EXECUTIVE SUMMARY

As a federal agency, Bonneville Power Administration (BPA) is required to submit The Federal Agency Annual EEO Program Status Report which is required by the Equal Employment Opportunity Commission's (EEOC) Management Directive 715 (MD-715). BPA's Fiscal Year (FY) 2011 was originally due to the U.S. Department of Energy (DOE) on January 26, 2012. DOE and BPA received an extension to February 17, 2012. BPA is also required to upload our MD-715 Report to the EEOC's Office of Federal Operations "Federal Information Resource EEO System" (FIRES) OMB MAX FIRES site, since our total permanent workforce is over 1,000 employees.

This report is dedicated to JoAnn Jeter, Diversity and College Programs Lead, in Human Capital Management's Talent Acquisition (HCM-TA) organization, who through her leadership and her dedication worked toward making BPA "a Best Place to Work." Since 2009, Ms. Jeter was instrumental in leading the development and implementation of the BPA-wide Diversity Action Plan and the student recruitment program. She organized BPA's Cross Agency Diversity Team, with members hailing from all organizations and grade levels, and including executive sponsors, Anita Decker, Chief Operating Officer, and Kim Leathley, Executive Vice President for Internal Business Services. Ms. Jeter also obtained support from all of BPA's executives through her presentation to the Business Operations Board. BPA's multi-year Diversity Action Plan aligned Diversity Strategic Objectives with BPA's Strategic Business Objectives, risk treatments, and supports BPA's People and Culture Targets. BPA Executives led and also participated in BPA's FY 2011 annual diversity training series titled, "Let's Talk Diversity." Ms. Jeter was diagnosed in December 2011 with a terminal illness, passed away on January 2, 2012.

The MD-715 Report is a roadmap for federal agencies to establish and maintain effective affirmative EEO programs that comply with Title VII of the Civil Rights Act and the Rehabilitation Act. The MD-715 outlines six essential elements of a Model EEO Program:

1. Demonstrated commitment from agency leadership.
2. Integration of EEO into the agency's strategic mission.
3. Management and program accountability.
4. Proactive prevention of unlawful discrimination.
5. Efficiency.
6. Responsiveness and legal compliance.

The MD-715 requires DOE and BPA (the Agency) to conduct a self-assessment of the Model EEO Program elements along with a review of our statistical workforce profile. The self-assessment is used to identify strengths, weaknesses, and barriers to equal employment opportunities. Not only does the Agency have to report weaknesses and/or barriers, it also has to identify plans to eliminate those identified weaknesses and/or barriers. BPA is held accountable for its plans and the accomplishments made toward barrier elimination. Managers and employees are responsible for the creation and implementation of the Model EEO Program.

A cross organizational team, consisting of members from HCM-TA and Civil Rights and Equal Employment Opportunity (EEO), was formed in late FY 2010 to collaborate on the FY 2011 MD-715 Report since it involved recruitment, workforce statistical data, diversity, and EEO programs. The team consisted of JoAnn Jeter, Thaim Kamara, and Chris Siple from HCM-TA,

and Lidia Navarro, Judy Rush, and most recently Mark Holman, who joined the team in December 2011, from Civil Rights and EEO.

In July 2011, BPA changed its FY 2011 MD-715 Report to mirror DOE's FY 2010 Report. DOE's report identified the major categories of Women, Hispanics, People with Disabilities and Targeted Disabilities, Black/African American Males, and Awards. BPA's team began meeting on a regular basis in early August 2011 to structure the revised report and also to work on the required workforce data tables identified as: Tables "A" Distribution by Race/Ethnicity and Sex, and Tables "B" Distribution by Disability Status and Targeted Disabilities. The team reviewed the populated tables to ensure the errors that we had identified in the FY 2010 report were corrected and that the statistical information in the tables was accurate. The team is confident that the statistical information in the FY 2011 "A" and "B" Tables is accurate.

Once the tables were deemed accurate, an analysis was required to determine areas of low or zero participation/representation rates as compared to the either the Civilian Labor Force or to the Regional Civilian Labor Force census data. The analysis also consisted of identifying barriers and creating actions to be taken in FY 2012 and beyond to eliminate those barriers. The Report also includes the accomplishments and actions completed by BPA in FY 2011 to eliminate barriers that were identified in BPA's FY 2010 MD-715 Report. The analysis of the categories was completed by the following:

Mark and Thaim – Awards and Black/African American Males
Lidia – Hispanics and People with Disabilities
Judy – Women and Team Lead
Chris – Made corrections as needed to the Workforce Tables and assisted with the analyses

Attached to BPA's FY 2011 MD-715 Report is the following appendices:

1. BPA Workforce Data Tables - 2011

    a. "A" Tables for Distribution by Race/Ethnicity and Sex

    b. "B" Tables for Distribution by Disability Status and Targeted Disabilities

2. FY 2011 - Annual Federal EEO Statistical Report of Discrimination Complaints (includes Informal EEO Counseling, Formal Complaints of Discrimination, and Alternative Dispute Resolution) (EEOC 462 Report)

3. BPA Organizational Chart April 2011

4. BPA FY 2011 Disabled Veteran's Affirmative Action Program (DVAAP) Accomplishments and FY 2012 Strategic Focus Areas for the DVAAP

5. BPA FY 2011 Federal Equal Opportunity Recruitment Program (FEORP) Accomplishments

6. BPA FY 2011 Required Training Schedule

7. FY 2011-2012 Talent Management Strategy

Bonneville Power Administration

FY 2011
FEDERAL AGENCY ANNUAL EEO PROGRAM
STATUS REPORT (MD-715)

EEOC FORM 715-01 PART A - D	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**			
	For period covering October 1, 2010, to September 30, 2011.			
PART A Department or Agency Identifying Information	**1. Agency**	**1. US Department of Energy**		
	1.a. 2nd level reporting component	Bonneville Power Administration		
	1.b. 3rd level reporting component			
	1.c. 4th level reporting component			
	2. Address	**2. 905 NE 11th Avenue**		
	3. City, State, Zip Code	**3. Portland, OR 97232**		
	4. CPDF Code	**5.** FIPS code(s)	**4.DN82**	**5.**
PART B Total Employment	**1.** Enter total number of permanent full-time and part-time employees		**1. 3065**	
	2. Enter total number of temporary employees		**2. 56**	
	3. Enter total number employees paid from non-appropriated funds		**3. -0-**	
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]		**4. 3121**	
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title	**1. Stephen J. Wright Administrator and Chief Executive Officer**		
	2. Agency Head Designee	**2 Godfrey C. Beckett, Manager Civil Rights and EEO, GM-340-15**		
	3. Principal EEO Director/Official Official Title/series/grade	**3. Godfrey C. Beckett, Manager Civil Rights and EEO, GM-340-15**		
	4. Title VII Affirmative EEO Program Official	**4. Godfrey C. Beckett, Manager Civil Rights and EEO, GM-340-15**		
	5. Section 501 Affirmative Action Program Official	**5. Godfrey C. Beckett, Manager Civil Rights and EEO, GM-340-15**		
	6. Complaint Processing Program Manager	**6. Judy L. Rush EEO Specialist**		
	7. Other Responsible EEO Staff	Anthony Jackson, EEO Specialist, EEO Lead Counselor and Alternative Dispute Resolution Manager		
		Lidia R. Navarro, EEO Specialist, Hispanic Employment and People with Disabilities Program Manager		
		Judy L. Rush, EEO Specialist and Federal Women's Program Manager		

EEOC FORM 715-01 PART A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
PART D List of Subordinate Components Covered in This Report	**Subordinate Component and Location (City/State)**	**CPDF and FIPS codes**
	N/A		

			EEOC FORMS and Documents Included With This Report
X	*Executive Summary [FORM 715-01 PART E], that includes:	X	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]
	Brief paragraph describing the agency's mission and mission-related functions	X	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement
	Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	X	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier
	Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]
	Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans
	Summary of EEO Plan action items implemented or accomplished	X	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues
X	*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	N/A	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects
X	*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	*Organizational Chart

EEOC FORM 715-01 PART E	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
U.S. Department of Energy Bonneville Power Administration	**For period covering October 1, 2010, to September 30, 2011.**

EXECUTIVE SUMMARY

Bonneville Power Administration (BPA) is a federal power-marketing agency under the U.S. Department of Energy. Based in the Pacific Northwest, BPA markets wholesale electricity from 31 federal hydro projects, one nonfederal nuclear plant, and several other small nonfederal power plants. BPA also operates and maintains about three–fourths of the region's high-voltage transmission. About 40% of all of the electric power used in the Northwest comes from BPA. BPA is a self-funded agency that covers its costs by selling the wholesale electricity to the region's public utilities, municipalities, investor-owned utilities, and some large industries. BPA also sells or exchanges power with marketers and utilities in Canada and the western United States. The service area includes Oregon, Washington, Idaho, western Montana, and small parts of Wyoming, Nevada, Utah, California, and eastern Montana. BPA is committed to providing public services and seeks to make its decisions in a manner that provides opportunities for input from all stakeholders. As part of its public service, BPA promotes energy efficiency, renewable energy, and new technologies. The Agency funds regional efforts to protect and rebuild fish and wildlife populations affected by hydropower development in the Columbia River Basin. In our vision statement, BPA dedicates itself to providing high system reliability, low rates consistent with sound business principles, environmental stewardship, and regional accountability within four interrelated perspectives (stakeholder, financial, internal operations and people and culture).

Strategic objectives are typically outcomes that require multiple years to achieve. In order to achieve strategic objectives, the organization needs to set multi-year strategy execution roadmaps that coincide with a calendar year or fiscal year. This enables the organization to align itself to achieve the strategic and operational objectives include: Stakeholder, Financial, Internal Operations, and People and Culture.

BPA's FY 2011-2016 People and Culture Strategic Business Objectives include:

1) **Performance** – Leaders set clear expectations and all individuals accept accountability and are recognized for quality performance (P1)
2) **Talent & Development** – BPA's workforce is highly skilled and talented to achieve agency objectives (P2)
3) **Engagement** – BPA has a highly engaged workforce (P3)
4) **Work Environment** – BPA has a safe and positive work environment (P4)

As part of BPA's Diversity Strategy, we also adopted three Diversity Strategic Objectives that align with our business objectives noted above:

1) **Demonstrate Diversity Leadership** – Leadership models the diversity vision and are held accountable for achieving results against agency diversity goals and objectives (DSO1; P1)
2) **Acquire/Retain/Sustain a talented, diverse workforce** – BPA will have a workforce that is representative of the diverse community it serves (DSO2, P2, P3)
3) **Develop a Positive Work Environment –** BPA will have an interculturally competent workforce and a work environment that is respectful, inclusive and welcoming (DSO#3, P1, P2, P3, P4)

BPA's workforce consists of approximately 3,100 full-time federal employees. Approximately 1,700 contractors (i.e., experts/consultants, outsourced services, and supplemental labor) support short-term project needs, fill skills gaps, or meet peaks in workload. Of these contractors, BPA purchases supplemental labor, approximately 800 workers, for functions that can be considered fungible (e.g., administrative work) or require specialized skills not readily available (e.g., engineering), with Information Technology (IIT) typically purchasing the largest amount.

This MD-715 reflects BPA actions to address the six Model EEO Program elements and to ensure an inclusive work environment for all employees regardless of race, color, gender, age, national origin, genetic information, religion, or disability, and without retaliation or harassment. It also illustrates what BPA is doing in terms of taking efficient and effective action to address the workforce needs of our unique organization

This report also acknowledges that BPA's ability to meet the time-to-hire targets is 10 – 12 years behind in its evolution of talent acquisition practices which include a foundational talent acquisition system, and a core hub of recruitment technology which enables efficient and effective recruiting, sourcing, candidate management and assessment. The time-to-hire targets were established by OPM in support of the President's 2010 Hiring Reform Mandate.

A Talent Management Strategy (TMS) along with an Advance Hiring Process (AHP) was developed and implemented in FY 11. These actions will continue to be implemented over the next few years to meet challenges of talent acquisition as identified below.

BPA faces unique challenges in talent acquisition both operating within the energy utility industry and as an agency within the Federal government. Influences to the talent acquisition function today include:

- Unique skills and scarcity – finding the right talent with the right skills in the right location, matched with the individual's needs and desires continues to be challenging.

- Retirements – the impending wave of retirements is pronounced within the Federal government, the utility industry and at BPA. Not only will BPA need to plan ahead for how to backfill positions, it must do so in competition with other government agencies and private companies. Adding to this backfill complexity is the established "grey ceiling" effect where upward mobility and opportunities for the next generation of workers has been limited due to the stagnant turnover at higher levels and limited knowledge transfer from incumbents.

- Societal transformation/shifts – the way in which people look for work and how they connect with organizations changed dramatically over the past 10 to 12 years and continues to do so. This is admittedly complex for all organizations and additionally so within a Federal regulatory environment. It requires organizations to be deliberate in addressing:

    - Talent landscape complexity –navigating the talent landscape which has evolved significantly in the past decade and continues to do so as technology influences social behavior and the way in which people look and learn about opportunities and engage with organizations;
    - Channel fragmentation - being knowledgeable about outreach, understanding where most job searches begin for the active job-seeker, having access to tools to support channel distribution and incorporating ways to reach passive candidates/prospects;
    - Myriad tools – delivering an integrated solution that supports all aspects of the hiring process from sourcing to advertising, evaluation, interviewing and selection;
    - Leverage emerging talent – establishing a customized recruiting approach to attract a diverse group of students with the right skills needed to help solve for retirement impacts;
    - Diversity – leveraging channels to reach and attract a diverse pool through sourcing, recruiting and continuous engagement; and
    - Employment value proposition – creating an emotional connection with those individuals who are passionate about the mission of the organization.

- Competition for talent – creating an attractive and compelling value proposition to candidates that takes into account and helps overcome a less-than-competitive base and incentive compensation package and benefits, which are on par or less than private industry.

TMS spans all HR disciplines and identifies the management capabilities "used to change the condition of the workforce." Two of the three strategic objectives of BPA's TMS.

> Ensure that BPA has a workforce that:
>   - Is the right size and composition, and
>   - Possesses the right skills and competencies.

TMS Priority Initiatives – FY 2011-12:
To achieve the objectives, the following must be aligned and executed successfully:

- Drive high performance in the Federal workforce
- Improve accessibility, efficiency and effectiveness of the Federal employee hiring process
- Improve ability to anticipate and meet Agency skill and competency needs

Aligning talent acquisition with the workforce plan and developing a response capability to appropriately mitigate risk is a critical element of alignment. Layering in a talent plan, driven by Talent Acquisition, supports proactive action, gaining timely insight, and calibrating with the business needs drive greater hiring efficiencies; which will help to address the areas of low and zero participation rates.

Effectively preparing for and addressing BPA's retirement profile is critical to ensuring business continuity. By 2013, 31% of BPA's workforce is eligible for retirement and by 2015 this will rise to 40%. The Talent Acquisition function needs to be able to scale effectively to mitigate this risk and support the Agency's business needs. In effect, if BPA was to begin to realize retirements at this rate it would need to scale from approximately 200 external hires per year to 900 to 1200 hires, assuming no other employee leaves the Agency and there is a 1:1 relationship between retirement and replacement. Note: this does not include SES, students, non-competitive appointments, or internal movement volume managed by Talent Acquisition.

BPA Diversity Program Accomplishments:

BPA's Diversity Program, led by JoAnn Jeter, Diversity and College Programs Lead, in Human Capital Management's

Talent Acquisition (HCM-TA) organization and with BPA's Cross Agency Diversity Team, developed and implemented a multi-year Diversity Action Plan (DAP) for BPA in FY 11. Diversity is considered an agency-wide strategic priority. These steps also demonstrate BPA's commitment to employee diversity through leadership and to integrate a diversity-value into the agency business planning models. The DAP will increase the skills necessary to acquire and position talent, thus motivating and aligning employees and providing the positive work environment necessary for success. The FY 11 DAP is aligned with TMS risk treatments and BPA's Strategic Business Objectives, and supports BPA's People and Culture Targets.

The DAP contained two major milestones in FY 11: (1) Develop an agency action plan which captures recommended actions and metrics; (2) Gain approval of BPA's Executive Board and Executive Level Business Operations Board (BOB) for implementation. The agency achieved both of these milestones noted.

The DAP also added the following language to Vice President's contracts: 90% of action plan targets are met and actions increase non-student candidate pool. For those actions that were in the control of the management team to act upon, 90% were achieved. Please note the following actions that were within managements' control and results captured under each of the three Diversity objectives for FY 11:

1. Demonstrate Diversity Leadership:

- **Action:** Invest in actions requiring funding and people resources (grants, scholarships, summer work experiences, etc.).

  Result: Executives responded to the call to action by providing both funding and people resources for program needs in FY 11.

- **Action**: Executives Serve as Diversity Ambassadors for scheduled events in FY 11.
  Result: Lorri Bodi, Vice President (VP) for Environment, Fish & Wildlife attended the Hispanic Chamber scholarship event; Mike Weedall, VP for Energy Efficiency, and Godfrey Beckett, Manager for Civil Rights and EEO, attended Urban League/Black United Fund scholarship event; Anita Decker, Chief Operating Officer (COO), attended the Hispanic Chamber recruitment event; Roy Fox, Chief Human Capital Officer (CHCO) and Mr. Beckett attended the Urban League recruitment and recognition event. In FY 11, BPA received the Bravo Award from the Hispanic Chamber and Anita Decker, COO, and Kim Leathley, Executive VP for Internal Business Services, attended the event and represented BPA. Tribal Affairs representatives attended the Early Education recognition and recruitment event at NAYA. Roy Fox, CHCO, and Susan Burns, Talent Acquisition Manager, provided necessary funding for recruitment participation at each of the events noted. As a result, we were able to increase the awareness for students and other audience in attendance to consider BPA as an employer of choice.

2. Acquire/Retain/Sustain Talent Actions:

- **Action**: Provide a summer work experience for students receiving scholarships.
  Result: Four students received scholarships and were all offered a summer work experience. Unfortunately, three of the students were committed to other offers and will consider BPA next summer. One student was provided a work experience in the Risk Office but terminated appointment early because of conflict with student's schedule for out of state university orientation.

- **Action:** Offer summer work experiences for students through Apprenticeships in Science and Engineering Society (ASE).
  Result: A total of seven high school students were provided with a summer work experience in FY 11.

- **Action**: BPA Ambassadors build relationships with professional organizations and conferences that offer a diverse talent pool.
  Results: BPA ambassadors attended the Society of Professional Engineers Conference; Blacks in Energy Conference; Federally Employed Women's National Training Program; Urban League recruitment event, and the Hispanic Chamber recruitment event in FY 11.

  - Transmission Field Services and HCM provided funding and people resources for the Women's in Trades Fair. This fair reaches a broad population, specifically women and girls, and introduces them to hourly crafts and trades careers in FY 11.

  - BPA funded a grant with American Indians in Science and Engineering Society (AISES). Two students were provided a summer work experience - one in Transmission (Lee Fricke) and one is Environment Fish & Wildlife (Siena Lopez-Johnston). Transmission selected an AISES alumni, Jeremy Danny, into the student program as an electrical engineer as part of their FY 11 student pool.

- **Action**: Identify BPA ambassadors to build relationships with historically diverse colleges and universities and with universities in region that offer a diverse student population pursuing academic programs in areas of interest to BPA.
  Result: Sonya Baskerville, National Relations Manager, in BPA's Washington DC office, served as BPA's recruitment ambassador at Howard University and renewed our partnership with the engineering program

professors and informing students about careers at BPA. Transmission's student board (John Haner Co-Chair) continues to tap diverse student populations at colleges/universities in region. Alumni of BPA student programs serve as active recruitment ambassadors in partnership with HCM college recruiter. Managers support employee participation when they are called upon to attend recruitment events. Finance organization and Power Services (Tina Ko) continue their partnership with the student program coordinator to build relationships with universities/colleges in the region in order to reach a more diverse talent pool. Bill Erickson, Natural Resources Specialist, actively reaches out to colleges/universities in Washington State in the Walla Walla area and Transmission Field Services provides funding for summer camps for students that have an interest in Science, Technology, Engineering, and Math (STEM) fields.

- ♣ **Action:** Active participation in external leadership development training.
  Result: Management supported the participation of employees in the Hispanic Leadership Development Program and the Asian/Pacific Discovery Program in FY 11.

3. **Develop a Positive Work Environment:**

- ♣ **Action:** Establish Internal Diversity Webpage.
  Result: Webpage outline and content is under development in FY 11. Public Affairs Liaison (Joan Saroka) is partnering with Diversity Program lead and the Cross Agency Diversity Action team to develop the brand and look for webpage. Webpage scheduled to launch in FY 12.

- ♣ **Action:** Integrate diversity in current New Supervisors and Management Development Curriculums.
  Result: Alisa Yannello, Strategic Business Partner (SBP), and a subgroup from Cross Agency Action team led the call to action to work with Talent Development and Organizational Effectiveness group to integrate diversity and intercultural competency in various leadership development modules. Tracey Adams, Manager, Talent Development and Organizational Effectiveness, provided the leadership to inform trainers of importance of this initiative. As a result, some form of diversity learning was integrated into BPA's FY 11 training curriculums.

- ♣ **Action:** Intercultural Competency as a Core Competency.
  Result: BPA is updating its core competencies and has identified Leverage Diversity: Value, respect, and seek out a variety of perspectives and approaches. Foster inclusiveness and build a positive work environment; under BPA's Core Competency of Collaborative Relationships.

- ♣ **Action**: Conduct Employee Informational Sessions – Hold "Let's Talk Diversity" sessions.
  Result: Sessions were developed and offered in FY 11 and information provided on the Agency's DAP and open engagement on the "Diversity" perspectives of employees in attendance. Vice Presidents (VP) responded to the call to action to open "Let's Talk Diversity" sessions that were offered for open enrollment or with their respective workgroups: Brian Silverstein, Senior VP Transmission Services, the second session of Let's Talk Diversity along with the COO who attended as a participant; Tom Olesen, Chief Supply Chain Officer; Lorri Bodi, VP, Environment, Fish & Wildlife; Claudia Andrews, Acting Executive VP and Chief Financial Officer; Cathy Ehli, VP, Transmission Marketing and Sales; Chuck Michaels, VP for Customer Support Services; Greg Delwiche, Senior VP Power Services; Robin Furrer, VP Transmission Field Service; and Randy Roach, Executive VP and General Counsel. The COO sponsored BPA's Executive Board as they participated as a group in a Let's Talk Diversity session in FY 11.

  The Agency rolled out its Let's Talk Diversity series as part of the FY 12 required diversity training options to encourage continuing the dialog with a focus on inclusion.

