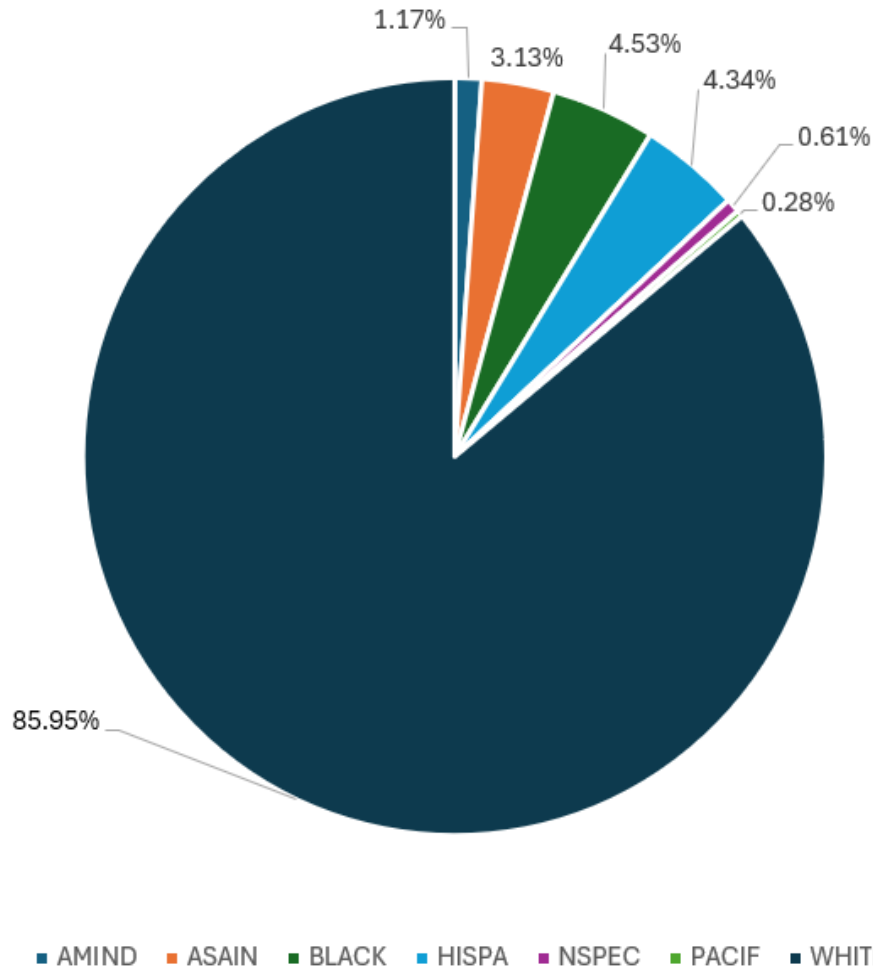
- OPPD shall develop and maintain a **diverse** and **inclusive** workplace reflective of OPPD's core values that engages and inspires employees to commit to the vision and mission of OPPD.
- OPPD establishes a goal to achieve top-quartile performance in **employee engagement** for similar sized companies.
- 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