- ♣ **Action**: Train field staff supervisors on how to evaluate and mentor apprentices; diversity in representation and in learning styles.
  Result: Annette Talbott, Transmission Services SBP, and Brad Bea, Manager Technical Training, led the charge on behalf of the cross agency diversity action team to work with Susan Burns, Talent Acquisition Manager, on this initiative. Ms. Burns ensured timely training of apprentice interview panel in prep for the FY 11 interview process. A broader initiative will be the focus in FY 12 as a key agency target under Talent Management. Technical Training Center managers conducted a survey of apprentices in order to capture feedback regarding their orientation, development and work environment experience as members of the apprentice program.

The FY 11 DAP also has a multi-year cross agency diversity target to increase the diversity of our current workforce which is tracked on a quarterly basis and updates are provided to the Executive Leadership, and managers and supervisors. The target identified measures that would allow us to track performance associated with BPA hires beginning in FY 11. Specifically, hires made for trainee programs serve as a feeder pool to the permanent workforce and therefore, the targets adopted included (1) student hires and (2) apprentice hires. We also noted measures that would allow us to track performance associated with diversity of "new hires" made from outside of the agency through delegated examining and merit promotion recruitment. The agency achieved green as a result of meeting 6 of the 8 sub-measures for these targets as follows:

Part 1. MINORITY STUDENT HIRES – **Green**

During the performance period ending September 2011, the agency hired 50 students. Of the total hired, 32% are minority hires. This exceeds the target of 10%.

Part 2. FEMALE STUDENT HIRES – **Green**
During the performance period ending September 2011, the agency hired 50 students. Of the total hired, 48% were female hires, thereby exceeding the target of 41%.

Part 3. MINORITY APPRENTICE HIRES – **Green**

During performance period ending September 2011, the agency hired 21 apprentices; seven of whom where apprentice conversions. Minority hires represented 14.29% of the total hires, thereby exceeding the target of 13.1%.

Part 4. FEMALE APPRENTICE HIRES – **Red**
During performance period ending September 2011, the agency hired 21 apprentices; seven of whom were apprentice conversions. No female hires. As a result, we did not meet the target.

Part 5. MINORITY NEW HIRES - **Green**
During the performance period ending September 2011, a total of 204 new hires were made. Minorities represented 17.15% of the hires, exceeding the 14% target.

Part 6. FEMALE NEW HIRES - **Green**
During the performance period ending September 2011, a total of 204 new hires were made. Women represented 33.82% of the hires, exceeding the 25% target.

Part 7. APPLICANT FLOW MINORITY – **Red**
For the performance period ending September 2011, BPA noted 12.09% minority representation in the applicant pool referred, falling short of the 14% target.

Part 8. APPLICANT FLOW FEMALE – **Green**
For the performance period ending September 2011, BPA noted 46% female representation in applicant pool referred, exceeding the target of 38%.

Notes: The following is captured for the two sub-measures noted as red:

Part 4. Female Apprentice Hires. The applicant pool did not reflect female representation for consideration. BPA will continue its outreach efforts to Women in Trades, colleges and universities to increase the visibility of BPA as an employer of choice. In FY 11, BPA held 4 Apprentice Awareness Sessions - two for Current Federal Employees and Two for Veterans. We partnered with Veterans groups through the Employment Department's Veterans programs and the "WorkSource One Stops" in both Washington State and Oregon. We also partnered with the Oregon Tradeswomen for the Veterans Outreach. We had approximately 50 people at the two sessions combined and there was additional outreach by both groups inviting individuals to attend the meetings. Our student recruiter continued working with students as another pipeline we currently use for recruitment and outreach.

Part 7. Applicant Flow. Although BPA has been more successful at attracting a diverse applicant pool for various annual occupations, which is reflected in the diversity of the applicant pool submitting an application, the diversity of the pool decreases as candidates move through the qualified and best qualified processes. The best qualified process determines the candidate pool to be referred to hiring officials. In FY 12, BPA will continue to improve diversity in the applicant pool through the following steps:

1) Extend geographic range of applicant selection to places where targeted groups reside;
2) Offer more incentives such as grants, scholarships, and internships to potential applicants who are in high school and college;
3) Identify BPA ambassadors to build relationships with historically diverse colleges and universities in regions that offer a diverse student population pursuing academic programs in areas of interest to BPA;
4) Participate in career fairs that are targeted to diverse populations;
5) Managers and Executives shall participate in the recruiting process by attending professional events and community outreach focused on the diverse populations;
6) Managers shall support employee participation when called upon to attend recruitment events;
7) The Agency will host or underwrite events that invite diverse applicants to experience different facets of the Agency's operations.

Diversity Program FY 2012-13 Targets:

Ms. Jeter, BPA's Diversity and College Programs Lead, in Human Capital Management's Talent Acquisition (HCM-TA) organization, through her leadership and her dedication worked toward making BPA "a Best Place to Work." She was instrumental in organizing the cross agency diversity team and moving the Diversity Program forward. Ms. Jeter was diagnosed with a terminal illness in December 2011 and passed away January 2, 2012. Thus, FY 2012 will be a transition year for the Diversity Program as the recruitment and hiring of a Diversity Program Team Lead is completed. The following Actions will be addressed in FY 12 and FY 13:

SDO#1 - Demonstrate Diversity Leadership
Key areas of focus
- Enable leadership to serve as diversity catalyst
- Create diversity dialog

FY 2012-13 Actions
- *Develop curriculum in order to train and develop managers to be diversity catalysts and integrate into Internal Leadership development modules.*

SDO#2 - Acquire/Retain/Sustain Talent (FY 2012-13)
Key areas of focus:
- Increase diversity in hourly workforce by enhancing recruitment strategies (FY 2013)
- Increase diversity in annual workforce by enhancing recruitment strategies (FY 2013)
- Elevate and prioritize the agency's future pipeline needs (apprentice, students, grants, experts) (FY 2013)
- Empower and inform hiring officials on effectively using full array of hiring options (Toolkit) (FY 2013)
- Adopt a diversity-welcoming selection process
- Emphasize mid-career development programs and opportunities for current employees

Attract ➤ **Recruit** ➤ **Select**

FY 2012-13 Actions
- *Assess the opportunity to leverage recruitment firms with diversity expertise and track record for delivering diverse candidates when necessary to recruit for hard-to-fill and Senior Management opportunities, and for positions where diversity is under-represented. Ensure that recruiters are informed of our desire to attract a talented, diverse applicant pool. (FY 2013)*
- *Develop a sourcing strategy targeted at reaching a diverse talent pool for occupations in need of mid career or experienced skills to include positions listed in Workforce Plan, or business need areas to include Wind Integration, Power Engineering, Renewable Energy, etc. This is a key opportunity for BPA to expand internal expertise in recruiting diverse talent. * (FY 2013)*
  - ** Requires implementation of dedicated recruitment technology to execute.*
- *Develop a database of current and past candidates that demonstrated interest in career opportunities at BPA via sourcing strategies, outreach, and executive referral, etc.* (FY 2013)*
  - ** Requires implementation of dedicated recruitment technology to execute*
- *Develop a listing of hiring authorities (including requirements and "how-to") available to managers that would help drive hiring options for diversity. (FY 2013)*
- *Adopt a diversity-welcoming selection process – build diversity awareness of hiring officials at front end of their recruitment process.*
- *Link diversity to plans for further development of interview training and an enhanced interview process.*
- *Create a strategic plan per business line to address succession planning using the student and apprentice pipeline with associated allocation including employing recruitment strategy to reach diverse candidate pool and increase diversity in applicant pool.*
- *Ensure all employees are familiar with professional development opportunities that would contribute towards building their development portfolio.*

SDO#3 - Develop a Positive Work Environment
Key areas of focus:
- Call out intercultural competence as an agency-level core competency
- Conduct ongoing diversity evaluation and needs assessment

Retain ➤ **Sustain**

FY 2012-13 Actions
- *Emphasize Mid-Career Development Program for Current Employees - Create training opportunities focused on educating BPA employees on how to navigate the career "lattice" to managerial/non-managerial leadership roles.*
- *Create training module and establish career resource center designed to help existing employees in navigating the career lattice.*
  - *Emerging Leaders training curriculum;*
- *Conduct assessment of Leverage Diversity as an Agency-Level Core Competency.*
- *Conduct ongoing Diversity Needs Assessment and Evaluation through feedback from "Let's Talk Diversity" employee forums, management directive 715 barrier self assessment, cross agency target results.*
- *In FY 12 implement the Manager's Interviewing training which includes a segment on understanding cultural differences.*

Disabled Veterans Affirmative Action Program (DVAAP):

During FY 11, BPA participated in the Occupational Skills Training program for veterans. Two veterans were provided with a volunteer work experience as part of their training and academic programs through U.S. Department of veterans Affairs Vocational Rehabilitation and Portland Community College.

- One of the veterans joined BPA's Personnel Security function
- One veteran worked with BPA's Human Capital Management (HCM), Talent Acquisition function. As part of the occupational skills training program, this individual served as the primary point of contact for veterans that submitted an email of interest to the BPA DVAAP email box.
    - The veteran working in HCM competed on a merit promotion vacancy announcement and was selected for a Human Resource Assistant position in BPA's HCM Internal Operations organization.

The FY 11 Report for DVAAP is attached.

FY 2011 Civil Rights and EEO Office Continues to Address Gaps in Model EEO Program Risk Assessment:

The Civil Rights and EEO office continues to address the risks and gaps identified in the FY 10 Model EEO Program Risk Assessment and treatment plan. Dialogue continues with internal stakeholders -- Human Capital Management and the Office of General Counsel, to clarify roles and responsibilities for BPA's Civil Rights and EEO programs.

The Civil Rights and EEO Office identified the following targets in BPA's Agency Compliance and Governance Balanced Scorecard and the FY 11 accomplishments are as follows:

Measure: Civil Rights and EEO Compliance – Model EEO Program
Demonstrates continued growth in the training and education of Agency employees regarding Civil Rights and EEO compliance requirements.

Target: Model EEO Program Element – Proactive prevention of Unlawful Discrimination and Key Compliance Attribute – Education and Training reflect DGE efforts in partnership with HCM to increase awareness through training and education for all employees regarding non-discrimination and harassment policies/practices. If there is a gap in awareness, a plan is developed and agreed to in collaboration with HCM to close the gap.

EOY Accomplishment: FY 11 great progress was made in the area of Proactive Prevention of Unlawful Discrimination and the Key Compliance Attribute - Education and Training:

99.6% of BPA employees, including managers and supervisors, completed the NO FEAR and Sexual Harassment training requirement.

To close the gap in managerial training to new managers and as an update for experienced managers, a new web-based training for managers and supervisors, titled, Civil Rights and EEO, was developed in FY 11 in partnership with HCM for release in FY 12.

Measure: Civil Rights and EEO Compliance Policies
Policies, procedures and practices are documented.

Target: BPA's Civil Rights and EEO Program's Risk Treatment Plan is in place and the following FY 11 activities were completed, as outlined in the GAP Closure and Risk Assessment.

EOY Commentary: The Civil Rights and EEO office Risk Treatment Plan is in place, updated and operational, and the identified program Risks for FY 11 were addressed. The EEO counselor function was strengthened by the addition of three fully trained counselors who completed 32 hours of the Equal Employment Opportunity Commission's (EEOC) certified required training. BPA also requires the counselors complete 32-hours of certified mediation training. They have been immersed in a year-long intensive one-on-one training with the lead EEO Counselor starting with observing actual cases to now co-counseling. The goal is to have all three ready to take cases independently in FY 12.

In addition, BPA has one additional EEO Counselor, who, due to official duty workload was unable to take cases, is now available. EEOC requires completion of 8-hours of Counselor refresher training and until that is completed, and when the lead EEO counselor determines the counselor can be independent, then the counselor will participate in co-counseling. The additional resource will provide assistance in the precomplaint counseling stage of the federal discrimination complaint process. All EEOC reports were timely submitted throughout the year. In addition, numerous data and information requests from DOE were timely and accurately submitted.

In FY 11, the Civil Rights and EEO Office, to comply with the August 1, 2007, U.S. Department of Justice memorandum titled, "Guidance to all Federal Agencies on Electronic Discovery and the Preservation Obligation," worked in collaboration with the Agency Records Officer and Information Technology Cyber Security on a process to identify, retain and preserve all recorded information in its original form (electronic and/or hard copy) and any electronically stored information ("ESI") related to a complaint of discrimination until further notice. The request to preserve these records overrides

any document or email retention schedules that are currently in place. All relevant recorded information must be preserved until the litigation hold is expressly rescinded in writing. Each responsible management official is briefed on this requirement and must complete and submit the form titled, "Document Identification, Retention and Preservation Notice", at the informal and formal complaint stages.

Also in FY 11, the Civil Rights and EEO Office revised and updated its internal website to include descriptions of the Special Emphasis Programs for Hispanics, Women and People with Disabilities, policies, and frequently asked questions regarding the federal EEO Counseling and formal complaint processes, as well as points of contacts for about these programs and the No FEAR Act Report as required by EEOC.

BPA's internal Nondiscrimination Policy was updated in FY 11 to add Title II of Genetic Nondiscrimination Act (GINA) and also provide a comprehensive list of definitions. It was published in BPA's internal policy manual and also published on the internal website. In FY 2012, two additional internal policies - Affirmative Employment Program will be updated to reflect the Model EEO Program Elements and the EEO and Diversity Programs Policy will also be updated to reflect the changes to both of those programs.

FY 2011 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC 462 Report) Summary:

Pre-Complaint Activities:

- Total Informal Complaints Counseled: 16
- Informal Case Closures No Formal Complaint: 3
- FY 10 Informal Complaints Counseled: 22

Formal Complaint Activities:

- FY 11 Formal Complaints Filed: 13
- FY 10 Formal Complaints Filed: 10
- FY 11 Total Formal Complaints Processed: 23
- FY 11 Total Closures: 10 (2 Settlements, 1 Withdrawal, 2 Dismissals and 2 Final Agency Decisions issued by DOE, and 3 Final Agency Orders issued by DOE finding no discrimination after EEOC hearing)
- FY 11 Investigations completed = 6, total cost $20,500, average cost per investigation = $3,416.67

An analysis of the FY 11 EEOC 462 Report identifies prevalent formal complaint bases as reprisal, sex (female), religion, age (40+), race (Black/African American), and Equal Pay Act (female). Reprisal has been the number one issue for past two years. Age has continued to be in the top five prevalent bases for the past five years, which is not surprising given a large percentage of the BPA workforce is over 40.

For FY 11, the prevalent formal complaint issues were identified as assignment of duties, pay (Including overtime); non-sexual harassment, time and attendance, disciplinary actions (reprimand and suspension). Non-sexual harassment has also been one of the top five issues for the past five years.

BPA's annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC Form 462) for FY 11 is attached.

FY 2011 Annual EEO and Diversity Required Training Results:

FY 11 Diversity Training accomplishments:

- All Employees completion rate was 87.1%; percentage increase over FY 10 rate of 86.3%.
- All Management officials completion rate was 86%; percentage stayed the same as FY 10.
- All non-management employees completion rate was 87.5%; percentage increase over FY 10 rate of 84.5%.

In FY 11, BPA focused on providing managers/supervisors/employees an overview of the Agency's Diversity Plan. BPA scheduled, *Let's Talk Diversity* sessions which provided an in-depth review of the Agency's Diversity Plan and created opportunity for employees to share their diversity perspectives through "dialog." BPA will continue the *Let's Talk Diversity* series in FY 12 as part of our annual diversity training requirement.

Also in FY 11, BPA's Civil Rights and EEO, in coordination with BPA's Talent Development and Organizational Effectiveness, updated the EEO for Managers and Supervisors web-based training (WBT) which will be released in FY 12. New managers and supervisors must complete the WBT within 90 calendar days of their appointment. Current managers may also take this WBT as a refresher since it includes updated information on Title II of GINA, and also included an updated segment on BPA's Diversity Program.

FY 11 No FEAR Act and Sexual Harassment Prevention Training results:

Percentage completed: 99.6%, slightly lower than FY 10 completion rate of 99.9%. This training was also updated in FY 11 to provide information about Title II of GINA.

Total completions are reported to OPM and DOE every 2 years, but BPA chooses to make the training available every year, because new employees and managers must complete it within 90 days of hiring.

Executive Summary	

MD-715 Summary Analysis of the BPA Workforce for FY 2011
Tables A –Distribution by Race/Ethnicity and Sex
Tables B – Distribution by Disabilities

When conducting a data analysis of applicant flow for certificates issued to selecting officials (in response to merit promotion and delegated examining vacancy announcements), results show that we continue to have low participation rates of female and/or minority candidates in the applicant pool overall and it declines as the applicants move through the process to referral for various occupations. In the apprentice program, for example, we continue to see a low to zero participation rates for women and minorities in the applicant pool. In FY 11, BPA adopted a goal associated with increasing the diversity of our overall applicant flow. This required additional emphasis placed on recruitment strategies to reach the diversity of talent in the community we serve.

NOTE: CLF = Civil Labor Force and RCLF = Regional Civilian Labor Force

Inaccuracies identified and corrected in FY 10 statistical reports were resolved and we are confident the FY 11 data tables are accurate and properly categorized.

The results of the self assessment, Part G, including the statistical and barrier analysis, Parts H, I, and J, resulted in the following:

Continued lower participation rate for Women, Hispanics, People with Disabilities, Black or African American Males and individuals from other races and ethnicity categories in:
- Total workforce
- Major Occupations
- Applicants and Hires
- Awards

WOMEN:

Women overall have a lower participation rate of 31.72% compared to the CLF of 46.80%. Table A1

In the Executive/Senior Level (Grade 15 and above), Asian and Native Hawaiian or Other Pacific Islander women have zero representation. Of those in Mid-level (Grade 13-14), Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native women have zero representation. Of those in the First Level (Grade 12 and below), women in Black or African American, Asian, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native and Two or more races have zero representation. Table A3-1.

Women have lower participation rates in the major occupations of Electrical Worker (linemen, electrician) of 3.32% compared to CLF of 4.00%; Substation Operators & Dispatchers of 11.27% compared to CLF of 13.00%; Information Technology Specialist of 29.96% compared to CLF of 33.20%; General Business Series 1101 of 44.12% compared to CLF of 56.50%; Craftsman Series 2606 of 7.32% compared to CLF of 13.30%; and Craftsman Series 2604 of 2.33% compared to CLF of 4.50%. Table A6

Women have a zero representation in the application and hiring for major occupations of Lineman and Electrician and Substation Operators, with none found to be qualified. Table A6

Women have lower participation rates in the application and hiring in electrical/electronic engineers with 6 found to be qualified or 8.96% compared to CLF of 8.70%, however none were selected. For Managers and Supervisors, 9 were qualified or 37.50% compared to 38.60%, however, none were selected. Public Utilities Specialist with 34 qualified or 47.89%, with 5 selected or 41.67% compared to CLF of 57%. Tables A7-1 and A7-2

The percentage of new hires of permanent female employees overall is lower, 31.69%, than the percentage of Women in the CLF of 46.80%. Table A-8

The percentage of women selected for internal competitive promotions for major occupations have a conspicuous absence or zero participation rates in the Series 2810 Linemen and Electrician and Series 5407 Substation Operators and Dispatchers. Women have a lower participation rate in Managers and Supervisors of 26.83% compared to 73.17% for males. Table A9

The percentage of internal selections for Senior Level Positions for Women GS13/14 = 35.71%; GS15 = 16.67%; and SES = 0 is lower than the CLF of 46.80%. Table A11

The percentage of total separations of permanent female employees at 33.00% was higher than the percentage of females in the permanent BPA workforce at 31.72%. The percentage of separation increased from 32.62% in FY 10 to 33.00% in FY 11. Table A14

HISPANICS:

- The Hispanic BPA workforce is at 3.74% and remains well below the CLF Hispanic workforce participation rate of 10.7%.
- Hispanics are not represented in seven General Schedule Grades: GS-01 – GS4, GS-6, GS-8, and GS-10
- The percentage of Hispanic permanent new hires of 0.70% is lower than the percentage of Hispanics in the CLF at 10.70%.

BLACK OR AFRICAN AMERICAN MALES:

Black or African American males have a lower participation rate in the Agency of 2.05% compared to the CLF of 4.8%.

The percentage of new hires of permanent African American males of 2.11% is lower than the percentage of African American males in the CLF of 4.8%.

The percentage of total separations of permanent African American males of 0.99% is less than the percentage of African American males in the permanent workforce of 2.02%. The percentage of separations decreased from 2.35% in FY 10 to 1.06% in FY 11.

African American males have a higher participation rate in the Program Management occupation at 3.02% compared to the Regional CLF 1.76%. Their participation rate in the Public Utility Specialist and Business Partner occupations of 3.71% is below the CLF of 4.9%.

The above conditions were recognized as a result of analyzing Agency statistical data (Tables A1, A6, A8, and A14,) and comparing participation rates of African American males with the appropriate benchmarks.

AWARDS:

Disparities regarding the granting of awards to some groups was found:

Time-Off Awards:
In both time-off award categories (1-9 hrs. and 9+ hrs), the participation rates for women, African Americans, Asians, and Hispanics are below their participation rates in the Agency.

Cash Awards ($100 - $500):
Women in general, Hispanic women, African Americans, Asians, and American Indian/Alaska native women have participation rates above their participation rates in the Agency workforce

Cash Awards ($501+):
Males in general, white males, Asian females, and American Indian/Alaska Native females have participation rates above their participation rates in the Agency workforce.

Quality Step Increases:
The Agency did not award any quality step increases in FY 11.

Targeted Disabilities:
Employees with Targeted Disabilities have participation rates below their participation rates in the Agency workforce in the Cash Awards ($100-$500) category. However, employees with Targeted Disabilities had participation rates above their participation rates in the Agency workforce in the Time-Off Awards (1-9 hrs.) category.

The above conditions were recognized by reviewing DOE statistical data Tables A14 and B14 regarding award receipt and comparing participation rates of employee groups with appropriate benchmarks.

TARGETED DISABILITIES:

BPA's Persons With Targeted Disabilities permanent workforce participation rate is at 0.78%, which is significantly below the CLF of 2.23%.

BPA's Persons With Disabilities permanent workforce participation rate is at 8.59%, which shows a slight decrease of -1.11% from FY 10.

BPA has been successful in the hiring of disabled veterans; however, the disability may not be a targeted disability that BPA is tracking.

Executive Summary	

EEOC FORM 715-01 PART F	U.S. *Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I,   Godfrey C. Beckett   am the

Manager, Civil Rights and Equal Employment Opportunity GM 340-15

Principal EEO Director/Official for   U.S. Department of Energy\Bonneville Power Administration

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

X _(signature)_   February 13, 2012

Signature of Principal EEO Director/Official   Date
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

X _(signature)_   February 21, 2012

Signature of Agency Head or Agency Head Designee   Date

EEOC FORM 715-01 PART G	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.				
→ Compliance Indicator **↓ Measures**	**EEO policy statements are up-to-date.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
The Agency Head was installed on <u>January 2002</u>. The EEO policy statement was issued on September 25. 2005, affirming the Secretary of Energy's policy statement. Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.			X	Although an affirmative was not issued by the BPA's Agency Head until September 2005, BPA had distributed the previous issuances of DOE's annual EEO and Diversity policy statements to its workforce as guidance.
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.			X	See statement above. Most recent EEO policy issuance was October 14, 2011
Are new employees provided a copy of the EEO policy statement during orientation?		X		
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		X		
→ Compliance Indicator **↓ Measures**	**EEO policy statements have been communicated to all employees.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?				N/A
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? **[see 29 CFR §1614.102(b)(5)]**		X		

➡ Compliance Indicator / ⬇ Measures	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X		Addressed through our People and Culture Strategic Business Objective and Collaborative Relationship core competency which includes to Leverage Diversity.
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		X		
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		X		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?		X		
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		X		
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		X		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?		X		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		X		
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?		X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?		X		
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.		███		
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?		X		
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?		X		

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.				

➡ **Compliance Indicator** ⬇ **Measures**	**The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Is the EEO Director under the direct supervision of the agency head? **[see 29 CFR §1614.102(b)(4)]** For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)			X	Has complete access to Agency Head and Agency Executive Leadership when needed.
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?				N/A
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?				N/A
If not, please describe how EEO program authority is delegated to subordinate reporting components.		██████		

➡ **Compliance Indicator** ⬇ **Measures**	**The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?			X	Presented to Chief Operating Officer, Deputy Administrator and Chief Compliance Officer
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		X		
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		X		

		Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report

Question		X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? **[see 29 C.F.R. § 1614.102(b)(3)]**		X		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		X		

➡ **Compliance Indicator** ⬇ **Measures**	**The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.**	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	**No**	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X		
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X		
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X		
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X		
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X		

➡ **Compliance Indicator** ⬇ **Measures**	**The agency has committed sufficient budget to support the success of its EEO Programs.**	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	**No**	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		X		

Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?			N/A
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? **[see 29 C.F.R. § 1614.102(b)(5)]**	X		
Is there sufficient funding to ensure that all employees have access to this training and information?	X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	X		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X		
to provide religious accommodations?	X		
to provide disability accommodations in accordance with the agency's written procedures?	X		
in the EEO discrimination complaint process?	X		
to participate in ADR?	X		

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.			
➡ **Compliance Indicator** ⬇ **Measures**	**EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.**	**Measure has been met**	**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes / **No**	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X	
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X	

 ➡️ **Compliance Indicator** ⬇️ **Measures**	**The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		X		Collaborative effort between CR and EEO Office and HCM Integrated Strategy & Policy Group
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X		Collaborative effort between CR and EEO Office and HCM Recognition Council
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X		Collaborative effort between CR and EEO Office and HCM Training and Learning Development

 ➡️ **Compliance Indicator** ⬇️ **Measures**	**When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		BPA updated it's internal BPA Manual Chapter 400/713C-1, Non-discrimination Policy and reissued it on 11/30/2011
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		X		
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation. Consolidated cases (EEOC Case No. 551-2008=00104X and DOE Nos. 07-0024-BPA and 07-0081-BPA) – recommendation to Senior Management Official to take appropriate disciplinary action.				
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		X		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		X		

Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
➡ Compliance Indicator **⬇ Measures**	**Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		X		
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?		X		
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?		X		
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?		X		Through Diversity Plan & quarterly demographic updates
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X		Through Diversity Plan & quarterly demographic updates
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X		Through Diversity Plan & quarterly demographic updates
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X		Through MD-715 Report
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X		
➡ Compliance Indicator **⬇ Measures**	**The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Are all employees encouraged to use ADR?		X		
Is the participation of supervisors and managers in the ADR process required?			X	ADR is a voluntary process, however Mgrs are strongly encouraged on a situational basis to use ADR to improve communications and/or resolve the case.

Essential Element E: EFFICIENCY Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
➡️ **Compliance Indicator** ⬇️ **Measures**	**The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		X		
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		BPA's Reasonable Accommodation Coordinator
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?			X	Current RA policy does not have a specific timeframe for completion of requests.
➡️ **Compliance Indicator** ⬇️ **Measures**	**The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Does the agency use a complaint tracking and monitoring system that allows identification of the location and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		X		
If yes, briefly describe how: Through regular status reports for cases assigned to contract investigators and providing extensions when necessary.				
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X		We require completion and submittal of Certificate of Training for 32 hours and annual 8-hour refresher training.

Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?	X		

Compliance Indicator **Measures**	**The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		X		
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X		
Does the agency complete the investigations within the applicable prescribed time frame?		X		
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X		
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		X		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		X		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		X		

Compliance Indicator **Measures**	**There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X		New Managers within 90 days of appointment and current managers on an annual basis.
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?			X	ADR is a voluntary process, however Mgrs are strongly encouraged on a situational basis to use ADR to improve communications and/or resolve the case.

Does the responsible management official directly involved in the dispute have settlement authority?	X		After receiving delegated authority from the COO.

➡ **Compliance Indicator**	**The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
⬇ **Measures**		**Yes**	**No**	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		X		Icomplaints System through U.S. Dept of Energy
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?		X		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X		
Do the agency's EEO programs address all of the laws enforced by the EEOC?		X		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X		

➡ **Compliance Indicator**	**The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
⬇ **Measures**		**Yes**	**No**	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X		

	Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
→ Compliance Indicator **↓ Measures**	**Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
	Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	X		
→ Compliance Indicator **↓ Measures**	**The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.		X		
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X		
Are procedures in place to promptly process other forms of ordered relief?		X		
→ Compliance Indicator **↓ Measures**	**Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		X		
If so, please identify the employees by title in the comments section, and state how performance is measured.		Formal Complaints Manager, Critical Performance Element: EEO Complaint Processing		
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?		X		
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.				
Have the involved employees received any formal training in EEO compliance?		X		

Does the agency promptly provide to the EEOC the following documentation for completing compliance:	X		
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	X		A sufficiency review is conducted by BPA's OGC to determine reasonableness of the attorney fees.
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	X		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	X		
Compensatory Damages: The final agency decision and evidence of payment, if made?	X		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	X		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		

Footnotes:

1. *See* 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. *See EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation* (10/20/00), Question 28.

EEOC FORM 715-01 PART H	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
US Department of Energy, Bonneville Power Administration	FY 2011

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Continued lower participation rate for Women, Hispanics, People with Disabilities, Black or African American, and individuals from other races and ethnicity categories in: • Total workforce • Major Occupations • Applicants and Hires • Awards
OBJECTIVE:	Achieve a diverse workforce where the participation rate of targeted EEO groups is at parity with the appropriate Civil Labor Force.
RESPONSIBLE OFFICIAL:	All hiring officials, Chief Human Capital Officer, Civil Rights and EEO Manager, Strategic Business Partners, and Talent Acquisition/ Recruitment Team
DATE OBJECTIVE INITIATED:	October 1, 2009
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2020
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Develop customized recruitment for external major occupational and critical positions with low participation rates.	FY 2012-13. (Talent Management Strategy (previously called the Agency Workforce Plan) primary objective is to ensure that BPA has a workforce that is the right size and composition, possesses the rights skills and competencies, and work is in the right environment to deliver on BPA's business objectives. The FEORP outlines the recruitment strategy.)
Through the BPA Talent Management Strategy Initiative 2: improve Accessibility, Efficiency, and Effectiveness of Federal Hiring Process	September 30, 2012
Improve the hiring process and tools for assessing and selecting candidates through a qualifying process that is efficient and compliant.	September 30, 2012 – average for the year will be calculated
Improve and streamline processes and tools for identifying and managing effective recruiting tools and sources.	September 30, 2012
Improve understanding and identification of current skill needs and skill availability in the workforce	September 30, 2012
Improve applicant flow analysis so it will aide in future development of targeted recruitment and outreach strategies.	September 30, 2012

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

In the FY 10 report, BPA grouped women and individuals from other races and ethnicity categories together. For FY 11, BPA decided to mirror DOE's FY 10 report which separated out the categories into Women, Hispanics, African American Males, etc.

Talent Management Strategy:

The Talent Management Strategy (TMS) is not a new initiative, but rather an evolution of the past efforts to ensure BPA's workforce meets business needs. Over the past five years, BPA has conducted an annual workforce planning process, focused primarily on management of critical roles and skills to mitigated key Agency risks (previously called The Workforce Plan). While these efforts have yielded important information and alleviated critical skill gaps, annual workforce planning has been a useful but narrowly–focused process that is better conducted within the context of a comprehensive and integrated TMS.

The FY 2011-2012 TMS is the first generation of an integrated strategic plan for shaping and managing the Agency's workforce and is important for several different reasons:

- Strategic People Management: the BPA workforce is the strategic asset that combined with generation and transmission delivers value to the region.
- Alignment: BPA workforce performance increases by aligning support of management activities in a common set of objectives.
- Risk Mitigation: Workforce risks are effectively managed by a robust talent management strategy that identifies, delivers, and monitors the effect on programs, processes, and systems.

BPA faces a number of gaps between its workforce needs and its current workforce capabilities. These gaps have been identified and prioritized in terms of the risk they pose to meeting workforce objectives. In order to reduce risks, a set of six TMS Initiatives that are critical to achieving the desired state of the workforce have been developed. Of these six initiatives, BPA's Business Operations Board identified the following as priority initiatives for the next two years:

- Drive high performance in the federal workforce.
- Improve accessibility, efficiency, and effectiveness of federal employee hiring process.
- Improve ability to anticipate and meet Agency skill and competency needs.

In addition to the three priority initiatives, the Agency will work on the following strategic initiatives:

- Improve sustainability of talent in critical skill sets.
- Align the federal workforce to the Employee Value Proposition.
- Improve deployment of supplemental labor.

Talent management is a responsibility shared across BPA. BPA's commitment to talent management is defined by the responsibilities and accountabilities of the executives, managers, and employees to build a culture that encourages professional personal growth aimed at the overall achievement of business goals and objectives. It is in this commitment that BPA will find the solutions to current and future challenges to deliver safe, reliable, low-cost power and services to the customers and achieve Key Agency Targets. The Talent Management Strategy has been structured to directly link workforce development and management to Agency strategic direction. The 2011-2012 TMS addresses the two key areas: BPA's Workforce and BPA's ability to manage that workforce.

TMS Strategic Initiative 2: Improve Accessibility, Efficiency, and Effectives of the Federal Hiring Process, addresses President Obama's Key Performance Strategies with a goal to improve the efficiency of government. Performance Strategy #6: Attracting and Motivating Top Talent was developed to overhaul the Federal HR practices with a focus on improving the hiring process.

In FY 11, BPA's Talent Acquisition implemented an Advance Hiring Process: A) improve the processes and tools for assessing and selecting candidates through a qualifying process that is efficient and compliant; B) improve and streamline processes and tools for identifying and managing effective recruiting tools and sources. We will report on the progress in the FY 12 MD-715 Report.

Electrical Apprenticeship Program

BPA has one of the most highly acclaimed high-voltage electrical apprentice programs in the world. The program consists of classroom study, homework, work process hours (on-the-job training), progress reviews, and craft-specific training for aspiring linemen, electricians and substation operators. The agency will continue to recruit from throughout the nation to find qualified candidates to fill apprenticeship positions which serve as feeder pools for our hourly workforce.

Technical colleges and institutions are strategically chosen due to their academic diploma or certification programs surrounding electrical, electronic, and industrial arts theories and practices as well as their concentrated diverse demographics and BPA will continue to use this colleges and institutions for qualified candidates.

Selecting Official Support

Successful placement depends heavily on the participation of the selecting managers in clearly defining the work to be

done, the qualifications and education required, specialized skill sets desired, and assisting in the identification of professional associations and relevant job boards to supplement in the talent sourcing process.

BPA's recruitment and hire staff is committed to continuing best practices and to identify and develop new approaches to further enhance and refine the overall recruitment and selection process in FY 2011-12 by:

- Providing Strategic Business Partners (SBP) with information on low participation and zero representation rates for their assigned workgroups.
- Provide quarterly training to managers on interviewing techniques and approaches.
- Continue with internal survey to receive feedback on the hiring process from selection officials and new hires which began in July 2011.
- Talent Acquisition will continue partnerships through the SBP for succession planning that translates effectively to recruitment pipelines.
- Provide interview training to Managers in FY 12 which includes a segment on understanding cultural differences.

Volunteers

Continue to use the volunteer program because it has the potential to increase our outreach during this time of limited hiring and is an excellent opportunity to provide exposure to diverse volunteers in the local community that might not otherwise have considered BPA for employment. BPA will continue outreach to local people of color and diversity organizations to enhance partnerships to improve applicant flow.

Federal Equal Opportunity Employment Program Report (FEORP):

BPA's FEORP Accomplishments Report identified BPA Talent Management Strategy and BPA Diversity Plan as two initiatives the Agency currently has in place to address the challenges that BPA has as a power marketing agency.

BPA's Diversity Multi-Year Action Plan was adopted by BPA's Executive Leadership for implementation in FY 11. The plan captures 3 Strategic Diversity Objectives to include: (1) Demonstrate Diversity Leadership; (2) Acquire/Retain and Sustain a diverse and talented workforce and (3) Develop a positive work environment. A copy of the Agency's Diversity Action Plan Overview is attached.

In FY 11, BPA focused on ensuring that managers/supervisors/employees were provided with an overview of the Agency's Diversity Plan. BPA scheduled Let's Talk Diversity sessions which provided an overview of the action plan and created opportunity for employees to share their diversity perspectives through "dialog." The Agency is continuing the Let's talk diversity series in FY 12 as part of our annual diversity training requirement.

The Agency adopted Cross Agency Diversity targets to include the tracking and reporting of Student Hires; Apprentice Hires; New Hires and applicant flow – applicant pool referred to hiring officials. Each target had two sub-elements to include an increase in female and minority hires and increase in female and minority applicant pool. The Agency was green in six of the elements. We reported red in two of the elements to include: apprentice female hires and the minority applicant pool referred overall. Representation reported is based on what candidates self identified.

- **Student Hires** - During the performance period the agency hired 50 students. Of the total hired, 32% were minority hires; 48% were female hires.
- **APPRENTICE HIRES -** BPA hired 21 apprentices; seven of whom where apprentice conversions and 14 were new apprentice hires. Minority hires represented 14.29% of the total hires and female hires represented 0%.
  Note: what we learned through additional analysis is that female applicants were conspicuously absent (zero participation) from the overall applicant pool. Focus for FY12 will be to be placed a more focused recruitment strategy in reaching female applicants through veterans outreach, trade organizations, etc.
- **NEW HIRES –** BPA hired 187 new hires (this number includes conversion of student trainees to career conditional). Minorities represented 16.04% of the hires; and females represented 32.09% of the hires,
- **Applicant Flow – applicant pool referred to hiring officials for consideration.** For the performance period ending SEPTEMBER 2011, BPA noted 12.09% minority representation in the applicant pool referred, falling short of the 14% target. BPA noted 46% female representation in applicant pool referred, exceeding the target.
  Note: Additional analysis will be conducted in FY 12 in order to determine if there is a conspicuous absence of minority representation in the applicant pool for various occupations. This analysis will aide in future development of our targeted recruitment and outreach strategy.

2. **Recruitment and Outreach**

BPA's FY 11 recruitment and outreach schedule in support of the Agency's Talent Management Strategy and in alignment with the Agency's Diversity; College and Apprentice Programs is attached.

The agency also invested in building community sponsorships with diverse partners to include the Urban League, Hispanic Chamber of Commerce, Native American Chamber of Commerce, etc., in order to reach diverse communities and inform them of career opportunities with BPA. BPA also focused on building relationships with multi-cultural resource groups within the colleges/universities in the region.

Another primary focus in the area of recruitment is to reach the high school students in the region in order to inform

them of careers in energy. This is accomplished through partnerships with local high schools throughout the region and in partnership with the CEWD, which includes other energy partners in the region faced with same concerns regarding availability of skills in the future to meet talent needs in the energy industry.

BPA supports grants for the American Indians in Science and Engineering Society (AISES) and the Apprenticeships in Science and Engineering (ASE). Both grants serve as a potential feeder pool into BPA's student program. The ASE grant introduces high schools students that excel in math and sciences into careers in energy. The AISES grant provides a 10-12 week summer work experience for Native American students interested in the STEM fields. Through the summer work experiences, students have an opportunity to be introduced to careers at BPA and consider applying for student program opportunities.

Career Development Opportunities

The Agency supported Career Development opportunities through the use of the following staffing tools:
(1) One time Accelerated training and promotion program for civil and mechanical engineers and (2) Consecutive Accelerated training program for Electrical and Electronic Engineers.

Participation in External Leadership Development Programs: The Agency supported participation of employees in two external leadership development programs to include: (1) The Hispanic Leadership Development Program and (2) Asian/Pacific Discovery leadership development program. Both programs allow BPA employees to participate in leadership development curriculums and bring their learning experiences back to BPA. Participation also provides BPA graduates of programs to mentor other BPA employees that compete and are selected participate in the future.

Student Program: The Bonneville Power Administration currently utilizing the STEP and SCEP hiring authorities in order to attract Talent and feed future succession pipeline. At BPA, the student program is developed based on outlook to build future succession pipeline. Students are provided with a full orientation of the organization; development plans include rotation assignments in order to build business acumen. Each business unit as developed a student board that ensures meaningful work experiences and availability to mentors throughout the student's career experience. At least 90% of BPA's students on SCEP appointments are converted to career conditional upon graduation.

Internal Leadership Development Programs: During FY 11, a total of approximately 109 employees completed one of the three leadership development modules offered as follows:
- New Supervisor Trainee
- Leadership Essentials
- Leadership Forum

The representation of the total pool that participated included:
- 15% from minority self identified categories
- 85% were from non-minority self identified category;
- 34% of total population were female
- 66% of total population were male

- **Applicant Flow – applicant pool referred to hiring officials for consideration.** An Applicant Flow analysis implemented in FY 11 is part of the Diversity Plan. For the performance period ending SEPTEMBER 2011, BPA noted 12.09% minority representation in the applicant pool referred, falling short of the 14% target. BPA noted 46% female representation in applicant pool referred, exceeding the target.

Note: Additional analysis will be conducted in FY 12 in order to determine if there is a conspicuous absence of minority representation in the applicant pool for various occupations. This analysis will aide in future development of our targeted recruitment and outreach strategy.

BPA's Diversity Plan identified the following Actions and Results for FY 2011:

In FY 11, with the approval by executive sponsors Anita Decker, Chief Operating Officer, and Kimberly Leathley, executive VP for Internal Business Services, approved a multi-year BPA-wide Diversity Action Plan (DAP). The DAP is aligned with Talent Management Strategy risk treatments and supports BPA's People and Culture Targets.

Diversity is an agency-wide strategic priority. These steps demonstrate BPA's commitment to employee diversity through leadership and to integrate a diversity-value into the agency business planning models. This will increase competency in acquiring and positioning talent, thus motivating and aligning employees and providing the positive work environment necessary for success. The following FY 11 Actions and Results include:

1. Demonstrate Diversity Leadership:

- **Action:** Invest in actions requiring funding and people resources (grants, scholarships, summer work experiences, etc.)
  Result: Executives responded to the call to action by providing both funding and people resources for program needs in FY 11.

- **Action**: Executives serve as Diversity Ambassadors for scheduled events in FY 11.
  Result: Lorri Bodi, Vice President (VP) for Environment, Fish & Wildlife attended the Hispanic Chamber scholarship event; Mike Weedall, VP for Energy Efficiency, and Godfrey Beckett, Manager for Civil Rights and EEO, attended Urban League/Black United Fund scholarship event; Anita Decker, Chief Operating Officer (COO), attended the Hispanic Chamber recruitment event; Roy Fox, Chief Human Capital Officer (CHCO) and Mr. Beckett attended the Urban League recruitment and recognition event. In FY 11, BPA received the Bravo Award from the Hispanic Chamber and Anita Decker, COO, and Kim Leathley, Executive VP for Internal Business Services, attended the event and represented BPA. Tribal Affairs representatives attended the Early Education recognition and recruitment event at NAYA. Roy Fox, CHCO, and Susan Burns, Talent Acquisition Manager, provided necessary funding for recruitment participation at each of the events noted. As a result, we were able to increase the awareness for students and other audience in attendance to consider BPA as an employer of choice.

2. Acquire/Retain/Sustain Talent Actions

- **Action**: Provide a summer work experience for students receiving scholarships.
  Result: Four students received scholarships and were all offered a summer work experience. Unfortunately, three students were committed to other offers and will consider BPA next summer. One student was provided a work experience in the Risk Office but terminated the appointment early because of conflict with student's schedule for out of state university orientation.

- **Action:** Offer summer work experiences for students through Apprenticeships in Science and Engineering Society (ASE).
  Result: A total of seven high school students were provided with a summer work experience.

- **Action**: BPA Ambassadors build relationships with professional organizations and conferences that offer a diverse talent pool.
  Results: BPA ambassadors attended the Society of Professional Engineers Conference; Blacks in Energy Conference; Federally Employed Women's National Training Program; Urban League recruitment event, Hispanic chamber recruitment event.

  - Transmission Field Services and HCM provided funding and people resources for the Women's in Trades Fair. This fair reaches a broad population, specifically women and girls, and introduces them to hourly crafts and trades careers

  - BPA funded a grant with American Indians in Science and Engineering Society (AISES). Two students were provided a summer work experience - one in Transmission (Lee Fricke) and one in Environment, Fish & Wildlife (Siena Lopez-Johnston). Transmission selected an AISES alumni, Jeremy Danny, into a student program as an electrical engineer as part of their FY 11 student pool.

- **Action**: Identify BPA ambassadors to build relationships with historically diverse colleges and universities and with universities in region that offer a diverse student population pursuing academic programs in areas of interest to BPA.
  Result: Sonya Baskerville, National Relations Manager, in BPA's Washington DC office, served as BPA's recruitment ambassador at Howard University and renewed our partnership with the engineering program professors and informing students about careers at BPA. Transmission's student board (John Haner Co-Chair) continues to tap diverse student populations at colleges/universities in region. Alumni of BPA student programs serve as active recruitment ambassadors in partnership with HCM college recruiter. Managers support employee participation when they are called upon to attend recruitment events. Finance organization and Power Services (Tina Ko) continue their partnership with the student program coordinator to build relationships with universities/colleges in the region in order to reach a more diverse talent pool. Bill Erickson, Natural Resources Specialist, actively reaches out to colleges/universities in Washington State in the Walla Walla area and Transmission Field Services provides funding for summer camps for students that have an interest in Science, Technology, Engineering, and Math (STEM) fields.

- **Action:** Active participation in external leadership development training.
  Result: Management supported the participation of employees in the Hispanic Leadership Development Program and the Asian/Pacific Discovery Program.