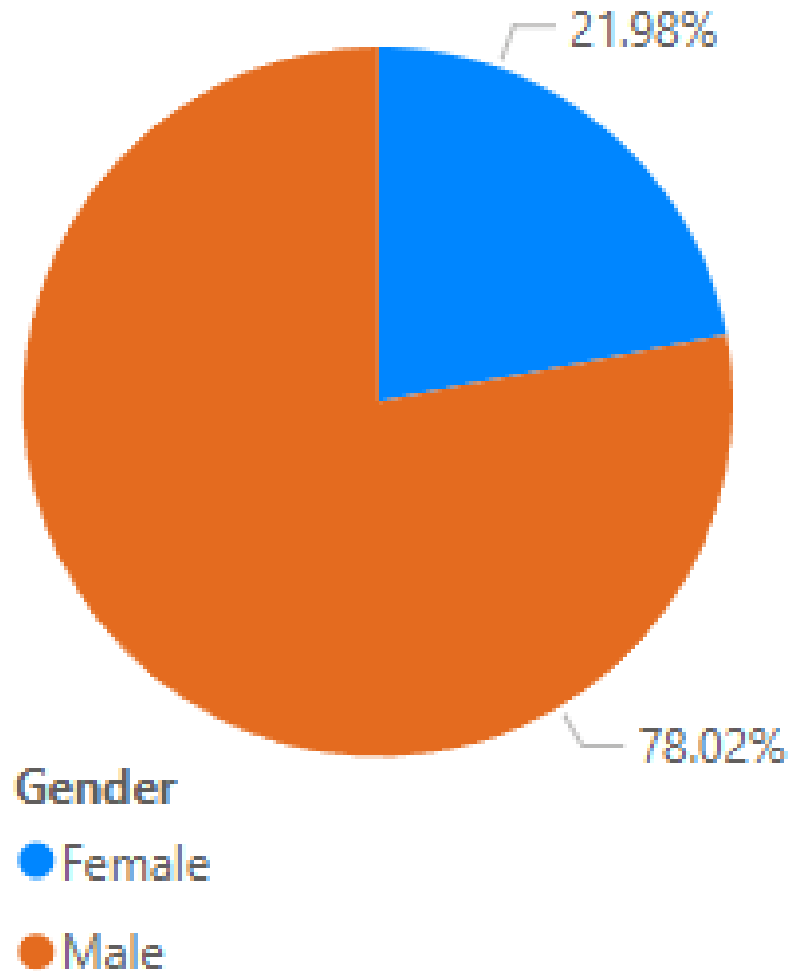
OPPD - As of October 1, 2024



Ethnic Group	OPPD Rate (as of Oct 1, 2024)	OPPD Service Territory Rate*	Nebraska Rate (as of 2023)
Asian	3.13%	1.16%	2.80%
Black	4.53%	3.02%	5.50%
Hispanic	4.34%	10.45%	12.90%
Native American	1.17%	1.57%	1.70%
Pacific Islander	0.28%	0.15%	0.10%
White	85.95%	83.10%	76.20%
Not Specified	0.61%	Not Available	

*The counts by OPPD territory are growth estimates based on the decennial census report from 2020.

Demographics by Gender



Gender	OPPD Rate (as of Oct 1, 2024)	OPPD Service Territory Rate*	Nebraska Rate (as of 2023)
Female	22%	48.47%	50.3%
Male	78%	51.53%	49.7%

According to national studies, **women account for 26% 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

*The counts by OPPD territory are growth estimates based on the decennial census report from 2020.

**National Renewable Energy Laboratory, February 8, 2022



Demographics by Veteran Status and Generations

Military Status	OPPD Rate
Veteran	9.5%

Generations	OPPD Rate
Traditionalist (1928 - 1945)	0.1%
Baby Boomers (1946 - 1964)	9.5%
Gen X (1965 - 1980)	39.6%
Gen Y/ Millennials (1981 - 1994)	41.4%
Gen Z (1995 - 2009)	9.3%