- **Action**: Train field staff supervisors on how to evaluate and mentor apprentices; diversity in representation and in learning styles
  Result: Annette Talbott and Brad Bea led the charge on behalf of the cross agency diversity action team to work with the Talent Acquisition Manager on this initiative. Susan Burns ensured timely training of apprentice interview panel in prep for the FY 11 interview process. A broader initiative will be the focus in FY 12 as a key agency target under Talent Management. Technical Training Center managers conducted a survey of apprentices in order to capture feedback regarding their orientation, development and work environment experience as members of the apprentice program.

BONNEVILLE POWER ADMINISTRATION

MD- 715

PART I

WOMEN

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

US Department of Energy Bonneville Power Administration	FY 2011

| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier? | Women overall in BPA have a lower participation rate of 31.72% compared to the CLF of 46.80%.

In the Executive/Senior Level (Grade 15 and Above), Asian and Native Hawaiian or Other Pacific Islander women had zero representation. Of those in Mid-level (Grade 13-14), Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native women have zero representation. Of those in the First Level (Grade 12 and below), women in Black or African American, Asian, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native and Two or more races have zero representation. Table A3-1.

Women have lower participation rates in the major occupations of Electrical Worker (linemen, electrician) of 3.32% compared to CLF of 4.00%; Substation Operators & Dispatchers of 11.27% compared to CLF of 13.00%; Information Technology Specialist of 29.96% compared to CLF of 33.20%; General Business Series 1101 of 44.12% compared to CLF of 56.50%; Craftsman Series 2606 of 7.32% compared to CLF of 13.30%; and Craftsman Series 2604 of 2.33% compared to CLF of 4.50%. Table A6

Women have zero representation in the application and hiring for major occupations of Lineman and Electrician and Substation Operators with none found to be qualified. Table A6

Women have lower participation rates in the application and hiring in electrical/electronic engineers with 6 found to be qualified or 8.96% as compared to CLF of 8.70% and none selected. For Managers and Supervisors, 9 found qualified or 37.50% as compared to 38.60% and none selected. Public Utilities Specialist with 34 found qualified or 47.89% and 5 selected or 41.67% as compared to CLF of 57%. Tables A7-1 and A7-2

The percentage of new hires of permanent overall female employees is lower at 31.69% than the percentage of women in the CLF of 46.80%. Table A8

The percentage of female selections for internal competitive promotions for major occupations have zero participation rates in the Series 2810 Linemen and Electrician and in Series 5407 substation Operators and dispatchers. Women have a lower participation rate in Managers and Supervisors of 26.83% compared to 73.17% for males. Table A9

The percentage of internal selections for the Senior Level Positions for Women (GS13/14 = 35.71%; 15 = 16.67%; and SES = 0) was lower than the CLF (46.80%), Table A11

The percentage of total separations of permanent female employees of 33.00% is higher than the percentage of Women in the permanent BPA workforce of 31.72%. The percentage of separation increased from 32.62% in FY 10 to 33.00% in FY 11. Table A14 |
| BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition. | Tables A1, Total Workforce and A 6 Participation Rates for Major Occupations were analyzed. Tables A71, A72 and A8 were analyzed for applicants and hires were analyzed along with the internal hiring on Table A9 and A11. Finally, Table A14, separations was analyzed. Prior years MD-715 and FEORP Reports were also reviewed. Information was obtained for appropriate BPA staff as well as BPA's Diversity |

STATEMENT OF IDENTIFIED BARRIER:	Program Plan and through Applicant Flow analysis.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	After reviewing the above information, it appears that BPA's recruitment and hiring/selection practices have not resulted in significant changes to the participation rates of Women. Through the applicant flow analysis and as identified in the FEORP, work still needs to be done to have a more focused recruitment strategy in reaching female applicants, both internally and externally.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	BPA will continue to strength its recruitment efforts locally, through community partnerships, outreach efforts, apprentice and STEP and SCEP (OPM is changing these to Pathways Program) and other organizations involved with the hiring and placement of women. BPA will continue to encourage its management to work towards a diverse workforce that mirrors the community that we serve and the civilian labor force. BPA will periodically review statistical data regarding female employees to ascertain improvement.
RESPONSIBLE OFFICIAL:	Executive and Senior Vice Presidents; Chief Human Capital Officer; Talent Acquisition Manager; Recruitment and Staffing; Strategic Business Partners; Civil Rights and EEO Manager, Federal Women's Program Manager and Hispanic Employment Program Manager
DATE OBJECTIVE INITIATED:	October 1, 2009
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2020

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
BPA will continue to fine tune its Applicant Flow data collection and analysis regarding the zero and low participation rates of Women in the various applicant pools.	September 30, 2012
BPA will continue its use of Ambassadors to provide outreach to colleges and universities, veterans outreach, and trade organizations, etc. to improve recruitment efforts resulting in placement of Women.	Ongoing
BPA will continue building community sponsorships and outreach efforts with diverse partners and with local and regional high schools in partnership with CEWD.	Ongoing
BPA's Strategic Business Partners will continue to work with BPA Management and selecting officials about recruitment and hiring strategies for increasing the employment of Women with conspicuous absence and low participation rates.	September 30, 2012 and ongoing
Create a training module and establish career resource center designed to help existing employees in navigating the career lattice.	September 30, 2012
Create training opportunities focused on educating BPA employees on how to navigate the career network with emphasis on mid-management and nonmanagerial leadership development	September 30, 2014
Assess the opportunity to leverage recruitment firms with diversity expertise and track record for delivering diverse candidates when necessary to recruit for hard-to-fill and Senior Management opportunities, and for positions where diversity is under-	September 30, 2012

represented. Ensure that recruiters are informed of our desire to attract a talented, diverse applicant pool.	
Develop a sourcing strategy targeted at reaching a diverse talent pool for occupations in need of mid career or experienced skills to include positions identified as critical or business need areas to include Wind Integration, Power Engineering, Renewable Energy, etc. This is a key opportunity for BPA to expand internal expertise in recruiting diverse talent. * * Requires implementation of dedicated recruitment technology to execute.	September 30, 2014
Develop a database of current and past candidates that demonstrated interest in career opportunities at BPA via sourcing strategies, outreach, and executive referral, etc.* * Requires implementation of dedicated recruitment technology to execute	September 30, 2013
Develop a listing of hiring authorities (including requirements and "how-to") available to managers that would help drive hiring options to improve diversity.	September 30, 2012
Adopt a diversity-welcoming selection process – strengthen diversity awareness of hiring officials at front end of their recruitment process.	Ongoing
Link diversity to plans for further development of interview training and an enhanced interview process.	September 30, 2013
Create a strategic plan per business line to address succession planning using the student and apprentice pipeline with associated allocation including employing recruitment strategy to reach diverse candidate pool and increase diversity in applicant pool.	September 30, 2012-13
Ensure all employees are familiar with professional development opportunities that would contribute towards building their development portfolio.	September 30, 2012

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

In the FY 10 report, BPA grouped women and individuals from other races and ethnicity categories together. In FY 11, we opted to mirror DOE's FY 10 report which separated out the categories into Women, Hispanics, Black/African American Males, etc.

In the FY 11 Table A1: Total Workforce Distribution by Race/Ethnicity and Sex, the participation for women overall had a slight decrease to 31.72% in FY 11from 31.96% in FY 10, however when compared to the CLF of 46.80%, there is still a low participation rate for women overall. For FY 11, a net change of -0.70% for women overall as compared the total workforce net change of 0.03%. Hispanic or Latino women decreased by 1 resulting in an FY 11 participation rate of 1.47%, which is lower than the CLF of 4.50%. White women decreased by 11 resulting in a participation rate of 25.70%, which is below the CLF of 33.70%. Black or African American women decreased by 1 resulting in a participation rate of 1.38%, which is below the CLF of 5.70%. Women claiming two or more races increased by 6, raising the participation rate to 0.87% which is above the CLF of 0.80%.

Women in all race/ethnicity categories continue to have a zero participation rates in the major occupation categories of Lineman and Electrician BB 2810 and Electrical/Electronic Engineers GS 850/855, except for an increase of one female in the race/ethnicity "not specified" column. In the Managers and Supervisors and in the IT Specialist GS 2210 series had zero participation rates, except for one white female hired in this category. Women also have a zero representation rate in the Substation Operator series 5407. A zero representation rate of Women in the race/ethnicity categories of Black or African American, Asian, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native and two or more races. White women increased by 4 or 33.33% and in the race/ethnicity not specified, Women increased by 1 or 8.33%.

During the performance period ending September 2011, 204 new hires were made. Women represented 33.8% of the hires, exceeding the 25% target of the diversity recruitment target.

BPA will continue its recruitment efforts for targeted groups with low participation rates and especially for those race/ethnicity categories where there is zero representation.

BONNEVILLE POWER ADMINISTRATION
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PART I

HISPANICS

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
US Department of Energy, Bonneville Power Administration	FY 2011

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	• The Hispanic BPA workforce is at 3.74% and remains well below the CLF Hispanic workforce participation rate of 10.7%. • Hispanics are not represented in seven General Schedule Grades: GS1 – GS4, GS-6, GS-8, and GS-10. • The percentage of Hispanic permanent new hires of 0.70% is lower than the percentage of Hispanics in the CLF of 10.70%.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	• Table A1 was analyzed regarding total Hispanic BPA workforce. • Table A4-1 was analyzed regarding underrepresentation of BPA Hispanic employees in lower General Schedule Grades. • Table A8 was analyzed regarding the underrepresentation of BPA Hispanic new hires.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	After reviewing the above information, it appears that BPA's recruitment and hiring/selection practices have not resulted in substantial improvements in the participation rates of Hispanics.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	BPA will review and expand, as appropriate, its recruitment efforts with minority-serving institutions and other organizations involved in the hiring and placement of Hispanics, and will encourage BPA management to work towards having a workforce that mirrors the diversity in the CLF. BPA will continue to review statistical data regarding the BPA Hispanic workforce for improvements.
RESPONSIBLE OFFICIAL:	Chief Human Capital Officer; Civil Rights & EEO Manager
DATE OBJECTIVE INITIATED:	October 2009
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2012

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Increase recruitment visits at Hispanic career fairs and conferences.	September 30, 2014
Make contact with the Hispanic Association of Colleges and Universities (HACU) and other professional organizations to assist in obtaining an increased number of Hispanic referrals.	September 30, 2012
Continue partnership with Portland's Metropolitan Hispanic Chamber and continue to sponsor BPA employee participation in the Hispanic Chamber's Latino Leadership Development Program.	Ongoing

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

BPA supported participation of employees in two external leadership development programs to include: (1) The Hispanic Leadership Development Program and (2) Asian/Pacific Discovery leadership development program. Both programs allow BPA employees to participate in leadership development curriculums and bring their learning experiences back to BPA. Participation also provides BPA graduates of programs to mentor other BPA employees that compete and are selected participate in the future.

BPA attended four Hispanic career fairs in the Pacific Northwest.

BPA employees hosted a Federal Application Workshop at the Hispanic Metropolitan Chamber.

BPA's Latino Employee Network hosted a Hispanic Heritage Month art exhibit to showcase employees' heritage.

BONNEVILLE POWER ADMINISTRATION

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PART I

BLACK OR AFRICAN AMERICAN MALES

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Bonneville Power Administration	FY 2011

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	African American males have a lower participation rate in the Agency of 2.05% compared to the CLF of 4.8%. The percentage of new hires of permanent African American males of 2.11% is lower than the percentage of African American males in the CLF of 4.8%. The percentage of total separations of permanent African American males of 0.99% is less than the percentage of African American males in the permanent workforce of 2.02%. The percentage of separations decreased to 1.06% in FY 11 from 2.35% in FY 10. African American males have a higher participation rate in the Program Management occupation at 3.02% compared to the RCLF of 1.76%. Their participation rate in the Public Utility Specialist and Business Partner occupations at 3.71% is below the CLF of 4.9%. The above conditions were recognized as a result of analyzing Agency statistical data (Tables A1, A6, A8, and A14,) and comparing participation rates of African American males with the appropriate benchmarks.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Tables A8 and A14 regarding hires and separations were analyzed. Tables A7 and A9 regarding applicants and hires in major occupations and internal selections in major occupations were analyzed and data from prior year MD-715 and FEORP reports were reviewed. Information was obtained from appropriate Agency Staff.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure, or practice that has been determined to be the barrier of the undesired condition.	After reviewing the above information, the Agency's recruitment and hiring/selection practices have resulted in minor improvements in the participation rates of African American males. Without adequate applicant flow data it is difficult to determine where the barrier actually exists. The database (DOEInfo) containing applicant flow data was used for generating the tables for the MD-715 report. However, there are a statistically significant number of people who chose to not identify themselves, thereby skewing the data analysis.
OBJECTIVE: State the alternative or revised agency policy, procedure, or practice to be implemented to correct the undesired condition.	BPA will review and strengthen its recruitment efforts with minority-serving institutions and other organizations involved in the hiring and placing of Black/ African American males, and will work with management to have a workforce that mirrors the diversity in the CLF. The Agency will continue to review statistical data regarding Black/African American male employees on a quarterly basis.
RESPONSIBLE OFFICIAL:	Chief Human Capital Officer, Talent Acquisition, Civil Rights Officer, Senior Vice Presidents, Strategic Business Partners, and selecting officials
DATE OBJECTIVE INITIATED:	September 13, 2007
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2015

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE September 30, 2012

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE: Increase the participation rates of Black/African American Males participation rates.

Marketing BPA

The recruitment staff will continue promoting BPA as an "employer of choice" in a wide range of national publications, trade journals, professional associations, etc. BPA continues to advertise in the following publications 2011 through 2013 in lieu of attending national conferences:

- Transmission and Distribution World (T&D)
- Winds of Change (American Indian Science and Engineering Society (AISES))
- Diversity Careers in Engineering and Information Technology
- Workplace Diversity
- Equal Opportunity Publication's Minority Engineer & Careers and the Disabled
- National Society of Black Engineers (NSBE)
- Society of Hispanic Professional Engineers (SHPE)
- Society of Women Engineers (SWE)
- Power Lineman Magazine

BPA will continue its partnership with Diversity Careers and Equal Opportunity Publications (EOP) by identifying interviewees for future issues. We will also leverage other BPA business units to support our efforts such as:

- Providing recruitment materials for events that a recruiter is unable to attend.
- Partnering with Special Emphasis Program Managers to assist in increasing minority applicant by identifying sources and providing community and outreach services, networking with Latino organizations, and assisting with recruitment efforts.
- Sponsoring related events in the BPA service area.

Employment Websites
Continue partnering with websites that target diverse populations in order to expand awareness of the BPA brand:

- Diversity Inc
- National Black MBA Association
- National Association of Asian American Professionals

FY 11 FEORP Goals and Objectives and Accomplishments

The recruitment approach for FY 11 was to provide recruitment services for external vacancies determined by the Workforce Plan (WP), now called the Talent Management Strategy (TMS). For positions not reflected in the TMS, recruitment services were provided on a case-by-case basis, as determined by importance of the position to the successful functioning of the workgroup, recruitment budget and workload. The BPA recruitment program will continue to be risk-informed and flexible in order to meet the changing business needs of the organization, and to adjust to changing trends in the job market.

Specifically, in FY 11 the following goals were accomplished:

- Continued apprentice information sessions while striving for more minority and female applicants.
- In July 2011 a survey was developed and sent to selecting officials and new hires as a means to obtain feedback regarding the total experience of the hiring process.
- Improved and refined the tracking of applicant data summary information. This data will assist staff in identifying areas of progress, effective recruitment sources, and in goal setting to increase lower participation rates of race and ethnicity groups in the BPA workforce.
- Continued to refine recruitment processes and procedures to replenish critical skills, recruit for new talent, and provide an expanded diverse applicant pool.
- Continued to strength partnerships with local diversity organizations.

Electrical Apprenticeship Program
BPA Bonneville Power Administration has one of the most highly acclaimed high-voltage electrical apprentice programs

in the world. The program consists of classroom study, homework, work process hours (on-the-job training), progress reviews, and craft-specific training for aspiring linemen, electricians and substation operators.

The agency continues to recruit throughout the nation for qualified candidates to fill apprenticeship positions. BPA strategically chooses the technical colleges and institutions because of their academic diploma or certification programs surrounding electrical, electronic, and industrial arts theories and practices as well as their concentrated diverse demographics.   BPA will continue to target these technical colleges and institutions in FY 12.

Selecting Official Support

Successful placement depends heavily on the participation of the selecting managers in clearly defining the work to be done, the qualifications and education required, specialized skill sets desired, and assisting in the identification of professional associations and relevant job boards to supplement in the talent sourcing process.

BPA's recruitment and hire staff is committed to continuing best practices and to identify and develop new approaches to further enhance and refine the overall recruitment and selection process by:

- Providing Strategic Business Partners with information on low participation and zero representation rates among their assigned workgroups.
- Delivering "Transition to Management" training to new managers and supervisors focusing on management's ability to positively influence the quality of the applicant pool.
- Developing and delivering management training on interviewing techniques and approaches, including identifying a results-based interviewing strategy, and feedback to internal non-selectees.
- Partnering with management on developing criteria for succession planning management that translates effectively to recruitment pipelines.

Volunteers
Continue to use the volunteer program because it has the potential to increase during this time of limited hiring and is an excellent opportunity to provide exposure to diverse volunteers in the local community that might not otherwise have considered BPA for employment. As previously described, BPA will continue outreach to local people of color and diversity organizations to enhance partnerships and improve applicant flow.

Talent Management Strategy (Previously the Workforce Plan Summary)

The Workforce Plan was incorporated in the overall Talent Management Strategy in FY 11. The TMS outlines specific strategic initiatives for FY 2011-2012. Its purpose is to provide focus and direction to Human Capital Management (HCM) strategy to enable BPA to have the right number of people with the right skills in the right positions at the right time to successfully achieve BPA's business objectives today and in the future, in alignment with the Department of Energy.

Diversity Action Plan:
The Diversity Action Plan is an agency-wide, multi-year strategic priority which provides on quarterly workforce statistical information to the management and hiring officials to assist them with making hiring decision that improve the diversity of our workforce. These steps demonstrate BPA's commitment to employee diversity through leadership and to integrate a diversity-value into the agency business planning models. This will increase competency in acquiring and positioning talent, thus motivating and aligning employees and providing the positive work environment necessary for success.

BONNEVILLE POWER ADMINISTRATION

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PART I

AWARDS

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Bonneville Power Administration	FY 2011

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	There are disparities regarding the granting of awards to some groups: **Time-Off Awards** In both time-off award categories (1-9 hrs. and 9+ hrs), the participation rates for females, African Americans, Asians, and Hispanics were below their participation rates in the Agency. **Cash Awards ($100 - $500)** Females in general, Hispanic females, African Americans, Asians, and American Indian/Alaska native females had participation rates above their participation rates in the Agency workforce **Cash Awards ($501+)** Males in general, white males, Asian females, and American Indian/Alaska native females had participation rates above their participation rates in the Agency workforce. **Quality Step Increases** The Agency did not award any quality step increases. . **Targeted Disabilities** Employees with Targeted Disabilities had participation rates below their participation rates in the Agency workforce in the Cash Awards ($100-$500) category. However, employees with Targeted Disabilities had participation rates above their participation rates in the Agency workforce in the Time-Off Awards (1-9 hrs.) category. The above conditions were recognized by reviewing DOE statistical data Tables A14 and B14 regarding award receipt and comparing participation rates of employee groups with appropriate benchmarks.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	The Agency does not formally or consistently administer an oversight program to identify and rectify award disparities. The inter-Agency recognition team will formulate an action plan to address the establishment of timetables to review employee recognition and awards program and procedures to identify systemic barriers to full participation.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure, or practice that has been determined to be the barrier of the undesired condition.	N/A at this time.
OBJECTIVE: State the alternative or revised agency policy, procedure, or practice to be implemented to correct the undesired condition.	TBD by inter-Agency Recognition Team.
RESPONSIBLE OFFICIAL:	Chief Human Capital Officer, Recognition Team, Civil Rights and EEO Manager

DATE OBJECTIVE INITIATED:	10/1/2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	TBD by the Agency Team

EEOC FORM 715-01 PART I	**EEO Plan To Eliminate Identified Barrier**

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	**TARGET DATE September 30, 2012**

Planned activities will be developed by an inter-Agency team.

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

A modified objective will be developed in FY 12 and a target date established by the inter-Agency Recognition team.

BONNEVILLE POWER ADMINISTRATION

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PART I

PERSONS WITH TARGETED DISABILITIES AND PERSONS WITH DISABILITIES

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
US Department of Energy Bonneville Power Administration	FY 2011

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	The BPA Persons With Targeted Disabilities permanent workforce participation rate is at 0.78%, which is significantly below the federal high of 2.23%. The BPA Persons With Disabilities permanent workforce participation rate is at 8.59% which shows a slight decrease of -1.11% from FY 10.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Table B1 was analyzed regarding the permanent BPA workforce of Persons With Targeted Disabilities and Persons With Disabilities. Table B4-1 was analyzed regarding the temporary BPA workforce of Persons With Targeted Disabilities and Persons With Disabilities. Table B7 was analyzed regarding Schedule A Applications and Hires.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	In analyzing the tables it appears that limited hiring resources may be affecting the low participation rate of the permanent BPA workforce of Persons With Targeted Disabilities and Person with Disabilities.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	Increase representation rates of Persons With Targeted Disabilities and Persons With Disabilities.
RESPONSIBLE OFFICIAL:	Chief Human Capital Officer; Civil Rights and EEO Manager, Talent Acquisition, People with Disabilities Program Manager
DATE OBJECTIVE INITIATED:	January 2008
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 2015

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Implement BPA's Targeted Recruitment Plan for Individuals with Disabilities which will provide information on special hiring authorities, resources, and outreach/recruitment methods.	September 30, 2012-13
Increase the education and awareness levels of managers and supervisors regarding the Schedule A Hiring Authority.	September 30, 2012-13
Continue to train managers, supervisors, and employees annually regarding diversity, EEO, accessibility, and reasonable accommodation.	Ongoing

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 11 Goals and Status

Goal 1: Create and implement the Persons with Targeted Disabilities (PWTDs) Recruitment and Retention Plan

BPA did not set a Hiring Goal for Persons with Disabilities in FY 11. Due to lack of resources, the education/training regarding Schedule A Hiring Authority did not occur in FY 11.

However, in FY 11, BPA focused on the recruitment and outreach of veterans with disabilities as a goal outlined in the DVAAP but did not specifically focus on outreach to broader targeted community with disabilities. Although some of the veterans have a disability, some of the disabilities are not reflected in the targeted disabilities categories. The Veterans and Disabled Veterans results are noted below.

Veterans and Disabled Veterans:

Veterans represent 1,416 of BPA's total workforce. Of the total workforce, the following veteran population is noted:

  a. 74 are less than 30% disabled veterans;
  b. 69 are 30% or more disabled veterans;
  c. 220 are Vietnam era veterans;
  d. 1,053 are identified as "other veterans."