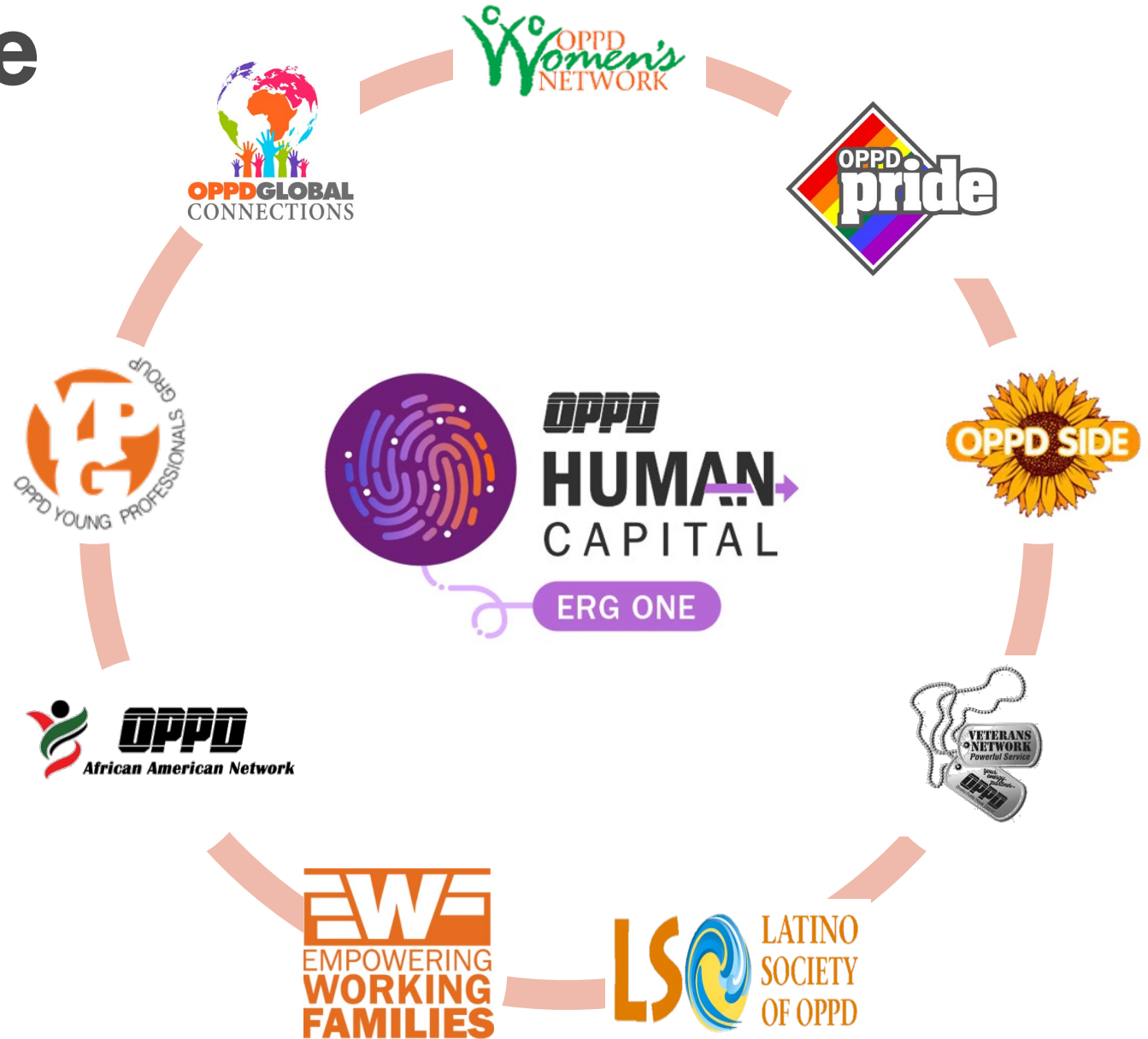
Data as of October 1, 2024

Employee Resource Groups (ERGs)

~57% of the workforce participates in an ERG or a COP

In 2024 ERG ONE was launched

ERG ONE fosters collaboration by breaking down silos and promoting intentional inclusion across all ERGs. This cohesive approach encourages shared learning and understanding of diverse perspectives, strengthening our collective culture.



Communities of Practice



OPPD's Project Management Community hosts PMI of the Heartland event

In 2024 OPPD conducted 2 roundtable sessions with 74 participants. 29 certified Bridge Builders across OPPD



Bridge Builders

Promoting diversity and inclusion throughout the District

Recruiting Efforts

Continuing to invest in the workforce of the future through strategic partnerships and innovated programs, facilitated by our **Employability Pipeline** program.



Find The Why: Gamifying workforce development and building durable skills for the future while solving real business problems.


Heartland Workforce Solutions: Chairing the board and providing guidance to help direct the future of our public workforce system.

College Partnerships: Enhancing our regional presence at the collegiate level. This year alone the External Workforce Development Committee attended 25 events hosted by 11 institutional partners.

National Partnerships: With an eye towards the future, OPPD has established a national presence with key organizations to promote careers in energy, with particular focus on our Latino, African American, and Women in Engineering

Statewide partnerships: Nebraska Energy Workforce Consortium (NEWC) is an inclusive group of energy providers; utilities, cooperatives, municipalities, and their associations; education; and government stakeholders whose purpose is to identify current and future energy industry workforce needs and establish strategies to recruit and sustain a qualified energy workforce throughout Nebraska.





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

In 2024, OPPD had no remediation goals under the Affirmative Action Plan. This is a positive outcome which reflects a strong commitment to equal employment opportunity and nondiscriminatory practices, and demonstrates that OPPD is meeting its obligations to create an inclusive workplace.

Employee Engagement



Executive Summary

> Overall Results

- Overall favorability was **75.8%** (Top Quartile 79%)
 - Favorability overall was flat compared to 2023.
 - We heard from nearly 200 more employees this year compared to last year (1598 respondents in 2023).
 - Perceptions related to discretionary effort, manager relationships, and safety continue to be among the most favorable.
 - Only one question on the survey improved by 3% or more (most items were relatively stable),
 - 4 of the 5 most improved items relate to upcoming plans and confidence in the strategy.

Employees express pride in working for OPPD, appreciate approachable supervisors, value hybrid work schedules, and recognize the importance of effective communication, professional growth opportunities, and a positive work environment.

*AI Generated Comment Summary

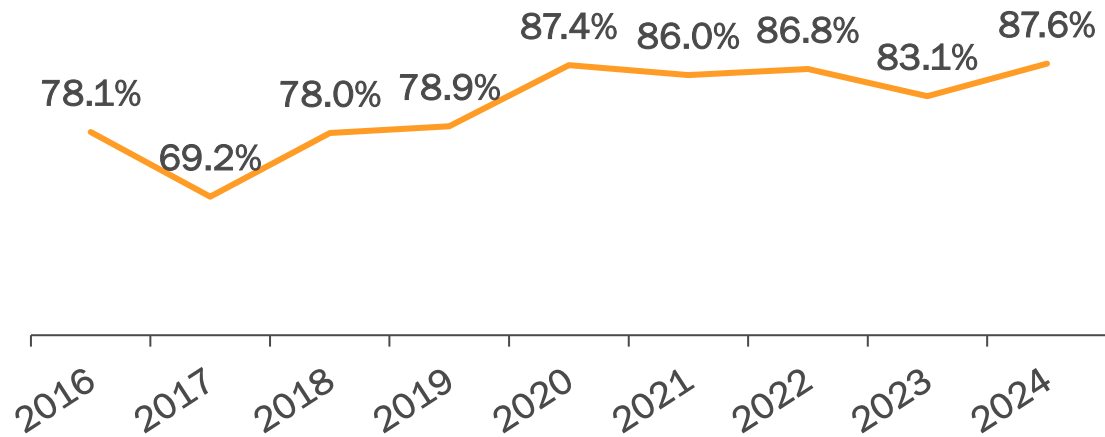
> Key Opportunities for Improvement

- Perceptions related to accountability and inclusive decision-making rank among the highest areas for improvement.
- While questions related to the strategy were among the highest improved, they are still relatively low in favorability indicating it is still a key area for improvement.
 - Currently, **80%** of respondents say they believe this organization will be successful in the future, yet only **68%** say they understand OPPD's plans for success and how they fit into the future.
- 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, **77%** of respondents say they have sufficient opportunities to learn, yet only **62%** believe they have opportunities to advance (a gap of 15%, which is a consistent gap for both people leaders and non-leaders).

Conduct an annual engagement survey

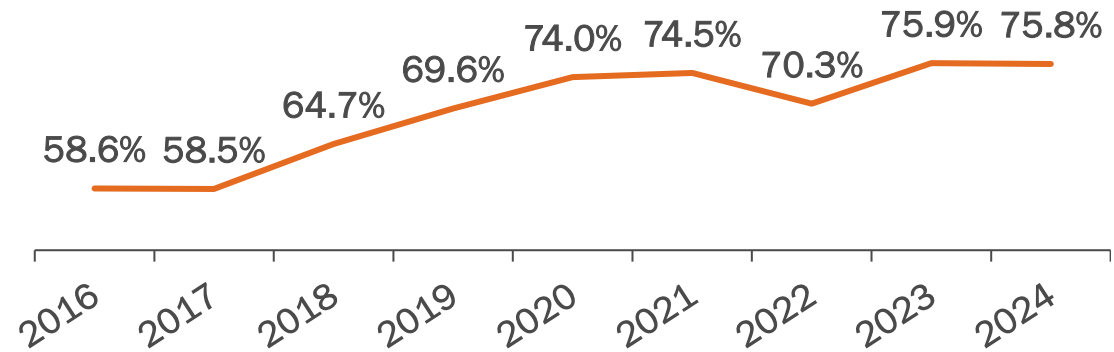
Response Rate

(n = 1787 of 2041)



Overall % Favorable

(% Agree / Strongly Agree)