This same report captured data showing that veterans represented 45 of a total of approximately 202 new hires. Of the total new hires, veteran population is noted as follows:

  e. 8 were less than 30% disabled veterans
  f. 9 were 30% or more disabled veterans;
  g. 28 were "other veterans."

During FY 11, BPA participated in the Occupational Skills Training program for veterans. Two veterans were provided with a volunteer work experience as part of their training and academic programs through U.S. Department of Veterans Affairs Vocational Rehabilitation and Portland Community College.

- One veteran joined BPA's Personnel Security function and
- One veteran worked with BPA's Human Capital Management, Talent Acquisition function. As part of the occupational skills training program, this individual served as the primary point of contact for veterans that submitted an email of interest to the BPA DVAAP email box.
    o The veteran working with Human Capital Management competed on a merit promotion vacancy announcement and was selected for a Human Resource Assistant position in BPA's Human Capital Management Internal Operations organization.

On January 24, 2012, BPA received DOE's Chief Human Capital Officer Honors Award for achieving exceptional results in Veteran Hiring for FY 11.

Goal 2: Improve Career Development Opportunities for PWTDs

BPA encourages all employees to complete an Individual Development Plan with their manager, which is used to identify training needs necessary to be successful in their current position, and in possible future advancement opportunities.

Goal 3: Training for Managers and Supervisors on Individuals with Targeted Disabilities

A benchmark study was not conducted in FY 11 as planned; therefore the study will be done in FY 12 if needed.
o   In FY 11, BPA developed a training course with a focus on Persons With Disabilities for supervisors, managers and employees. The Training was delivered at the beginning of FY 12.

Goal 4: Promote the Individuals With Targeted Disabilities Special Emphasis Program

On the BPA's Civil Rights and EEO Office internal website, an internal web page was created providing information specifically focused on individuals with targeted disabilities special emphasis program.

EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities						
PART I Department or Agency Information	1. Agency		1. U.S. Department of Energy				
	1.a. 2nd Level Component		1.a. Bonneville Power Administration				
	1.b. 3rd Level or lower		1.b. N/A				

PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the ...	... beginning of FY.		... end of FY.		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	3120	100.00%	3121	100.00%	1	0.03%
	Reportable Disability	271	8.69 %	268	8.59%	-3	-1.11
	Targeted Disability*	27	0.87	24	0.77	-3	-11.11
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).						
	1. **Total Number of Applications Received From Persons With Targeted Disabilities** during the reporting period.					63	
	2. **Total Number of Selections of Individuals with Targeted Disabilities** during the reporting period.					0	

PART III Participation Rates In Agency Employment Programs									
Other Employment/Person nel Programs	**TOTAL**	**Reportable Disability**		**Targeted Disability**		**Not Identified**		**No Disability**	
		#	**%**	**#**	**%**	**#**	**%**	**#**	**%**
3. Competitive Promotions	59	0	0	0	0	0	0	59	100%
4. Non-Competitive Promotions	219	17	7.76%	1	0.46%	3	1.37%	199	90.87%
5. Employee Career Development Programs	0	0	0	0	0	0	0	0	0
5.a. Grades 5 – 12	0	0	0	0	0	0	0	0	0
5.b. Grades 13 – 14	0	0	0	0	0	0	0	0	0
5.c. Grade 15/SES	0	0	0	0	0	0	0	0	0
6. Employee Recognition and Awards	0	0	0	0	0	0	0	0	0
6.a. Time-Off Awards (Total hrs awarded)	760	105	13.82%	18	2.37%	10	1.32%	645	84.7%
6.b. Cash Award (Total $ awarded)	$634,766.00	$47,782.00	7.53%	$3,989.00	0.63%	$14,020.00	2.21%	$572,964.00	90.26%
6.c. Quality-Step Increase	0	0	0	0	0	0	0	0	0

Note: Totals in the above table will not add up across each row because the Targeted Disability numbers are accounted for in the Reportable Disability numbers, this is done to avoid double counting.

EEOC FORM **715-01** Part J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities
Part IV Identification and Elimination of Barriers	Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities **using FORM 715-01 PART I**. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.
Part V Goals for Targeted Disabilities	Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will affect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities. Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.
FY 12 Goal 1	**Recruitment & Retention** BPA's Civil Rights and EEO Office and Human Capital Management Office will work jointly to set a hiring goal to increase the rate of individuals with targeted disabilities in FY 13.
FY 12 Goal 2	**Improve Career Development Opportunities for individuals with Targeted Disabilities** Promote and encourage the use of individual develop plans for individuals with targeted disabilities.
FY 12 Goal 3	**Training for Managers and Supervisors on Individuals with Targeted Disabilities** Benchmark two - four private/public companies who offer training on individuals with targeted disabilities. Develop/offer training courses for supervisors and managers to ensure awareness of requirements and responsibilities of the individuals with targeted disabilities special emphasis program. Provide managers and supervisors the basic information about the Schedule A Hiring Authority and identify training opportunities.
FY 12 Goal 4	**Promote the Individuals with Targeted Disabilities Special Emphasis Program** Create a web page on BPA's external website with information specifically focused on individuals with targeted disabilities special emphasis program. Update the internal Civil Rights and EEO webpage as needed.

APPENDIX

1. BPA Workforce Data Tables - 2011

    a. "A" Tables for Distribution by Race/Ethnicity and Sex

    b. "B" Tables for Distribution by Disability Status and Targeted Disabilities

2. FY 2011 - Annual Federal EEO Statistical Report of Discrimination Complaints (includes Informal EEO Counseling, Formal Complaints of Discrimination, and Alternative Dispute Resolution) (EEOC 462 Report)

3. BPA Organizational Chart April 2011

4. BPA FY 2011 Disabled Veteran's Affirmative Action Program (DVAAP) Accomplishments and FY 2012 Strategic Focus Areas for the DVAAP

5. BPA FY 2011 Federal Equal Opportunity Recruitment Program (FEORP) Accomplishments

6. BPA FY 2011 Required Training Schedule

7. FY 2011-2012 Talent Management Strategy

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Appendix 1:
"A" Tables:
FY 2011 Distribution by Race/Ethnicity
and Sex

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Appendix 1:
"B" Tables:
FY 2011 Distribution by Disability Status
and Targeted Disabilities

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Appendix 2:
FY 2011 - Annual Federal EEO Statistical Report of Discrimination Complaints (includes Informal EEO Counseling, Formal Complaints of Discrimination, and Alternative Dispute Resolution)
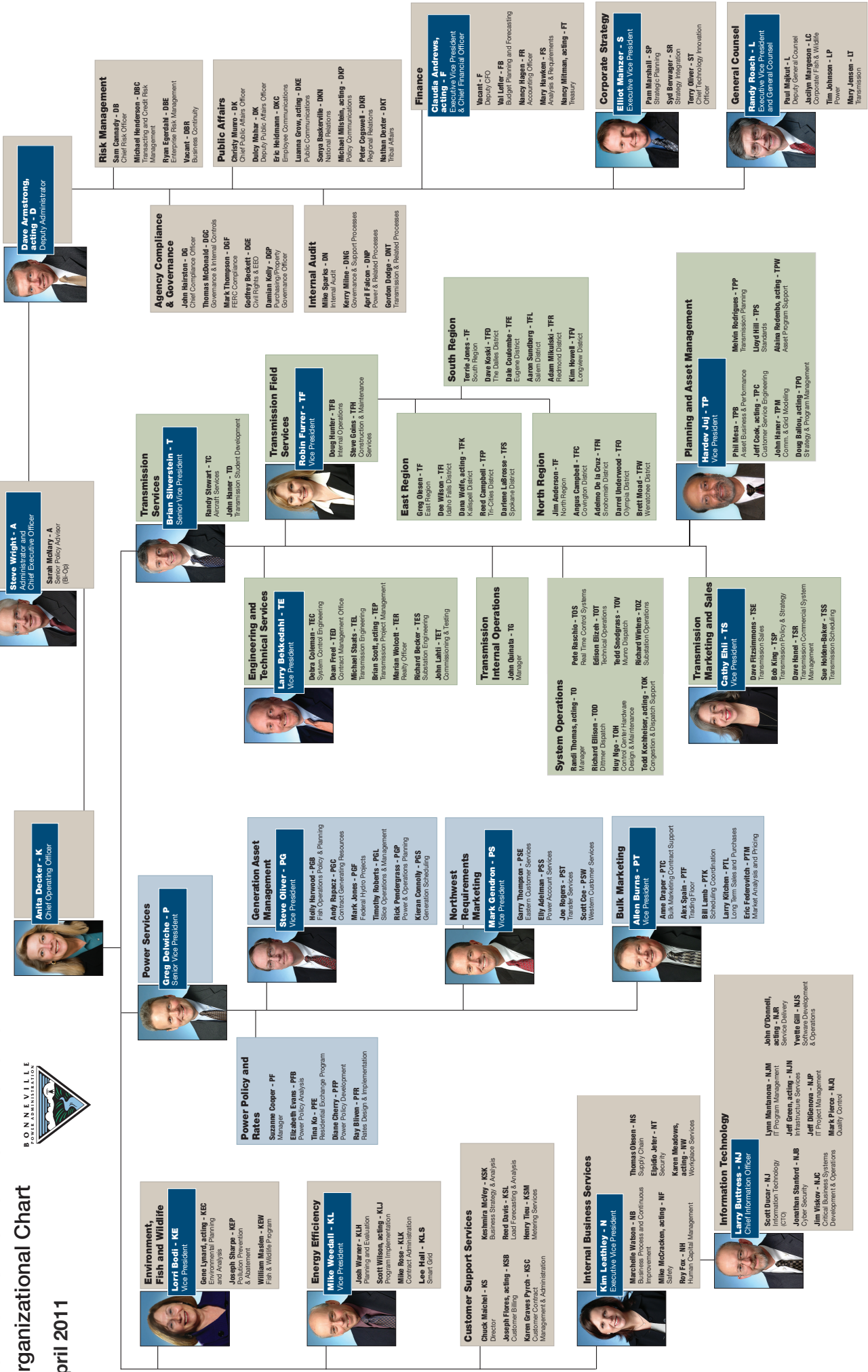
(EEOC 462 Report)

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Appendix 3:
April 2011 Organizational Chart

Bonneville Power Administration
Organizational Chart
April 2011

BONNEVILLE POWER ADMINISTRATION

Executive Office

Steve Wright - A
Administrator and Chief Executive Officer

Sarah McNary - A
Senior Policy Advisor (Bi-Op)

Dave Armstrong, acting - D
Deputy Administrator

Risk Management

Sam Cannady - DB
Chief Risk Officer

Michael Henderson - DBC
Transacting and Credit Risk Management

Ryan Egerdahl - DBE
Enterprise Risk Management

Vacant - DBR
Business Continuity

Public Affairs

Christy Munro - DK
Chief Public Affairs Officer

Dulcy Mahar - DK
Deputy Public Affairs Officer

Eric Heidmann - DKC
Employee Communications

Luanna Grow, acting - DKE
Public Communications

Sonya Baskerville - DKN
National Relations

Michael Milstein, acting - DKP
Policy Communications

Peter Cogswell - DKR
Regional Relations

Nathan Dexter - DKT
Tribal Affairs

Finance

Claudia Andrews, acting - F
Executive Vice President & Chief Financial Officer

Vacant - F
Deputy CFO

Val Leffler - FB
Budget Planning and Forecasting

Nancy Hagen - FR
Accounting Officer

Mary Hawken - FS
Analysis & Requirements

Nancy Mittman, acting - FT
Treasury

Corporate Strategy

Elliot Mainzer - S
Executive Vice President

Pam Marshall - SP
Strategic Planning

Syd Berwager - SR
Strategy Integration

Terry Oliver - ST
Chief Technology Innovation Officer

General Counsel

Randy Roach - L
Executive Vice President and General Counsel

Paul Majkut - L
Deputy General Counsel

Jaclyn Margeson - LC
Corporate Fish & Wildlife

Tim Johnson - LP
Power

Mary Jensen - LT
Transmission

Agency Compliance & Governance

John Hairston - DG
Chief Compliance Officer

Thomas McDonald - DGC
Governance & Internal Controls

Mark Thompson - DGF
FERC Compliance

Godfrey Beckett - DGE
Civil Rights & EEO

Damian Kelly - DGP
Purchasing/Property Governance Officer

Internal Audit

Mike Sparks - DN
Internal Audit

Kerry Milne - DNG
Governance & Support Processes

April Falcon - DNP
Power & Related Processes

Gordon Dodge - DNT
Transmission & Related Processes

Anita Decker - K
Chief Operating Officer

Transmission Services

Brian Silverstein - T
Senior Vice President

Randy Stewart - TG
Aircraft Services

John Haner - TD
Transmission Student Development

Transmission Field Services

Robin Furrer - TF
Vice President

Doug Hunter - TFB
Internal Operations

Steve Goins - TFH
Construction & Maintenance Services

South Region

Terrie Jones - TF
South Region

Dave Koski - TFD
The Dalles District

Dale Coulombe - TFE
Eugene District

Aaron Sundberg - TFL
Salem District

Adam Mikulski - TFR
Redmond District

Kim Howell - TFV
Longview District

East Region

Greg Olesen - TF
East Region

Dee Wilson - TFI
Idaho Falls District

Dana Wolfe, acting - TFK
Kalispell District

Reed Campbell - TFP
Tri-Cities District

Darlene LaBrosse - TFS
Spokane District

North Region

Jim Anderson - TF
North Region

Angus Campbell - TFC
Covington District

Adelmo De la Cruz - TFN
Snohomish District

Darrel Underwood - TFO
Olympia District

Brett Moad - TFW
Wenatchee District

Planning and Asset Management

Harder Juj - TP
Vice President

Phil Mesa - TPB
Asset Business & Performance

Jeff Cook, acting - TPC
Customer Service Engineering

John Haner - TPM
Comm. & Grid Modeling

Doug Battou, acting - TPO
Strategy & Program Management

Melvin Rodrigues - TPP
Transmission Planning

Lloyd Hill - TPS
Standards

Alaina Redembo, acting - TPW
Asset Program Support

Engineering and Technical Services

Larry Bekedahl - TE
Vice President

Debra Coleman - TEC
System Control Engineering

Dean Freel - TED
Contract Management Office

Andy Rapacz - PGC
Contract Generating Resources

Michael Staats - TEL
Transmission Engineering

Brian Scott, acting - TEP
Transmission Project Management

Marian Wolcott - TER
Realty Officer

Richard Becker - TES
Substation Engineering

John Lahti - TET
Commissioning & Testing

Transmission Internal Operations

John Quinata - TG
Manager

System Operations

Randi Thomas, acting - TO
Manager

Richard Ellison - TOD
Dittmer Dispatch

Huy Ngo - TOH
Control Center Hardware Design & Maintenance

Garry Thompson - PSE
Eastern Customer Services

Pete Raschio - TOS
Real Time Control Systems

Edison Eitzen - TOT
Technical Operations

Todd Snodgrass - TOV
Munro Dispatch

Richard Winters - TOZ
Substation Operations

Todd Kochheiser, acting - TOK
Congestion & Dispatch Support

Transmission Marketing and Sales

Cathy Ehli - TS
Vice President

Dave Fitzsimmons - TSE
Transmission Sales

Bob King - TSP
Transmission Policy & Strategy

Dave Hanel - TSR
Transmission Commercial System Management

Sue Holden-Baker - TSS
Transmission Scheduling

Power Services

Greg Delwiche - P
Senior Vice President

Power Policy and Rates

Suzanne Cooper - PF
Manager

Elizabeth Evans - PFB
Power Policy Analysis

Tina Ko - PFE
Residential Exchange Program

Diane Cherry - PFP
Power Policy Development

Ray Bliven - PFR
Rates Design & Implementation

Generation Asset Management

Steve Oliver - PG
Vice President

Holly Harwood - PGB
Fish Operations Policy & Planning

Andy Rapacz - PGC
Contract Generating Resources

Mark Jones - PGF
Federal Hydro Projects

Timothy Roberts - PGL
Slice Operations & Management

Rick Pendergrass - PGP
Power & Operations Planning

Kieran Connolly - PGS
Generation Scheduling

Northwest Requirements Marketing

Mark Gendron - PS
Vice President

Garry Thompson - PSE
Eastern Customer Services

Elly Adelman - PSS
Power Account Services

Joe Rogers - PST
Transfer Services

Scott Coe - PSW
Western Customer Services

Bulk Marketing

Allen Burns - PT
Vice President

Anne Draper - PTC
Bulk Marketing Contract Support

Alex Spain - PTF
Trading Floor

Bill Lamb - PTK
Scheduling Coordination

Larry Kitchen - PTL
Long Term Sales and Purchases

Eric Federovitch - PTM
Market Analysis and Pricing

Environment, Fish and Wildlife

Lorri Bodi - KE
Vice President

Gene Lynard, acting - KED
Environmental Planning and Analysis

Joseph Sharpe - KEP
Pollution Prevention & Abatement

William Maslen - KEW
Fish & Wildlife Program

Energy Efficiency

Mike Weedall - KL
Vice President

Josh Warner - KLH
Planning and Evaluation

Scott Wilson, acting - KLJ
Program Implementation

Mike Rose - KLK
Contract Administration

Lee Hall - KLS
Smart Grid

Customer Support Services

Chuck Meichel - KS
Director

Keshmira McVey - KSK
Business Strategy & Analysis

Joseph Flores, acting - KSB
Customer Billing

Reed Davis - KSL
Load Forecasting & Analysis

Karen Graves Pyrch - KSC
Customer Contract Management & Administration

Henry Teu - KSM
Metering Services

Internal Business Services

Kim Leathley - N
Executive Vice President

Marchelia Watson - NB
Business Process and Continuous Improvement

Mike McCracken, acting - NF
Safety

Roy Fox - NH
Human Capital Management

Thomas Oleson - NS
Supply Chain

Elpidio Jeter - NT
Security

Karen Meadows, acting - IW
Workplace Services

Information Technology

Larry Buttress - NJ
Chief Information Officer

Scott Ducar - NJ
Information Technology (CTO)

Jonathan Stanford - NJB
Cyber Security

Jim Vistorn - NJC
Critical Business Systems Development & Operations

Lynn Mantanona - NJM
IT Program Management

Jeff Green, acting - NJN
Infrastructure Services

Jeff DiGennova - NJP
IT Project Management

Mark Pierce - NJQ
Quality Control

John O'Donnell, acting - NJR
Service Delivery

Yvette Gill - NJS
Software Development & Operations

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Appendix 4:
FY 2011 Disabled Veteran's
Affirmative Action Program (DVAAP)
Accomplishments and FY 2012 Strategic
Focus Areas

Bonneville Power Administration
FY 2011 Disabled Veterans Affirmative Action Program Report

The Bonneville Power Administration post vacancy announcements utilizing delegated examining authority; merit promotion and BPA only. Vacancies are posted on the BPA jobs page in addition to USAjobs. Veterans have the opportunity to apply on both delegated examining and merit promotion announcements.

As of the end of fiscal year 2011, the Bonneville Power Administration staff on board report noted approximately 3, 114 federal employees on the rolls. Active veteran data pulled from our HRmis system for the start of pay period in FY 2011, 9/26/2010, and ending 9/24/2011 (reference attached report).

Note: the attached report will be corrected to show the following for total veterans: 7 for total professional (from 8); 17 for total blue collar (from 18); and 10 for total administrative (from 12). Total veteran new hires should be 45 (change from 49).

BPPER051_703606.P
DF

- Veterans represented 1, 416 of BPA's total workforce. Of the total workforce, the following veteran population is noted:
    a. 74 are less than 30% disabled veterans;
    b. 69 are 30% or more disabled veterans;
    c. 220 are Vietnam era veterans;
    d. 1,053 are identified as "other veterans."
- This same report captured data showing that veterans represented 45 of a total of approximately 202 new hires. Of the total new hires, veteran population is noted as follows:
    a. 8 were less than 30% disabled veterans
    b. 9 were 30% or more disabled veterans;
    c. 28 were "other veterans."

The following military outreach and recruitment visits were made in FY 11 to inform the veteran community about "Why BPA and How to Apply for Federal Employment:

DATE	Event
SEPT	
15	Veterans in Cowlitz County Event
17	McChord Air Force Base
20	Veterans in Clark County Event
OCT	
28	Veteran Career Fair
NOV	
4	Fort Lewis/McChord AFB joint job fair
4	Clark County Vets
10	Veterans Event Work-source
17	PDX Veterans Stand Down Event Portland Convention Center
FEB	
25	Portland State University Veterans Group Presentation

MAR	
4	Portland State University Federal Application Presentation
16	Ft. Lewis ACAP/Lower Columbia College/Clark College
JUNE	
15	ACAP Presentation Ft. Lewis
21	Clackamas Community College Apprentice/Fed App Workshop

In addition to the military/veteran community events noted above, the BPA college/apprentice recruiter also reached veterans that may have attended a campus visit as part of BPA's FY 11 college/apprentice program recruitment schedule. This schedule will be included in the FY 11 annual FEORP report summary.

During FY 2011, the Bonneville Power Administration participated in the Occupational Skills Training program for veterans. Two veterans were provided with a volunteer work experience as part of their training and academic programs through U.S. Department of veterans Affairs Vocational Rehabilitation and Portland Community College.
- One of the veterans joined BPA's Personnel Security function for and
- One veteran worked with BPA's Human Capital Management, Talent Acquisition function. As part of the occupational skills training program, this individual served as the primary point of contact for veterans that submitted an email of interest to the BPA DVAAP email box.
  - o The veteran working with Human Capital Management competed on a merit promotion vacancy announcement and was selected for a Human Resource Assistant position in BPA's Human Capital Management Internal Operations organization.

In FY 2012, the Bonneville Power Administration will have 3 areas of strategic focus for the Disabled Veterans Affirmative Action Program:
- Strategic Objective #1: Fully utilize non-competitive special appointment authorities for veterans to include VRA and 30% or more disabled appointing authorities.
  - o Goal: Recruiting and Staffing Advisors will ensure that hiring managers are informed of staffing options as part of their hiring toolkit.
  - o Goal: Talent Acquisition is focused on ensuring applicant tracking technology is in place. Focus is to also adopt automation that will aide in tracking veterans submitting an application of interest for career opportunities at BPA.
- Strategic Objective #2: Enhance "Why BPA and How to Apply" Outreach in Veteran Community
  - o Goal: Outreach to veteran communities with skills in the electrical field and energy industry. Partner with organizations like Power4Vets.
- Strategic Objective #3: Enhance Occupational Skills Training Opportunities for Veterans in a VA Training Program.
  - o Goal: Provide veterans with an on the job training opportunity that will introduce them to occupations in the energy industry.