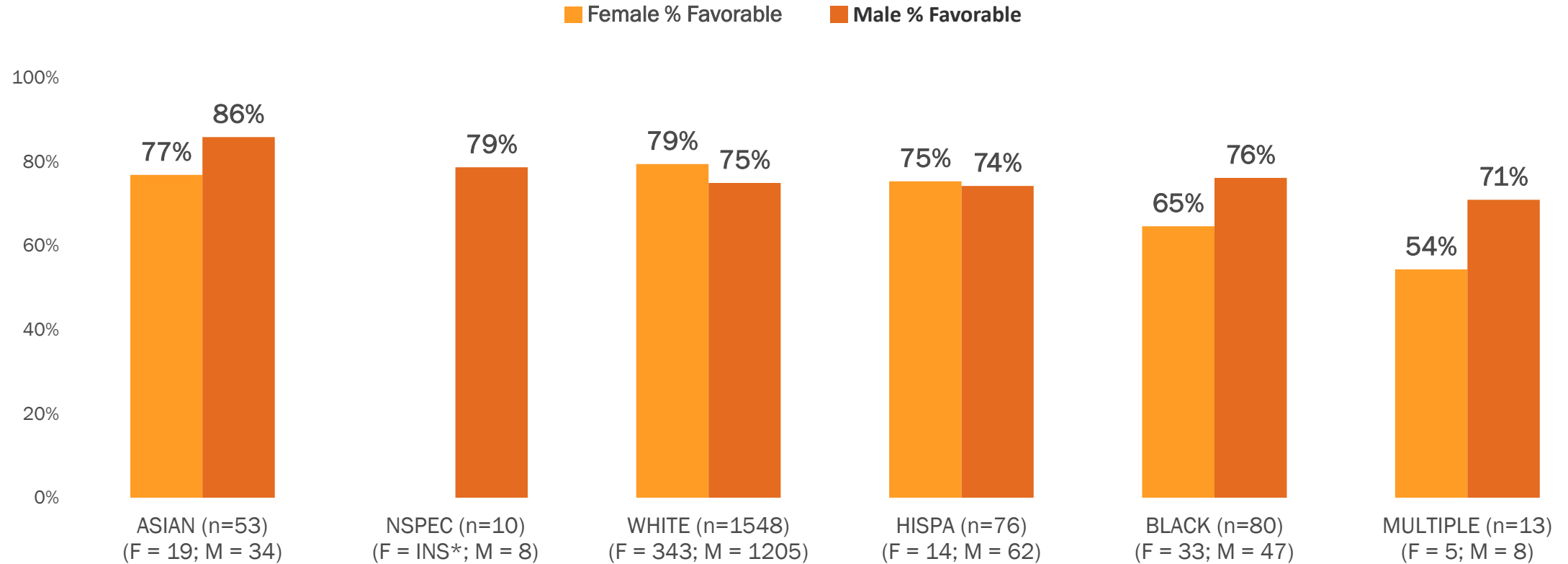


- 96% of Exempt employees (n=913 of 955) provided feedback
- 81% of Union employees (n=853 of 1054) provided feedback

High Impact Questions

Key Theme	Question	2024 % Favorable	Δ 2023	vs. Same Size	vs. Utilities
<i>Future Outlook</i>	I believe this organization will be successful in the future.	80%	2.8%	0.1%	15.8%
	I understand OPPD's plans for future success.	68%	2.1%	2.8%	15.7%
<i>Feeling Valued</i>	I feel like I belong here.	79%	-1.3%	6.8%	10.5%
	Our culture supports my health and wellbeing.	74%	-0.5%	6.1%	9.1%
	The CEO/VP Team values people as their most important resource.	62%	0.1%	0.4%	16.2%
<i>Career Outlook</i>	The OPPD Core Values guide me and the work I do everyday.	75%	0.8%	–	–
	At OPPD, I have the opportunity to do what I do best every day.	75%	-0.5%	–	–
	I have opportunities for advancement or promotion at OPPD.	62%	-1.3%	6.4%	12.5%

Overall % Favorable by Gender & Ethnicity

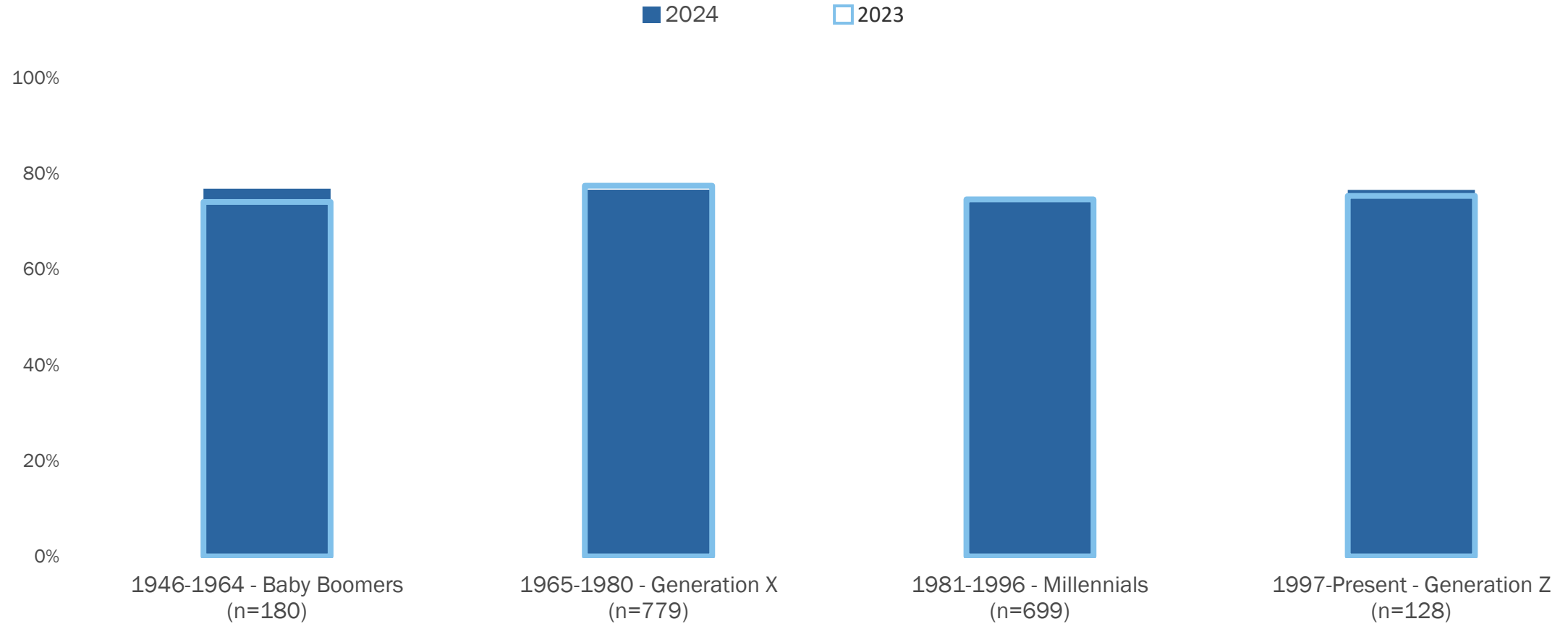


*INS = insufficient (less than 5 respondents)

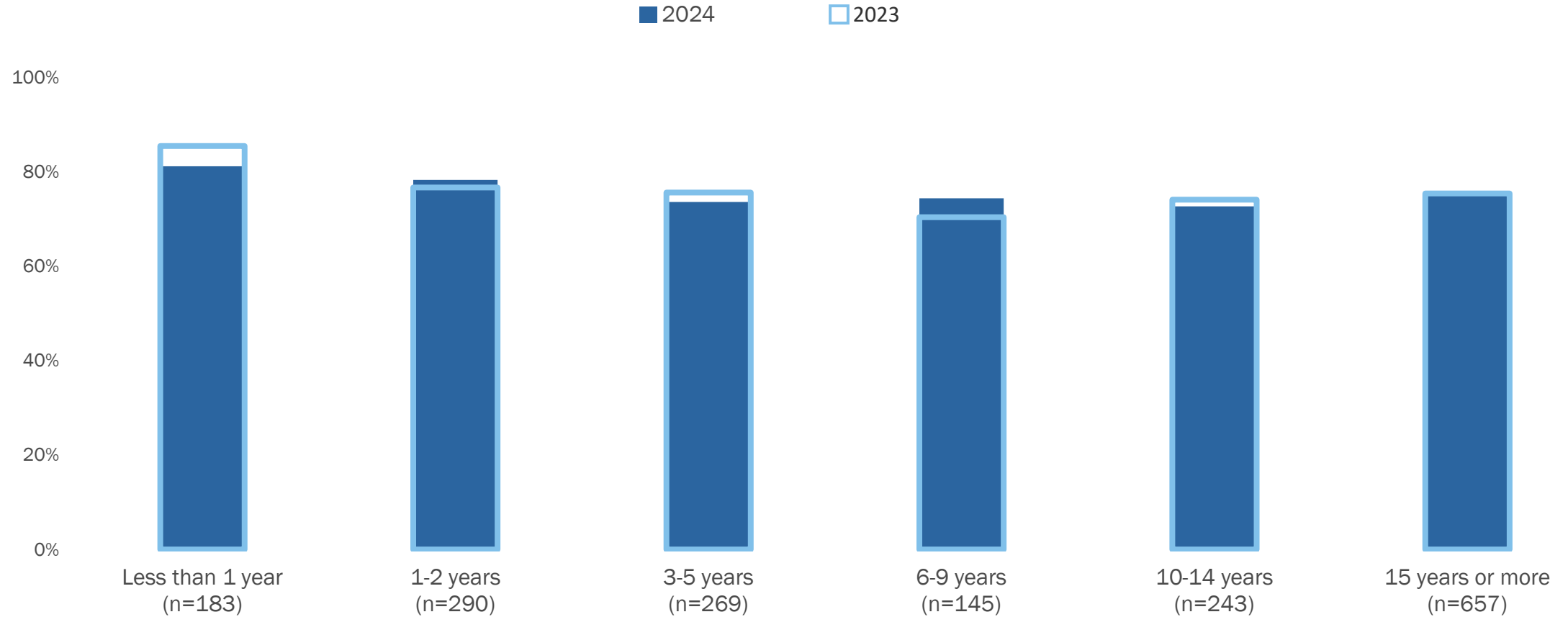
Inclusion Perceptions by Ethnicity

Category = Inclusion	2024 % Favorable							
	All Responses (n=1787)	PACIF (n=5)	ASIAN (n=53)	NSPEC (n=10)	WHITE (n=1548)	HISPA (n=76)	BLACK (n=80)	MULTIPLE (n=13)
My immediate supervisor fosters an inclusive work environment.	88%	100%	83%	100%	89%	86%	79%	92%
OPPD has created an environment where people of diverse backgrounds can succeed.	84%	75%	89%	70%	87%	72%	53% (-2.5%)	77%
Everyone here is treated fairly regardless of race, gender, age, ethnic background, disability, sexual orientation, or other differences.	78%	75%	83%	70%	80%	72%	51% (-11.3%)	62% (-16.2%)
As an employee, I feel I am given equal treatment as my peers.	78%	75%	81%	100%	79%	79%	63% (-4.2%)	69% (-8.5%)