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Appendix 5:
FY 2011 Federal Equal Opportunity
Recruitment Program (FEORP)
Accomplishments

Bonneville Power Administration
FY 2011 Federal Equal Opportunity Employment Program Report (FEORP)

Workforce Planning:

The Bonneville Power Administration's Talent Management Strategy is a long-range strategic plan to ensure the agency has the workforce it needs to meet challenges posed by a dynamic energy industry, changing stakeholder needs, and emerging technologies.

- The primary objective of the Talent Management Strategy is to ensure that BPA has a workforce that is the right size and composition, possesses the right skills and competencies, and engenders the right environment to deliver on BPA's business objectives.
- As part of the development of the Talent Management Strategy, six initiatives were identified as mitigating the top risks affecting our workforce. Three top priorities were selected because they offer the greatest opportunities to shape our workforce to better meet current and future needs. The top three priority initiatives with focus for FY11-12 were
    1. Drive high performance in the federal workforce
    2. Improve the federal hiring process
    3. Improve managerial skills and competencies
- The remaining three initiatives, which were advanced within existing programs, are:
    4. Improve sustainability of talent in critical skill sets
    5. Align the federal workforce to the Employee Value Proposition
    6. Improve management of supplemental labor

The Bonneville Power Administration's Diversity Program Plan was adopted by BPA's Executive Leadership for implementation in FY 11. The plan captures 3 Strategic Diversity Objectives to include: (1) Demonstrate Diversity Leadership; (2) Acquire/Retain and Sustain a diverse and talented workforce and (3) Develop a positive work environment. Attached is a copy of the Agency's Diversity Action Plan Overview.

Headliner -
Diversity and Prio...

In Fiscal Year 2011, the Agency focused on ensuring that managers/supervisors/employees were provided with an overview of the Agency's Diversity Plan. BPA scheduled Let's Talk Diversity sessions which provided an overview of the action plan and created opportunity for employees to share their diversity perspectives through "dialog." The Agency is continuing the Let's talk diversity series in FY 12 as part of our annual diversity training requirement.

The Agency adopted Cross Agency Diversity targets to include the tracking and reporting of Student Hires; Apprentice Hires; New Hires and applicant flow – applicant pool referred to hiring officials. Each target had two sub-elements to include an increase in female and minority hires and increase in female and minority applicant pool. The Agency was green in six of the elements. We reported red in two of the elements to include: apprentice female hires and the minority applicant pool referred overall. Representation reported is based on what candidates self identified.

- **Student Hires** - During the performance period the agency hired 50 students. Of the total hired, 32% were minority hires; 48% were female hires.
- **APPRENTICE HIRES -** the agency hired 21 apprentices; seven of whom where apprentice conversions and 14 were new apprentice hires. Minority hires represented 14.29% of the total hires and female hires represented 0%.
  Note: what we learned through additional analysis is that female applicants were conspicuously absent from the overall applicant pool. Focus for FY12 will be to be placed a more focused recruitment strategy in reaching female applicants through veterans outreach, trade organizations, etc.
- **NEW HIRES -** 187 new hires were made (this number includes conversion of student trainees to career conditional). Minorities represented 16.04% of the hires; and Females represented 32.09% of the hires,

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- **Applicant Flow – applicant pool referred to hiring officials for consideration.** For the performance period ending SEPTEMBER 2011, BPA noted 12.09% minority representation in the applicant pool referred, falling short of the 14% target. BPA noted 46% female representation in applicant pool referred, exceeding the target.
  Note: Additional analysis will be conducted in FY 12 in order to determine if there is a conspicuous absence of minority representation in the applicant pool for various occupations. This analysis will aide in future development of our targeted recruitment and outreach strategy.

2. **Recruitment and Outreach**
The Bonneville Power Administration developed a FY 11 recruitment and outreach schedule in support of the Agency's Talent Management Strategy and in alignment with the Agency's Diversity; College and Apprentice Programs. Please reference attached recruitment schedule for FY 11.

2011 Recruitment
schedule.xls …

The agency has also invested in building community sponsorships with diverse partners to include the Urban League, Hispanic Chamber of Commerce, Native American Chamber of Commerce, etc., in order to reach diverse communities and inform them of career opportunities with BPA. BPA also focused on building relationships with multi-cultural resource groups within the colleges/universities in the region.

Another primary focus in the area of recruitment is to reach the high school students in the region in order to inform them of careers in energy. This is accomplished through partnerships with local high schools throughout the region and in partnership with the CEWD, which includes other energy partners in the region faced with same concerns regarding availability of skills in the future to meet talent needs in the energy industry.

The Agency support grants for the American Indians in Science and Engineering Society and the Apprenticeships in Science and Engineering. Both grants serve as a potential feeder pool into BPA's student program. The ASE grant introduces high schools students that excel in math and sciences into careers in energy. The AISES grant provides a 10-12 week summer work experience for Native American students interested in the STEM fields. Through the summer work experiences, students have an opportunity to be introduced to careers at BPA and consider applying for student program opportunities.

Career Development Opportunities

The Agency supported Career Development opportunities through the use of the following staffing tools: (1) One time Accelerated training and promotion program for civil and mechanical engineers and (2) Consecutive Accelerated training program for Electrical and Electronic Engineers.

Participation in External Leadership Development Programs: The Agency supported participation of employees in two external leadership development programs to include: (1) The Hispanic Leadership Development Program and (2) Asian/Pacific Discovery leadership development program. Both programs allow BPA employees to participate in leadership development curriculums and bring their learning experiences back to BPA. Participation also provides BPA graduates of programs to mentor other BPA employees that compete and are selected participate in the future.

Student Program: The Bonneville Power Administration currently utilizing the STEP and SCEP hiring authorities in order to attract Talent and feed future succession pipeline. At BPA, the student program is developed based on outlook to build future succession pipeline. Students are provided with a full orientation of the organization; development plans include rotation assignments in order to build business acumen. Each business unit as developed a student board that ensures meaningful work experiences and availability to mentors throughout the student's career experience. At least 90% of BPA's students on SCEP appointments are converted to career conditional upon graduation.

Internal Leadership Development Programs: During FY 11, a total of approximately 109 employees completed one of the three leadership development modules offered as follows:
- New Supervisor Trainee

- Leadership Essentials
- Leadership Forum

The representation of the total pool that participated included:
- 15% from minority self identified categories
- 85% were from non-minority self identified category;
- 34% of total population were female
- 66% of total population were male

FY11 Recruitment Schedule

DATE	CAMPUS/EVENT
SEPT	
9	Hispanic Chamber of Commerce Conv Center
15	Veterans in Cowlitz County Event
17	McChord AFB
20	Veterans in Clark County Event
21	Avista Lineman College
27	Flathead Community College
28	Salish Kootenai Community College
29	Teleconf Spokane Community College
29	University of Portland Intern Fair
30	Columbia Gorge Community College
30	Clackamas Community College
OCT	
5	GoGreen Conference
5	North Seattle Community College
6	Clover Park Technical College
6	Lake Washington Technical
6	Tualatin Valley Veterans Stand Down
7	Columbia Basin College
7	Clark College
7	Portland Community College
8	Lower Columbia Community College
6th to 8th	American Association of Blacks in Energy (AABE)
12	Oregon State University Recruitment Event
13	OSU Recruitment Event (On site interviews)
28	Veteran Career Fair
NOV	
2	BPA Managers Meeting
3	Portland State University
4	Fort Lewis/McChord AFB joint job fair
4	Clark County Vets
10	Veterans Event Worksource
10th and 11th	AISES Conference
15	Salem College and High School Career Fair
16	NiXyaawii Career Fair
17	PDX Veterans Stand Down Event Portland Conv Ctr
DEC	
1	Cull High School Job Fair
11	Black United Fund College Fair-Warner Pacific

JAN	
4	Gonzaga Portland Trek
18, 19, 20th	High School Outreach Training for Field Managers
26	University of Oregon
26	Green Professionals Conference
27	Native American Internship Event at PSU
28	NW MBA Fair World Trade Center Portland
31	UW Engineering Info Session/Diversity Career Fair
	Seattle University/South Seattle CC/Centralia/LCC
FEB	
2	Kennewick High School
3	Pacific University
4	LaSalle High School
5	Science Bowl at University of Portland
8	Clark College Science Tech Engineering Mathematics Fair
9	Tri Tech Skills Center High School Outreach
15	PSU Engineering Day
16	PSU Career Information Day
17	Howard University
22	Salish Kootenai Career Fair
23	University of Montana
23	Walla Walla University
23	OSU All Majors Career Fair
24	OSU Engineering Career Fair
25	PSU Veterans Group Presentation
MAR	
4	UP Society of Women Engineers
4	PSU Federal Application Presentation
9	NorthWest Youth Leadership Conference
16	Ft. Lewis ACAP/Lower Columbia College/Clark College
23	Southridge High School
24	Kalama High School
25	Kalama High School
25	Kelso High School
28	Bigfork High School
30	Employer Workshop Univ Oregon Sponsored
APR	
1st and 2nd	Washington State Science and Engineering Fair
3rd through 5th	Asian Bar Association Event
4	Supply and Logistics Fair PSU
10	NSBE Local Event
14	Portland State University
15	PGE Diversity Summit
21	Career Connections High School Event
21	Green Career Fair Day at OSU
21	Urban League Recruitment Event
22	Southridge High School
22	Naya Info Session - General
29	Naya Info Session - Apprentice

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MAY	
10	NW Youth Expo
13	Women in Trades High School Day
14	Women in Trades All Women
18	Centralia Community College Fair
JUNE	
15	ACAP Presentation Ft. Lewis
21	Clackamas CC Apprentice/Fed App Workshop
28	Hispanic Employment and Business Fair
30	United Way Diversity Event
JULY	
14	Hispanic Chamber Fed App Workshop
20	Worksource Fed App Workshop
27	High School Tour (Mayor's Office is primary coordinator)
27	IEEE Conference
AUG	
12,13,14	Jefferson County Fair
16	Gresham Worksource Fed Application Workshop
SEPT	
8	Hispanic Heritage Career Fair
13	Urban League Career Fair
14 15	IBS Outreach Fair - Dittmer and HQ
27	University of Idaho
28	University of Portland Internship Fair

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Diversity In Action: *Delivering Results*

Diversity Helps Achieve Better Business Outcomes

BPA can best accomplish its mission and deliver the greatest value for its customers and constituents with a diverse and highly qualifed workforce operating in a work environment that fosters inclusion and respect.

Businesses across the globe recognize that a diverse workforce and inclusive culture bring a broad base of experiences and innovative problem solving approaches to the table, which results in higher quality and better informed decisions.

Now more than ever, the energy industry is moving through a dynamic period and faces a number of significant opportunities and challenges. BPA plays a key role in uncovering comprehensive, creative and scientific approaches to affect change on a regional and national level. By leveraging a work environment that is inclusive of diverse perspectives, BPA will foster the creativity necessary to provide innovative and visionary leadership to the Northwest. An inclusive culture will also reduce costs associated with turnover, absenteism and low productivity.

> **BPA's Strategic Diversity Objectives**
>
> *Demonstrate diversity leadership*
> +
> *Acquire, retain, and sustain a talented, diverse workforce*
> +
> *Develop a positive work environment*
> =
> **Business Outcomes**

What is diversity?

Diversity is the human differences and similarities such as language, ethnicity, races, lifestyle, talent, education, communication styles, strengths, backgrounds, life and work experiences, cultures, disabilities, age, class, and other unique characteristics. And yes, it includes the protected classes in the legal context. Diversity is about both people and the work environment. Research demonstrates that diverse groups are more innovative, flexible and productive.

What are BPA's vision and objectives for diversity?

Our vision is rather simple to state: *BPA accomplishes its mission by attracting, retaining and sustaining a talented workforce that reflects the diverse community we serve.* We will need to take deliberate and sustained action to bring this vision fully to life. To this end, three strategic diversity objectives are identified to serve as our foundation for realizing the diversity vision:

- **SDO #1**: **Demonstrate diversity leadership** – *leadership models the diversity vision and are held accountable for achieving results against agency goals and objectives;*
- **SDO #2**: **Acquire, retain, and sustain a talented, diverse workforce** – *BPA will have a workforce that is representative of the diverse community it serves; and*

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- **SDO #3**: ***Develop a positive work environment*** – *BPA will have an interculturally competent workforce and a work environment that is respectful, inclusive and welcoming.*

What do we know about diversity at BPA today?

We know we have great talent at BPA. We also know that when comparing <u>2004 to 2011 demographically</u>:

- Minorities now comprise 16% of our workforce compared to 14% in 2004. Those identifying as Asian increased from 3.7% to 4.7%. Those identifying as multiple race population increased from 1.2% to 2%. All other minority groups noted a decline or remained the same.
- Female representation during this time period declined from 33% to 32%.
- The percentage of our workforce under 30 years of age increased from 2% to 7%.
- Employees with less than 10 years of federal service now constitute the largest single group at BPA increasing from 31% to 45% of the workforce.
- The percentage of our workforce that self identifies disabilities has increased from 6% to 9%.

BPA has had mixed success in reaching its diversity representational targets.

- BPA has had success in meeting student hiring diversity goals. This result suggests that the student program is an excellent tool to attract diversity into the agency. The program could also be used to target areas of need since it successfully brings diversity in the door and has the potential to further support our diversity goals.

- BPA has had less success in meeting diversity goals associated with new hires, specifically minority and female new hires in various annual occupational categories and in the apprentice program.

- While we appear to have an increase in the diversity of applicants seeking consideration, there is a lack of minority diversity in the applicant pool referred to the selecting officials for major occupations and a conspicuous absence of females in the applicant pool referred for apprentice opportunities.

What we know about diversity in BPA's work enviroment is derived from the Gallup engagement survey.

The employee engagement survey administered in 2009 and 2010, while not centered on diversity, provided some interesting feedback about the observed inclusiveness of the environment and preceived engagement across the different protected classes. Of particular note:

- Survey item "my opinions seem to count" landed in the 40th percentile at the Agency level in comparison to Gallup's Q12 database. This result indicates that efforts to

enhance the openness of the work environment to diverse perspectives would help the agency better leverage the talents of its workforce.

- Gallup highlights that teams are more productive when they both embrace diversity and are also highly engaged.

How does diversity fit with our Talent Management Strategy?

BPA's Talent Management Strategy is designed to ensure that we have a workforce with the right size and composition, with the needed skills and competencies and working in an inclusive environment to deliver on BPA's business objectives. The strategy is designed to move us toward these objectives recognizing a few key issues that directly bear on diversity. For example, BPA may experience a large turnover in the next five years as a significant proportion of its workforce is eligible for retirement. Currently 20 percent are eligible for optional retirement and retirement eligibility will reach 40 percent by 2015. This presents a huge opportunity for BPA to build on the diversity of its workforce as retirements occur and future talent and skill needs are identified.

Those hired in behind the retirees will tend to be more diverse in work and life experience. Research suggests that people increasingly value and expect a diverse workplace and seek out employers who honor diversity. This turnover in the workforce will offer not just the opportunity to address representational diversity but will allow BPA to hire for and train individuals to honor all the dimensions of diversity during their BPA career.

The Diversity Action Plan is designed to both address and take advantage of the context in which the strategy is operating. The Diversity Plan focuses on a sustained effort to select employees with the right skills and competencies who will thrive in a requiring environment that expects a commitment to creativity and initiative to produce results. Creativity and initiative are stimulated by an environment that welcomes new ideas, differing perspectives, varied ways of working and assorted methods of processing information – the very essence of diversity.

Who developed the Diversity Action Plan?

The Cross Agency Action Team members, appointed by executives, produced this plan. This team serves as the "voice at the table" for the executive leadership that they represent.

What will it take to achieve our strategic diversity objectives?

To be successful, the action plan is a multi-year, multi-pronged, strategic focus with specific action steps and sustained investments throughout a continuum of activities (from attraction, recruitment, selection, retention and sustainment) to support the intended outcomes.

The plan is viewed as a long term organizational culture change process that is the function and responsibility of management to the point it becomes an integral part of our core way of operating our business.

It will take time to make these changes. As in any change management effort, change does not occur over night. This is especially the case with positioning BPA as a diversity "employer of choice" which is directed towards increasing the diversity in the applicant pool, not to

mention an increase in diverse hires. It will also take time to implement more strategic sourcing and recruiting initiatives and long awaited automated processes for Human Capital Management's Talent Acquisition organization to effectively and efficiently handle the associated work.

The diversity team identified 10 areas of focus for the next two years in order to achieve the three agency strategic diversity objectives (SDOs). The Cross Agency Diversity Action Team identified these areas by applying an impact methodology that prioritized the actions the team expects will have the greatest impact against the 3 SDOs. These ten Areas of Focus are:

1. Enable leadership to serve as diversity catalyst

2. Create diversity dialog

3. Increase diversity in hourly workforce by enhancing recruitment strategies

4. Increase diversity in annual workforce by enhancing strategies

5. Elevate and prioritize the agency's future pipeline needs (apprentice, students, grants, experts)

6. Empower and inform hiring officials on effectively using full array of hiring options (Toolkit)

7. Adopt a diversity-welcoming selection process

8.   Emphasize mid-career development program for current employees

9. Call out intercultural competence as an agency-level core competency

10. Conduct ongoing diversity evaluation and needs assessment

What specific actions will we take?

The plan's actions will drive results in building awareness, bring the talent in the door and create an environment to ensure that we can retain and sustain the diverse talent we acquire. Results will only be forthcoming if the agency sustains a well resourced and strong commitment to the key focus areas.   Research and past efforts demonstrate that Diversity Branding and reputational interests require a sustained investment over time.

While FY 11 resources have been allocated, HCM will finalize its estimate of resources BPA may need for FY 12 once the plan is given tentative approval and when the HCM Expert Service Organizations complete their assessment of the new initiatives and steps.

TAKE MULTIPLE STEPS THROUGHOUT THE CONTINUUM:

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It is also important to note that there are mutiple steps within each component of the continuum that are necessary to take to succed; all require the support of leadership.

SDO#1 - Demonstrate Diversity Leadership

Key areas of focus
- Enable leadership to serve as diversity catalyst
- Create diversity dialog

FY 2011 Actions
- *Provide executives with tools to have the diversity dialog in their organization.*
- *Form strong partnerships between VPs and their business unit representatives on the Cross Agency Diversity team to ensure that managers/employees are kept up to date on status of diversity initiatives.*
- *Assure executives complete pre-approved diversity training – designed to help them to communicate business proposition for diversity and link to their business.*
- *Sponsor funding to support Agency's Diversity Action Plan.*
- *Have executives and managers serve as recruitment Ambassadors – and actively network and identify potential future mid-career and senior level talent.*
- *Support employees' time to serve as a recruitment Ambassador to champion diversity.*

FY 2012 Actions
- *Develop curriculum in order to train and develop managers to be diversity catalysts and integrate into Internal Leadership development modules.*

SDO#2 - Acquire/Retain/Sustain Talent

Key areas of focus:
- Increase diversity in hourly workforce by enhancing recruitment strategies
- Increase diversity in annual workforce by enhancing recruitment strategies
- Elevate and prioritize the agency's future pipeline needs (apprentice, students, grants, experts)
- Empower and inform hiring officials on effectively using full array of hiring options (Toolkit)
- Adopt a diversity-welcoming selection process
- Emphasize mid-career development programs and opportunities for current employees

FY 2011 Actions
- *Develop targeted messaging for diversity outreach/recruiting – Brand "Only Here… will you define the future of energy."*

SDO#2 - Acquire/Retain/Sustain Talent

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FY 2011 Action Continued

- *Partner with targeted organizations (Oregon Tradeswomen, Youth Build, Job Corp, NAYA, high schools) to generate more awareness and interest in energy careers, develop a pipeline of prospective talent and train them on how to apply for entry into BPA's apprentice program and into other entry level jobs.*
- *Tap Diversity in Veteran community for experienced personnel in skilled crafts and trades.*
- *Utilize national and regional Energy Consortium work and materials - leverage industry best practices*
- *Deliver a structured High School Outreach Program – build early awareness of BPA careers and the employee value proposition.*
- *Develop partnerships with diverse professional organizations.*
- *Identify BPA employees to serve as mid career recruitment ambassadors.*
- *Grow partnerships with community diversity partners – offer "Why BPA and How to Apply for Careers at BPA" workshops.*
- *Assess partnerships with Historically Diverse Colleges/Universities and identify opportunities to cultivate more mature relationships where additional opportunity exists.*
- *Build database of colleges and universities in the region, capture demographics and identify opportunities to initiate or expand BPA presence –and relationships through BPA Ambassadors.*
- *Consider how BPA can incentivize diversity in our supplemental contractor pools.*
- *Participate actively in external development programs offered through community partners to include Hispanic Leadership Development, Asian Pacific Discovery Program, Urban League, etc.*

FY 2012 Actions

- *Assess the opportunity to leverage recruitment firms with diversity expertise and track record for delivering diverse candidates when necessary to recruit for hard-to-fill and Senior Management opportunities, and for positions where diversity is under-represented. Ensure that recruiters are informed of our desire to attract a talented, diverse applicant pool.*
- *Develop a sourcing strategy targeted at reaching a diverse talent pool for occupations in need of mid career or experienced skills to include positions listed in Workforce Plan, or business need areas to include Wind Integration, Power Engineering, Renewable Energy, etc. This is a key opportunity for BPA to expand internal expertise in recruiting diverse talent. **
  - o ** Requires implementation of dedicated recruitment technology to execute.*
- *Develop a database of current and past candidates that demonstrated interest in career opportunities at BPA via sourcing strategies, outreach, and executive referral, etc.**
  - o ** Requires implementation of dedicated recruitment technology to execute*
- *Develop a listing of hiring authorities (including requirements and "how-to") available to managers that would help drive hiring options for diversity.*
- *Adopt a diversity-welcoming selection process – build diversity awareness of hiring officials at front end of their recruitment process.*

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- *Link diversity to plans for further development of interview training and an enhanced interview process.*
- *Create a strategic plan per business line to address succession planning using the student and apprentice pipeline with associated allocation including employing recruitment strategy to reach diverse candidate pool and increase diversity in applicant pool.*
- *Ensure all employees are familiar with professional development opportunities that would contribute towards building their development portfolio.*

SDO#3 - Develop a Positive Work Environment

Key areas of focus:
- Call out intercultural competence as an agency-level core competency
- Conduct ongoing diversity evaluation and needs assessment

Retain → Sustain

FY 2011 Actions

- *Build Diversity Awareness (ADKAR) into existing trainings for managers – increase managers' support level with what the Diversity Action Plan is and what it's trying to accomplish.*
- *Create an internal diversity web page on BPA Connection- highlighting visible participation in diversity efforts by leaders and employees.*
- *Assess barriers to diversity through ongoing evaluation of diversity actions implemented as part of DAP and self identification of barriers captured in the annual MD715 report.*

FY 2012 -13 Actions

- *Emphasize Mid-Career Development Program for Current Employees - Create training opportunities focused on educating BPA employees on how to navigate the career "lattice" to managerial/non-managerial leadership roles.*
- *Create training module and establish career resource center designed to help existing employees in navigating the career lattice.*
  - *Emerging Leaders training curriculum;*

Conduct assessment of Intercultural Competency as an Agency-Level Core Competency.