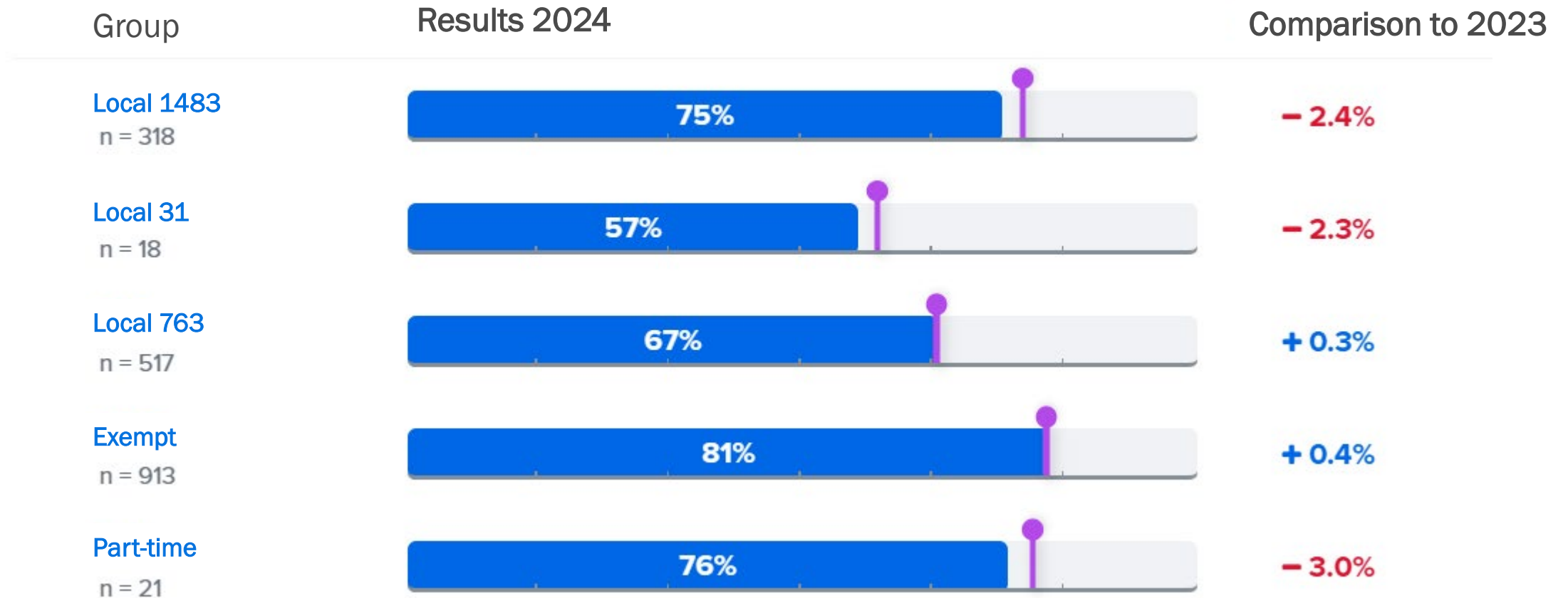
Overall % Favorable by Generation



Overall % Favorable by Tenure Range



Overall % Favorable by Employee Group



Other SD-8 Mandates



Personal and Professional Development

2024 Recap & 2025 Focus

Virtual & In-person Instructor-Led Training Sessions

Short sessions to explore professional development skills offered twice in 2024 on topics:

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

Annual Development Week

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

- Virtual learning burst sessions on insights into professional development
- In person Development Resource Fair for employees to actively search for development resources & connect
- 85% increase in employee participation from 2023-2024.

Looking Ahead

Purpose-driven leadership

- Leadership at all Levels - Expand development programs to strengthen leadership at all levels
- Expansion of Employee Education Program (effective January 1, 2025)
- Leadership readiness - Enhanced New Leader Onboarding
- Driving purpose through engagement - empowering leaders to foster a sense of purpose and create people-first experiences

Professional Development in D&I



District-Wide Programming

- D&I Roadmap Development & Action Plans

Group Specific Programming:

- The Gatherings
- Courageous Leader Training:
- REGAL Mentoring Program for Professionals of Color

Over the course of 2024 group specific programming touched 16% of employees

Personal Wellbeing

Mental Health:

- Virtual trainings for leaders and employees
- “Let’s Talk” mental health quarterly virtual Coffee chats
- Mental Health First Aid certification for Human Capital and Safety

General Wellbeing:

- Four district wide wellness challenges
- Total health assessment /biometric screenings and flu shot offering
- Real appeal online weight loss program
- Wellness rooms completed at 8 locations
- Yoga and pilates offerings and fitness room access at huddle space
- Sponsor for the AFSP out of darkness walk
- On-site skin cancer screenings





CREW LEADER UNIVERSITY & CREW LEADER CONNECT

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

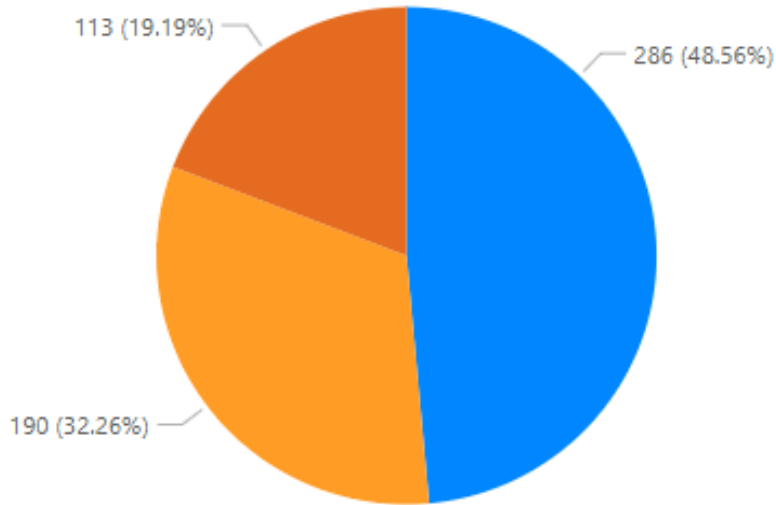
Enables Crew Leaders to grow and learn from each other.

- 150 employees have attended and graduated (2020-Sept 2024)
- 74 of 150 employees have filled a crew leader position
- Jan – Sep 24 Crew Leader Connect participants

2024 OPPD Learning Activity

as of October 1, 2024

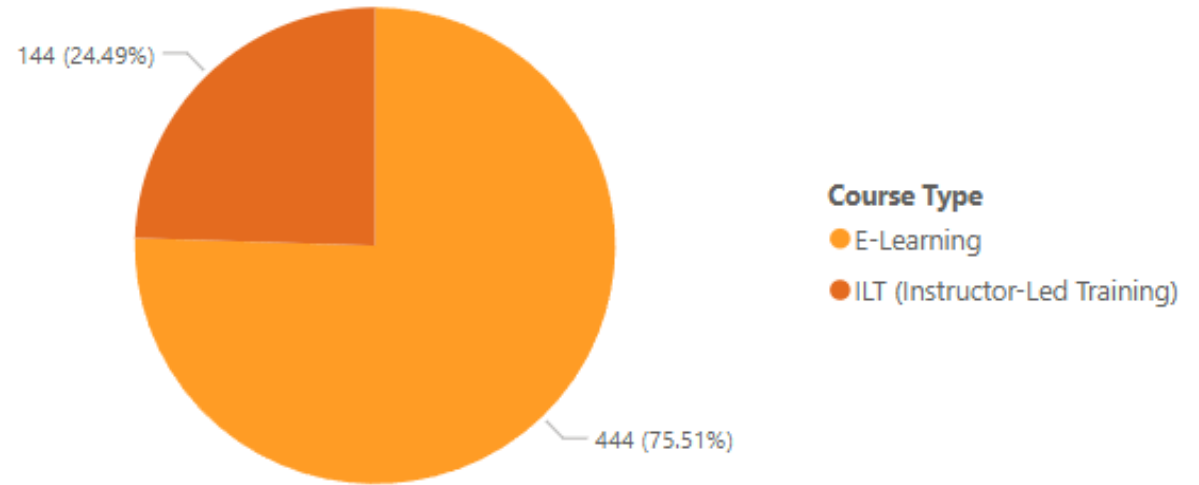
Count of Course by Classification



Course Classification

- Professional Skills
- Compliance
- Technical

Count of Course by Type



Course Type

- E-Learning
- ILT (Instructor-Led Training)

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
- New Employee Education Policy

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 & Connect
- ELT engagement with Union Leadership

Recommendation

The Governance Committee has reviewed and accepted this Monitoring Report for SD-8: Employee Relations and recommends that the Board finds OPPD is sufficiently in compliance with Board Policy SD-8.

Any reflections on

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