- *Conduct ongoing Diversity Needs Assessment and Evaluation through feedback from "Let's talk Diversity" employee forums, management directive 715 barrier self assessment, cross agency target results.*

How will we know we are achieving success in FY 12?

Below are the FY 12 cross agency diversity targets

1. **SDO#1** Demonstrate Diversity Leadership: **Tracks participation in Leadership Outreach Activities**
   - Target: 80% or more of internal and external diversity events have a Diversity Ambassador attend.

2. **SDO#2** Acquire/Retain/Sustain Talent:
   - **Part A. Tracks the increase in the diversity of the applicant pool referred to selecting officials**
     - Target: Representation of female candidates in the applicant pool referred to hiring managers is Greater than or equal to 38%. Representation of minority candidates in the applicant pool referred to hiring managers is Greater than or equal to 14%.

   - **Part B. Tracks the increase in the diversity of New Hires.**
     - Target: Representation of female candidates hired is Greater than or equal to 25%. Representation of minority candidates hired is Greater than or equal to 14%.

3. **SDO #3** Develop a Positive Work Environment: **Tracks Agency-wide participation in the required diversity training offerings.**
     - Target for Q3: More than 80% of federal employees have participated in one or a combination of the "Let's Talk" Series offered in FY12.

The cross agency diversity action team will be tracking the more detailed actions captured in the Diversity Action Plan for each of the 3 Diversity strategic objectives. Our approach will be to roll up the individual actions by key area of focus and map to measure(s) of success for each strategic objective.

Call to Action For Executives

While there is much that needs to be accomplished from a programmatic perspective, there are specific actions that Executives can take that will advance our strategic diversity agenda forward.

Demonstrate Diversity Leadership – SDO #1

- Create dialog about the dimensions of diversity; weave topics into why it is important to your business.

- Provide investment of funding and people resources to support the Agency's Diversity Action Plan.

Acquire/Retain/Sustain Diverse Talent – SDO #2

- Offer work experience opportunities to diverse candidates receiving BPA sponsored scholarships.

- Allow employees time to participate in outreach and mentoring activities as BPA recruitment ambassadors.

- Consider diversity when offering mid career developmental opportunities
  - Internal Leadership programs
  - External Leadership discovery programs
  - Special Projects (high risk/high reward assignments)

Develop a Positive Work Environment – SDO #3

- Support employee participation in diversity related professional conferences as BPA Recruitment Ambassadors –and- for professional development

- Encourage employees to sign up for one of the "Let's Talk" sessions offered in FY 12. Select from menu of options captured and approved for meeting the annual diversity training requirement.

- Utilize your group's impact plan results on the following cultural index questions to help learn more about diversity in your workplace:
  - My company treasures diverse opinions and ideas.

  - I always trust my company to be fair to all employees.

  - If I raised a concern about discrimination, I am confident my employer would do what is right.

  - My supervisor creates an environment that is trusting and open.

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BONNEVILLE POWER ADMINISTRATION

MD- 715

Appendix 6:
FY 2011 Required Training Schedule

training and organizational development

Required Training

FY '11

October 1, 2010

Table of Contents

Notes:

This document only lists general requirements of all BPA employees by BPA, DOE, OPM, FERC, NERC, or other regulatory agencies. Additional training may be required for specific job roles. Check with your supervisor for other training requirements.

For questions about training registration or availability, contact:
HR HELP – 503-230-3230
Or
Field employees may call the Technical Training Center – 360-418-8708

For questions about content or requirements, contact the subject matter expert listed for the particular course.

Alternatives to web-based training are available upon request to employees *without computer access*.

	Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PAC	▓	▓	▓									
Safety	▓	▓	▓									
COOP				▓	▓	▓						
Cyber Security				▓	▓							
SHP & NO FEAR							▓	▓	▓			
Safeguards & Security Refresher							▓	▓	▓			
Diversity	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Ethics				▓	▓	▓	▓	▓	▓	▓	▓	▓

All BPA Federal Employees Required Training FY '11
Note: *Requirements and dates are subject to change.*

Course Name	Requirements Met	Available	Deadline	Lng	Method of Delivery
Privacy Awareness Course (PAC)/PII Course #008865 HRmis Name: EOLC PII/Privacy Act (WBT)	• DOE: Annual PII/Privacy Act Training	10/15/10	1/15/11	1 hr.	WBT
BPA Annual Safety Training Course #005745 HRmis Name: Fed Emp Occu Safety/Hlth-FEOSH	• OSHA Annual Supervisor/Mngr Training • DOE: FEOSH (Federal Employee Occupational Safety and Health)	10/15/10	01/15/11	1 hr.	WBT
Business Continuity and COOP Course #008445 HRmis Name: WBT BPA COOP Training	• BPA: Business Continuity • DOE: Continuity of Operations Awareness	01/01/11	03/31/11	1 hr.	WBT
Cyber Security Course #006067 HRmis Name: Cyber Security Awareness	• DOE, FISMA: Annual Cyber Security Awareness	01/01/11	03/31/11	1 hr.	WBT
EEO: SHP & NO FEAR Course # : 009109 HRmis Name: EEO: SHP + No FEAR	• EEO: Sexual Harassment Prevention • EEO: No FEAR Act	04/01/11	06/30/11	1.5 hr.	WBT
Safeguards and Security Refresher Course #004217 HRmis Name: Annual Security Refresher	• DOE: Physical Security Awareness • DOE: Counter-intelligence Awareness	04/01/11	06/30/11	1 hr.	WBT
Diversity Course: Multiple	• EEO: 3 hours Annual EEO/Diversity training	10/01/10 Classroom available 11/17/10	09/30/11	3 hr.	Diversity Options
Ethics Course #008450 HRmis Name: Annual Ethics Training	• DOE: Annual Ethics Training	01/01/11	09/30/11	1 hr.	Classroom

*Alternatives to web-based training are available upon request to employees *without computer access*.

	Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PAC	▓	▓	▓									
Safety	▓	▓	▓									
COOP				▓	▓	▓						
Cyber Security				▓	▓	▓						
SHP & NO FEAR							▓	▓	▓			
Safeguards & Security Refresher							▓	▓	▓			
Diversity	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Ethics				▓	▓	▓	▓	▓	▓	▓	▓	▓

All New BPA Federal Employees Required Training FY '11

Note: Requirements and dates are subject to change.

Course Name	Requirements Met	Available	Deadline	Lng	Method of Delivery
Privacy Awareness Course (PAC)/PII Course #008865 HRmis Name: EOLC PII/Privacy Act (WBT)	• DOE: Annual PII/Privacy Act Training	10/15/10	1/15/11	1 hr.	WBT
BPA Annual Safety Training Course #005745 HRmis Name: Fed Emp Occu Safety/Hlth-FEOSH	• OSHA Annual Supervisor/Mngr Training • DOE: FEOSH (Federal Employee Occupational Safety and Health)	10/15/10	01/15/11	1 hr.	WBT
Business Continuity and COOP Course #008445 HRmis Name: WBT BPA COOP Training	• BPA: Business Continuity • DOE: Continuity of Operations Awareness	01/01/11	03/31/11	1 hr.	WBT
New Employee Cyber Security Course #006067 HRmis Name: Cyber Security Awareness	• DOE, FISMA: Annual Cyber Security Awareness	Currently Available	Within 10 days of hire	1 hr.	WBT
EEO: SHP & NO FEAR Course # : 009109 HRmis Name: EEO: SHP + No FEAR	• EEO: Sexual Harassment Prevention • EEO: No FEAR Act	Currently Available	Within 90 days of hire	1.5 hr.	WBT
Safeguards and Security Refresher Course #004217 HRmis Name: Annual Security Refresher	• DOE: Physical Security Awareness • DOE: Counter-intelligence Awareness	Currently Available	06/30/11	1 hr.	WBT
Diversity Course: Multiple	• EEO: 3 hours Annual EEO/Diversity training	10/01/10 Classroom available 11/17/10	09/30/11	3 hr.	Diversity Options
Ethics Course #008450 HRmis Name: Annual Ethics Training	• DOE: Annual Ethics Training	01/01/11	09/31/11	1 hr.	Classroom
Initial Counter Intelligence Training Course #006841 HRmis Name: Initial CI Training	• DOE: Counter Intelligence Training	Currently Available	Within 30 days of hire	1 hr.	WBT
New Employee Orientation Day **	• BPA: New Employee Orientation	10/12/10	1st day of hire	8 hr.	Class-room

* Alternatives to web-based training are available upon request to employees *without computer access*.

** New Employee Orientation Day only required for employees working in Portland or Vancouver

New Employee Required Training Schedule

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PAC	▓	▓	▓									
Safety	▓	▓	▓									
COOP				▓	▓	▓						
New Employee Cyber Security	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
EEO: SHP + No FEAR												
Safeguards & Security Refresher							▓	▓	▓			
Diversity	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Ethics												
Initial Counter Intelligence	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
New Employee Orientation Day	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

All Contract Employees Required Training FY '11

Note: *Requirements and dates are subject to change.*

Course Name	Requirements Met	Available	Deadline	Lng	Method of Delivery
Privacy Awareness Course (PAC)/PII Course #008865 HRmis Name: EOLC PII/Privacy Act (WBT)	• DOE: Annual PII/Privacy Act Training	10/15/10	1/15/11	1 hr.	WBT
Business Continuity and COOP Course #008445 HRmis Name: WBT BPA COOP Training ** Supplemental Labor Only	• BPA: Business Continuity • DOE: Continuity of Operations Awareness	01/01/11	03/31/11	1 hr.	WBT
Cyber Security Course #006067 HRmis Name: Cyber Security Awareness ** ALL Badged Contractors	• DOE, FISMA: Annual Cyber Security Awareness	01/01/11	03/31/11	1 hr.	WBT
Safeguards and Security Refresher Course #004217 HRmis Name: Annual Security Refresher ** ALL Badged Contractors	• DOE: Physical Security Awareness • DOE: Counter-intelligence Awareness	04/01/11	06/30/11	1 hr.	WBT

* Alternatives to web-based training are available upon request to employees *without computer access*.
** Note Exceptions. "Supplemental Labor" does not include external consultants or outsourced employees managed by another company.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PAC	▓	▓	▓									
COOP				▓	▓	▓						
Cyber Security				▓	▓	▓						
Safeguards & Security Refresher							▓	▓	▓			

All New Contract Employees Required Training FY '11
Note: Requirements and dates are subject to change.

Course Name	Requirements Met	Available	Deadline	Lng	Method of Delivery
Privacy Awareness Course (PAC)/PII Course #008865 HRmis Name: EOLC PII/Privacy Act (WBT)	• DOE: Annual PII/Privacy Act Training	10/15/10	1/15/11	1 hr.	WBT
Business Continuity and COOP Course #008445 HRmis Name: WBT BPA COOP Training ** Supplemental Labor Only	• BPA: Business Continuity • DOE: Continuity of Operations Awareness	01/01/11	03/31/11	1 hr.	WBT
New Employee Cyber Security Course #006067 HRmis Name: Cyber Security Awareness ** ALL Badged Contractors	• DOE, FISMA: Annual Cyber Security Awareness	Currently Available	Within 10 days of hire	1/2 hr.	WBT
Initial Counter Intelligence Training ** ALL Contractors	• DOE: Counter Intelligence Training	Currently Available	Within 30 days of hire	1 hr.	WBT
Safeguards & Security Refresher Course #004217 HRmis Name: Annual Security Refresher ** ALL Badged Contractors	• DOE: Physical Security Awareness • DOE: Counter-intelligence Awareness	04/01/11	06/30/11	1 hr.	WBT

* Alternatives to web-based training are available upon request to employees *without computer access*.

** Note Exceptions. "Supplemental Labor" does not include external consultants or outsourced employees managed by another company.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PAC	▓	▓										
COOP				▓	▓	▓						
New Employee Cyber Security	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Initial Counter Intelligence	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Safeguards & Security Refresher							▓	▓	▓			

All BPA Supervisors and Managers Required Training FY '11
Note: Requirements and dates are subject to change.

Course Name	Requirements Met	Available	Deadline	Lng	Method of Delivery
Privacy Awareness Course (PAC)/PII Course #008865 HRmis Name: EOLC PII/Privacy Act (WBT)	• DOE: Annual PII/Privacy Act Training	10/15/10	1/15/11	1 hr.	WBT
BPA Annual Safety Training Course #005745 HRmis Name:	• OSHA Annual Supervisor/Mngr Training • DOE: FEOSH (Federal	10/15/11	01/15/11	1 hr.	WBT

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Fed Emp Occu Safety/Hlth-FEOSH	Employee Occupational Safety and Health)				
Business Continuity and COOP **Course #008445** **HRmis Name: WBT BPA COOP Training**	• BPA: Business Continuity • DOE: Continuity of Operations Awareness	01/01/11	03/31/11	1 hr.	WBT
Cyber Security **Course #006067** **HRmis Name: Cyber Security Awareness**	• DOE, FISMA: Annual Cyber Security Awareness	01/01/11	03/31/11	1 hr.	WBT
EEO: SHP & NO FEAR **Course # : 009109** **HRmis Name: EEO: SHP + No FEAR**	• EEO: Sexual Harassment Prevention • EEO: No FEAR Act	04/01/11	06/30/11	1.5 hr.	WBT
Safeguards & Security Refresher **Course #004217** **HRmis Name: Annual Security Refresher**	• DOE: Physical Security Awareness • DOE: Counter-intelligence Awareness	04/01/11	06/30/11	1 hr.	WBT
Diversity **Course: Multiple**	• EEO: 4 hours Annual EEO/Diversity training	10/01/10 Classroom available 11/17/10	09/30/11	4 hr.	Diversity Options
Ethics **Course #008450** **HRmis Name: Annual Ethics Training**	• DOE: Annual Ethics Training	01/01/11	09/30/11	1 hr.	Classroom
Telework 101 **Course #010400** **HRmis Name: Telework 101 Managers**	• Required as per Sec. 6503 of the Telework Enhancement Act.	06/01/11	12/31/11	1 hr.	WBT
Coaching Inside Out **Course #: 001829** **HRmis Name: Coaching Inside Out**	• Core skills for supervisors - P1, P2, P3	11/9/10, 4/5/11	Within 1st two years of super-visory role	8 hr.	Classroom

* Alternatives to web-based training are available upon request to employees _without computer access_.

Supervisor/Manager Required Training Schedule

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PAC	▓	▓	▓									
Safety	▓	▓	▓									
COOP				▓	▓	▓						
Cyber Security				▓	▓	▓						
EEO: SHP + No FEAR							▓	▓	▓			
Safeguards & Security Refresher							▓	▓	▓			
Diversity	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Ethics				▓	▓	▓	▓	▓	▓	▓	▓	▓
Telework 101									▓	▓	▓	▓
Coaching Inside Out		▓				▓						

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All New BPA Supervisors and Managers Required Training FY '11

Note: Requirements and dates are subject to change.

Course Name	Requirements Met	Available	Deadline	Lng	Method of Delivery
Privacy Awareness Course (PAC)/PII **Course #008865** **HRmis Name: EOLC PII/Privacy Act (WBT)**	• DOE: Annual PII/Privacy Act Training	10/15/10	1/15/11	1 hr.	WBT
BPA Annual Safety Training **Course #005745** **HRmis Name:** **Fed Emp Occu Safety/Hlth-FEOSH**	• OSHA Annual Supervisor/Mngr Training • DOE: FEOSH (Federal Employee Occupational Safety and Health)	10/15/11	01/15/11	1 hr.	WBT
Business Continuity and COOP **Course #008445** **HRmis Name: WBT BPA COOP Training**	• BPA: Business Continuity • DOE: Continuity of Operations Awareness	01/01/11	03/31/11	1 hr.	WBT
New Employee Cyber Security ** **Course #006067** **HRmis Name: Cyber Security Awareness**	• DOE, FISMA: Annual Cyber Security Awareness	Currently Available	Within 10 days of hire	1/2 hr.	WBT
EEO: SHP & NO FEAR **Course # : 009109** **HRmis Name: EEO: SHP + No FEAR**	• EEO: Sexual Harassment Prevention • EEO: No FEAR Act	04/01/11	06/30/11	1.5 hr.	WBT
Safeguards & Security Refresher **Course #004217** **HRmis Name: Annual Security Refresher**	• DOE: Physical Security Awareness • DOE: Counter-intelligence Awareness	04/01/11	06/30/11	1 hr.	WBT
Diversity **Course: Multiple**	• EEO: 4 hours Annual EEO/Diversity training	10/01/10 Classroom available 11/17/11	09/30/11	4 hr.	Diversity Options
Ethics **Course #008450** **HRmis Name:** **Annual Ethics Training**	• DOE: Annual Ethics Training	01/01/11	09/30/11	1 hr.	Classroom
Coaching Inside Out **Course #: 001829** **HRmis Name: Coaching Inside Out**	• Core skills for supervisors - P1, P2, P3	11/9/10, 4/5/11	Within 1st two years of super-visory role	8 hr.	Classroom
Initial Counter Intelligence Training ** **Course #006841** **HRmis Name:** **Initial CI Training**	• DOE: Counter Intelligence Training	Currently Available	Within 30 days of hire	1 hr.	WBT
New Employee Orientation Day **	• BPA: New Employee Orientation	10/12/10	1st day of hire	8 hr.	Class-room
Managing the Federal Discipline Process **Course # 000590** **HRmis Name: Manage Fed Discipline & Perf**	• Core skills for supervisors – P1, P4	5/4/11-5/5/11 8/16/11-8/17/11	Within 1st two years of supervisory role	16 hr.	Classroom

BPA FY 2011 MD-715 Report

New Supervisor Web-Based Training **A series of required web-based trainings**	• Time & Labor • Training Registration • Performance Mngt • Leave & Pay • FLSA • Civil Rights • Labor Relations • P-Card for Managers • Recognition • Hiring & Staffing	Currently Available	Within 1st six months of supervisory role	30 min. - 3 hr.	Access all courses from the New Supervisor Training webpage on BPA Connection
Telework 101 **Course #010400** **HRmis Name: Telework 101 Managers**	• Required as per Sec. 6503 of the Telework Enhancement Act.	06/01/11	12/31/11	1 hr.	WBT
New Supervisor Classroom Training **Course # 008431** **HRmis Name: New Supervisor Training**	• Transition to Management • Motivating Others • Building Effective Teams • Communication Skills • Leadership Skills • HCM Policies	1/24-1/28/11 4/25-4/29/11 8/1/11-8/5/11	Within 1st six months of supervisory role	40 hr.	Classroom

* Alternatives to web-based training are available upon request to employees _without computer access_.
**If not an existing Federal BPA employee.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PAC	▪	▪	▪									
Safety	▪	▪	▪									
COOP				▪	▪	▪						
New Employee Cyber Security	▪	▪	▪							▪	▪	▪
EEO: SHP + No FEAR							▪	▪	▪			
Safeguards & Security Refresher							▪	▪	▪			
Diversity	▪	▪	▪	▪	▪	▪				▪	▪	▪
Ethics							▪	▪	▪			
Coaching Inside Out		▪	▪			▪						
Initial Counter Intelligence	▪	▪	▪				▪	▪	▪			
New Employee Orientation	▪	▪	▪									
Mng the Fedl Discipline Process								▪			▪	
New Supervisor WBT	▪	▪	▪									
Telework 101									▪	▪	▪	▪
New Supervisor Class				▪		▪					▪	

Course Information and Descriptions

Talent Development and Organizational Effectiveness:
http://internal.bpa.gov/EmployeeCenter/Training/Pages/Training.aspx
Schedule: http://iweb.bpa.gov/EBR/PersonnelServices/HRSecure/Training/Schedule/TrnSchedl.htm
OLC2 - DOE Online Learning Center: https://olc2.energy.gov/elms/learner/login.jsp

Annual Cyber Security Refresher

Course Number:	006067
HRMIS Name:	Cyber Security Awareness
Course Description:	Increase awareness of cyber security and knowledge of cyber security policies. Completion of this course provides proof that personnel have been made aware of agency rules, policies, etc. related to the use of agency cyber resources.
Method of Delivery:	WBT, paper copy or classroom for employees without computer access.
Date Available:	01/01/11
Must be completed by:	03/31/11 ; Or within 10 days of hire.
Frequency Required:	Annual
Who:	All BPA Federal employees and badged contract employees
Why Required:	FISMA, DOE Notices, Policies & Order (205), OMB Circular A-130,& BPA PCSP, NERC CIP
Subject Matter Expert:	Amber Kershaw or Cyber Security at x5200.
Comments:	Newly hired employees must complete within 10 days and complete again during the refresher training cycle.

BPA Annual Safety Training

Course Number:	005745
HRmis Name:	Fed Emp Occu Safety/Hlth-FEOSH
Course Description:	Federal Employee Occupational Safety and Health (FEOSH) Training. Meets requirements for DOE FEOSH) training and OSHA Supervisor and Manager safety training.
Method of Delivery:	WBT
Cost:	$0
Date Available:	10/15/10
Must be completed by:	1/15/11
Frequency:	Annually
Who:	All BPA federal employees
Why Required:	
Subject Matter Expert:	Alan Connors, NF-WHSE-EAST
Comments:	

Business Continuity and Continuity of Operations (BC & COOP)

Course Number:	008445
HRMIS Name:	WBT BPA COOP Training
Course Description:	Increase awareness of the roles and responsibilities of essential and non-essential personnel during an emergency. This will help minimize confusion and ensure efficient operations throughout the duration of an emergency event.
Method of Delivery:	WBT
Date Available:	01/01/11
Must be completed by:	03/31/11
Frequency Required:	Annually
Who:	All BPA Federal Employees and supplemental labor contract employees (does not include external consultants or outsourced employees managed by another company.)
Why Required:	HSPD-20 / NSPD-51 and Federal Continuity Directives 1 & 2
Subject Matter Expert:	Thorsten Bartling, DBR-3
Comments:	Employees indicated in HRmis as "POI" (Person of Interest) are not required to complete this training.

Coaching Inside Out

Course Number:	001829
HRMIS Name:	Coaching Inside Out
Course Description:	Learn the business case for improving performance; One-on-one coaching; Building trust and rapport; Using a coaching model; Giving and receiving feedback; Coaching difficult individuals and handling difficult situations; Writing improvement/development plans.
Method of Delivery:	Classroom, register in HRMIS
Must be completed by:	Within first two years of supervisory role
Date Available:	
Frequency Required:	Once
Who:	All managers and supervisors, including hourly supervisors (Foreman II/III, Chief Operators, Senior System Dispatchers)
Why Required:	Core skills for supervisors - P1, P2, P3, P4
Subject Matter Expert:	Mitch Cockrum, NHT-1
Comments:	

EEO: Sexual Harassment Prevention and No FEAR Act

Course Number:	009109
HRmis Name:	EEO: SHP + No FEAR
Course Description:	This course is designed to increase awareness of BPA's Harassment-Free Workplace policy regarding harassment and DOE's policy on sexual harassment; to inform employees of their rights under the No FEAR Act and Whistleblower protection laws and to give them the information to provide a safe and respectful work environment free of harassment
Method of Delivery:	WBT
Cost:	$0
Date Available:	04/01/11
Must be completed by:	06/30/11
Frequency:	Annually
Who:	All BPA Federal Employees
Why Required:	DOE Order 311.1B. Section 4/e
Subject Matter Expert	Judy Rush, DGE-1
Comments:	DOE requires 3 hours of training biennially. BPA has chosen to satisfy this requirement through 90 minutes of training annually. Employees do not have the option of taking this biennially; all BPA employees will complete annual training. This training is not a substitute or replacement for the annual training on EEO/Diversity training.

Ethics

Course Number:	008450
HRMIS Name:	Annual Ethics Training
Course Description:	Learners will become aware of their responsibilities under the Standards of Ethical Conduct.
Method of Delivery:	Classroom
Date Available:	01/01/11
Must be completed by:	09/30/11
Frequency Required:	Annual
Who:	All BPA Federal employees
Why Required:	OGE Regulation Guidance
Subject Matter Expert:	Mary Wooldridge, LC-7
Comments:	Note: SES employees are required to take the OLC2 Ethics training developed by DOE. All other federal employees must take the BPA developed Ethics training and will not receive credit for taking the OLC2 version. Employees who have taken COTR training will receive credit and do not have to take this course again.

Initial Counter Intelligence Awareness

Course Number:	000110
Course Description:	Raise Counter Intelligence awareness and explain responsibilities as a DOE employee/contractor.
Method of Delivery:	WBT
Must be completed by:	Within 30 days of employment
Date Available:	Currently Available
Frequency Required:	Once
Who:	All BPA Federal employees and contract employees
Why Required:	DOE O 475.1

Subject Matter Expert	Kirsten Kler, KT-1

Managing the Federal Discipline/Performance Process

Course Number:	000590
HRMIS Name:	Manage Fed Discipline & Perf
Course Description:	Identify rights/responsibilities as a manager. Improve methods for holding employees accountable for results, investigating complaints, dealing with employee problems and performance issues, maintaining work group morale, and improving overall results.
Method of Delivery:	Classroom, Register in HRMIS
Dates Available:	
Must be completed by:	Within 1st two years of Supervisory role
Frequency Required:	Once
Who:	Required for all managers and supervisors—does NOT include hourly supervisors (Foreman II/III, Chief Operators, Senior System Dispatchers)
Why Required:	Core skills for supervisors – P1, P4
Subject Matter Experts:	Mitch Cockrum NHT-1
Comments:	

New Employee Cyber Security

Course Number:	006067
HRMIS Name:	Cyber Security Awareness
Course Description:	Increase awareness of cyber security and knowledge of cyber security policies. Completion of this course provides proof that personnel have been made aware of agency rules, policies, etc. related to the use of agency cyber resources.
Method of Delivery:	WBT, paper copy or classroom for employees without computer access.
Date Available:	01/01/11
Must be completed by:	03/31/11; Or within 10 days of hire.
Frequency Required:	Annual
Who:	All BPA Federal employees and all badged contract employees, regardless of level of network use.
Why Required:	FISMA, DOE Notices, Policies & Order (205), OMB Circular A-130,& BPA PCSP, NERC CIP
Subject Matter Expert:	Amber Kershaw or Cyber Security at x5200.
Comments:	Newly hired employees must complete within 10 days and complete again during the refresher training cycle.

New Employee Orientation

Course Number:	
HRMIS Name:	New Employee Orientation Day
Course Description:	Welcome new employees and introduce them to BPA's culture. Learners are provided essential knowledge about the organization, its structure, policies, resources, and other helpful information. New employees have the chance to meet BPA executives, managers, and other new employees.
Method of Delivery:	Classroom, Employees will automatically be enrolled in this closed session
Date Available:	Beginning 10/12/10 Every two weeks following
Must be completed by:	First day of hire
Frequency Required:	Once
Who:	All new BPA Federal employees
Why Required:	BPAM, P2
Subject Matter Expert:	Toni Cheatham, NHT-1
Comments:	

New Supervisor Training

Course Number:	008431
HRMIS Name	New Supervisor Training
Course Description:	Recognize programs/people in BPA that support managers; relate responsibilities to key policies/ procedures regarding employee performance/ conduct, selection process/safety program; describe difference between EEO & Harassment Free Workplace Polices & how to seek support if dealing with these issues; assess your personal style/ preferences & how they impact how you lead & interact with your team; interpret BPA's Reward and Recognition plan.
Method of Delivery:	Classroom
Dates Available:	01/24/11 – 01/28/11 04/25/11 – 04/29/11 08/22/11 – 08/26/11
Must be completed by:	Within 1st six months of Supervisory role
Frequency:	Once
Who:	All managers and supervisors, including hourly supervisors (Foreman II/III, Chief Operators, Senior System Dispatchers)
Why Required:	Core skills for supervisors - P1
Subject matter Experts:	Mitch Cockrum NHT-1
Comments:	New Managers will be automatically enrolled in this closed session class.

Privacy Awareness Course

Course Number:	008865
HRmis Name:	EOLC PII/Privacy Act (WBT)
Course Description:	Inform employees and contractors of their obligations under Federal Privacy Act.
Method of Delivery:	WBT
Cost:	$0
Date Available:	10/15/10
Must be completed by:	1/15/11
Frequency:	Annually
Who:	All BPA federal employees and contractors.
Why Required:	e-Government Act of 2002, Section 208.
Subject Matter Expert:	Laura Atterbury, DK-7
Comments:	Newly required for FY '11

Safeguards and Security Refresher

Course Number:	00004217
HRmis Name:	Annual Security Refresher
Course Description:	Satisfies the following requirements: • Physical Security Awareness • Counterintelligence Awareness Review and increase awareness of requirements for operations security, information security, counter intelligence, BPA security procedures, and security threat conditions.
Method of Delivery:	WBT, classroom for field crews
Cost:	$0
Date Available:	04/01/11
Must be completed by:	06/30/11
Frequency:	Annual
Who:	All existing BPA Federal employees and badged contract employees
Why Required:	DOE Order 471-2A and DOE Manual 470-1-1.
Subject Matter Expert	Kirsten Kler, KT-1
Comments:	

Diversity

Course Number:	Multiple
HRMIS Name:	Multiple Diversity Options
Course Description:	Annual EEO and Diversity Training is designed to help all employees meet the Administrator's expectations for a respectful and inclusive workplace environment
Method of Delivery:	This instructor led course can be substituted in a variety of ways. See below for options.
Must be completed by:	09/30/11
Date Available:	Options available 10/01/10 (Classroom available 11/17/10)
Frequency Required:	Annual
Who:	All BPA Federal non-management employees must receive 3 hours annually. All BPA Federal managers/supervisors must receive 4 hours annually.
Why Required:	DOE Order 311.1B. Section 4/c
Subject Matter Expert:	Toni Cheatham, NHT-1
Comments:	BPA course is free. Cost for options varies (tuition is paid by employee's organization).

AGENCY EEO and DIVERSITY TRAINING
Fiscal Year 2011

Purpose:

On May 7, 2010, Steve Wright, BPA Administrator/Chief Executive Officer, affirmed DOE's diversity policy by stating, "Diversity is a broader concept focusing on acquiring, retaining, and sustaining talent in an environment that fosters inclusion and respect and encourages the contributions of all employees. I am committed to compliance with EEO laws and ensuring that the principles of diversity are ingrained in our culture. Why is it important? Because, given our increasingly diverse region and nation, attracting and retaining a diverse workforce and reflecting the citizens we serve are critical to BPA's business objectives."

We must constantly strive to attract and retain the best employees from all walks of life. We must embrace the concepts of Equal Employment Opportunity (EEO) and diversity, utilize those concepts to meet the professional aspirations of our employees and applicants for employment, and integrate them into the everyday culture. Annual EEO and Diversity Training are designed to help all employees meet the Administrator's expectations for a respectful and inclusive workplace environment. Below are several options to satisfy this annual training requirement.

Option A: BPA Sponsored Classroom Training

The Cultural Detective – USA for Managers and all other federal employees
(3.0 hrs - course #007195)

The Cultural Detective is an approach to better understand and collaborate with employees from other cultures by first understanding culture in the USA. Cultural Detective uses the metaphor of a Detective by showing participants how to investigate situations and objectively evaluate them. The magnifying lens signifies that each culture sees actions and events through their own cultural lenses. These cultural lenses are not only made up of cultural values but from other influences such as gender, age, sexual orientation or nationality. Rather than memorizing a list of dos and don'ts you will explore core values of a culture and understand how they affect communication.

The sessions are 3.0 hours in length and satisfy the annual requirement for employees. Managers can satisfy the 4th hour by combining this course with other opportunities such as "The Agency Diversity Plan for Managers" training option listed below, attend BPA-sponsored diversity events or engage online options through OLC2 .

Use training self-service in HRmis to sign up. Click here to view available sessions.

The Agency Diversity Plan for Managers *(1.0 hr - course #008995)*

This course is a 1.0-hour introduction to BPA's "Agency Diversity Plan" and how managers can help the Agency achieve results associated with the Agency's Diversity and Workforce Plan targets. The overall purpose of this course is to inform participants of the Agency Diversity Objectives; how BPA compares to the Civilian Labor Force (CLF); and to introduce the direction for future diversity efforts at BPA while assuring alignment with our Agency strategic direction.

The sessions are 1.0 hours in length. Managers can combine this course with other diversity opportunities such as the "The Cultural Detective - USA" training option listed above, or complete online options through OLC² to satisfy the fourth hour.

Use training self-service in HRmis to sign up. Click here to view available sessions.

Option B: DOE Online Learning Center (OLC2) for managers and employees

Web-based courses available through OLC2 subscription:

Options for all employees
  - Diversity on the Job: Diversity and You (1.0 hrs.) *New for FY'11!*
  - Emotional Intelligence in the Workplace (1.5 hrs.) *New for FY'11!*
  - Improving Cross-Cultural Communications (3.0 hrs.) *New for FY'11!*
  - The Reasons Why Diversity Matters (1.5 hrs.) *New for FY'11!*
  - Working with Difficult People: Dealing with Micromanagers (1.0 hrs.) *New for FY'11!*
  - Analyzing Workplace War Zones (team conflict – 3.0 hrs.)
  - Conquering Conflict through Communication (3.0 hrs.)
  - Changing Corporate Culture (1.5 hrs.)
  - Diversity: The Future (2.0 hrs.)
  - Getting Past Clashes: Valuing Team Diversity (3.0 hrs.)

Additional manager options

  - Motivating and Optimizing Performance (1.0 hrs.) *New for FY'11!*
  - Identifying Difficult People (1.0 hrs.) *New for FY'11!*
  - The Importance of Diversity and the Changing Workplace (1.0 hrs.) *New for FY'11!*
  - An Essential Guide to Giving Feedback (2.0 hrs.)
  - Customers, Confrontation and Conflict (5.0 hrs.)
  - Leadership Essentials: Motivating Employees (1.0 hrs.)
  - Management Essentials: Managing a Diverse Team (1.0 hrs.)

Email all questions regarding OLC² subscriptions to the BPA's Online Learning Center 2 Help mailbox. Note: it can take up to two weeks for credit to appear in HRmis for OLC² courses. ***Reference general information regarding OLC2 training and how to access at the end of this document***.

Option C: BPA Web-Based (Managers Only)

Civil Rights (1.0 hrs - course #008074)

There are numerous Civil Rights and Equal Employment Opportunity (EEO) federal laws with which BPA must comply. After completing this course you will be more familiar with these regulations. In addition, you will learn about the services that BPA's Civil Rights and EEO Office provides.

Topics include:

- EEO and Civil Rights at BPA and your responsibilities
- Diversity Management and your responsibilities
- EEO Laws and your responsibilities
- Affirmative Employment and your responsibilities
- BPA's Diversity Plan

This web-basted training provides managers with one hour of diversity credit. Managers may take this for the first time or as a refresher. Managers can combine this course with other diversity opportunities such as the "The Cultural Detective - USA" training option listed above, or complete online options through OLC2 to satisfy the other three hours of their requirement. **Click here** to access the course.

Mandatory for all employees – above and beyond the 3 and 4 hrs annual requirement for managers/supervisors and all other federal employees

No Fear Act and Sexual Harassment (1.5 hrs - course #TBD)

- Know your responsibilities in preventing harassment
- Know your rights as an employee to work in an harassment free environment
- Behave in a manner that is consistent with Federal Law and BPA Harassment Free Workplace Policy
- Know your rights under the No FEAR Act and Whistleblower Protection Laws

This session will be available to all employees in Q3 of FY 2011. This web-basted training provides managers and all other federal employees with the opportunity to explore topics to include: Staying Above the Line and Bonneville Power Administration's Policy to have a harassment free work environment where people treat one another with respect.

General Information About the DOE Online Learning Center² (OLC²)

- **Who:** An OLC² account that includes access to SkillSoft and NETg courses has been established *for all BPA federal employees*.
- **Access:** You can **click here** to access the OLC² website and log in with your Learner ID and Password.
- **System Configuration Checker:** When you access the OLC² website, an automatic checker will pop up. Click OK to let it determine if your desktop settings are configured correctly. When it's done, check for items showing as "FAIL;" there will be a link directly to the right telling how to change settings if needed. If everything is "PASS," just close the window to continue.
- **Learner ID:** Your Learner ID for this account is *usually* your FIRSTNAME.LASTNAME (all UPPERCASE with no spaces and a dot between first and last). To confirm your Learner ID, email your request to the Online Learning Center2 Help.
- **Lock Outs:** To avoid being locked out of your account, always use the "*Forgot Your Password*" link after *two* failed login attempts. Passwords are case-sensitive.
  If you need your account unlocked, email your request to Online Learning Center2 Help.
- **Expired Password:** Your password expires every 90 days. After successfully entering your password, the next screen MAY tell you that your password has expired and prompt you to change it. Passwords *must be between 8 and 20 characters*, contain *at least one uppercase AND one lowercase letter,* at least *one numeral* (0,1,2…9), AND *one of these special characters*: !@#$%^&*()-_+={}<>?/'";:\
  After creating a new password, you must log in again with your new password.
- **Pop-up Messages:** When launching a course, always click **YES** or **OK** on *all* pop-up messages asking if you want to run the software, etc.

Access to OLC² for BPA *contractors* requires an email to Online Learning Center2 Help from their *BPA manager* listing the contractor names and stating whether they need *access or* they need a *subscription*. There is no cost for contractors to *access* the basic "DOE Only" or "DOE *Mandatory Training*" courses. But a paid *subscription* is required for contractors to take SkillSoft and NETg courses. A subscription costs $100 (prorated quarterly) and will end on last day of the current calendar year regardless of initial access date.

The Online Learning Center2 Help mailbox only handles requests related to the DOE Online Learning Center (OLC²).
- For help with **training**, call or email HR Help (503-230-3230).
- For help with **travel**, call or email Travel-GovTrip (502-230-4266).

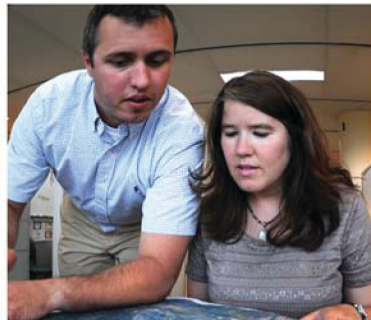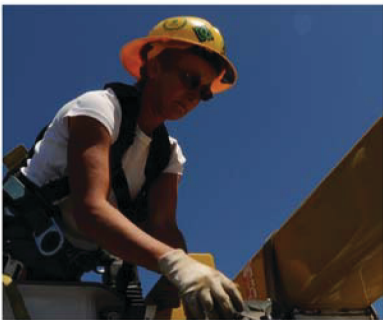# BONNEVILLE POWER ADMINISTRATION

MD- 715

Appendix 7:
FY 2011-2012 Talent Management Strategy

2011-2012
Talent Management
Strategy

Contents

Executive Summary

Bonneville Power Administration (BPA) is a capital-intensive business, relying on a large portfolio of hard assets to deliver its mission in the Pacific Northwest. The value of these assets is fully realized through the focused efforts of one of its most critical assets, the BPA workforce. The Talent Management Strategy (the "Strategy") articulates a plan for managing BPA's workforce strategically to ensure that BPA is well positioned to meet current and future business needs.

Over 9,000 workers (including ~ 3,100 BPA federal employees) working in BPA and in various partner organizations keep BPA's operations running smoothly, enabling the Agency to achieve, year after year, its mission to deliver an adequate, efficient, economical, and reliable power supply to the Pacific Northwest. The utility industry is experiencing several profound changes—climate change, renewable integration, and an increased focus on energy efficiency—that are significantly altering BPA's core business and demanding greater strategic and operational agility going forward. BPA relies on its workforce to unleash the value of the Federal Columbia River Power System (FCRPS) and other capital assets in support of its mission in the Northwest. It will need to better leverage this critical asset—its people—by building a workforce that is the *right size*, has the *right skills*, and works in the *right environment*. This Strategy proposes initiatives with specific actions that will enable BPA to achieve these three objectives and shape its workforce to meet emerging business needs.

BPA delivers on its mission using a complex, multi-sector workforce, comprised of BPA Federal employees, deployment of contract workers, and through collaborations with partner federal and state agencies, including the U.S. Bureau of Reclamation, the U.S. Army Corps of Engineers, Energy Northwest, and various fish and wildlife agencies. BPA's federal employees form the foundation of the total workforce by performing work that supports BPA's mission and providing leadership for the agency. BPA uses federal employees to ensure that mission-critical skills and competencies remain in-house while the Agency relies on contract workers to meet varying workload demands. With an average age of 47, and retirement eligibility that could reach 40 percent by 2015, BPA's federal workforce faces several challenges. The expected large spike in retirements will require the Agency to move away from ad hoc succession planning to a far more comprehensive and integrated approach. The Agency lacks a centrally-managed standard skills and competencies framework, further complicating effective succession planning. BPA further compromises it objectives by failing to consistently address poor performance. In order to attract top talent, BPA must continue to increase the diversity of its workforce, particularly with regards to gender and ethnicity. Against these challenges, the Agency must balance compliance with federal hiring requirements, including recent Presidential directives for federal agencies to "insource" before outsourcing.

In addition to its federal workforce, BPA relies on ~1700 contractors (i.e., experts/consultants, outsourced services, and supplemental labor) to support short-term project needs, fill skills gaps, or meet peaks in workload. BPA purchases supplemental labor, currently 840 workers, for functions that can be considered fungible (e.g., administrative work) or require specialized skills not readily available (e.g., engineering), with Information Technology (IT) typically purchasing the largest amount. Supplemental labor remains the fastest way to acquire resources, averaging 42 days to fill a position compared to 132 days for a federal employee position. The flexibility and convenience of supplemental labor enables BPA to be more responsive to its customers and constituents, yet reliance on supplemental labor poses a number of long-term risks. Most importantly, purchasing supplemental labor skills through third-party vendors comes at the expense of developing federal employee skills and competencies, particularly when there is insufficient knowledge transfer. BPA has not effectively tracked or managed supplemental labor costs, making it unclear how cost effective its usage has been. Against these challenges, the Agency must balance compliance with Agency purchasing policies and federal requirements on the use of supplemental labor.

The final consideration is BPA's ability to manage its workforce. For federal employees, BPA executives and managers rely on policies, processes, and infrastructure from the Human Capital Management (HCM) organization. HCM's management capabilities and programs are strongest in labor relations and benefits management, but continue to mature in talent acquisition, talent development, performance enhancement, and organizational effectiveness. For supplemental labor, BPA managers rely on the Supply Chain and Purchasing/Property Governance organizations, which continue to grow their capabilities in the areas of policy development and cost and performance management. Ensuring that each group's capabilities are deployed in an integrated way is critical to BPA's strategic objectives.

BPA faces a number of gaps between its workforce needs and its current workforce capabilities. These gaps have been identified and prioritized in terms of the risk they pose to meeting workforce objectives. In order to reduce these risks, a set of six Talent Management Strategic Initiatives that are critical to achieving the desired state of the workforce have been developed. Of these six initiatives, BPA's Business Operations Board identified the following as priority initiatives over the next two years:

- Drive high performance in the federal workforce.

- Improve accessibility, efficiency, and effectiveness of federal employee hiring process.

- Improve ability to anticipate and meet Agency skill and competency needs.

In addition to the three priority initiatives, the Agency will work on the following strategic initiatives:

- Improve sustainability of talent in critical skill sets.

- Align the federal workforce to the Employee Value Proposition.

- Improve deployment of supplemental labor.

This Strategy identifies the management capabilities ("levers") that can be used to change the condition of the workforce. These levers are then supported by activities, work, timing, and success measures to ensure successful implementation. Finally, with the development of these capabilities and programs, the ownership rests squarely with executives, managers, and employees to properly leverage them to build the desired workforce of the future.

A Shared Responsibility

Talent management is a responsibility shared across BPA. BPA's commitment to talent management is defined by the responsibilities and accountabilities of the executives, managers, and employees to build a culture that encourages professional and personal growth aimed at the overall achievement of business goals and objectives. It is in this commitment that BPA will find the solutions to current and future challenges to deliver safe, reliable, low-cost power and services to customers and achieve Key Agency Targets.

Talent Management: An Introduction

Talent Management at Bonneville Power Administration (BPA)

BPA's workforce is one of the Agency's most critical strategic assets—it is through the workforce that BPA realizes the full value of all its hard assets and delivers that value to the Northwest. The management of this asset, or "talent management," is the effective identification, development, and deployment of talent across the Agency, and is essential to achieving BPA's strategic objectives. Philosophically, talent management at BPA will encompass the following principles, which constitute the Employee Value Proposition (EVP):

Federal employees can expect commitment from BPA to:

- Provide meaningful, challenging, and interesting work.

- Provide opportunities for career development and growth.

- Provide stability and security in employment.

- Foster a high performing, collaborative, diverse workplace.

- Provide leadership and solutions to the Pacific Northwest's, West's, and Nation's energy and environmental challenges.

BPA can expect commitment from federal employees to:

- Demonstrate BPA's core values of collaborative relationships, trustworthy stewardship, and operational excellence.

- Take personal responsibility and accountability to produce high-quality results that advance the Agency's mission.

- Bring creativity and initiative to produce results that add value to the region.

The Talent Management Strategy ("Strategy") is not a new initiative, but rather an evolution of past efforts to ensure BPA's workforce meets business needs. Over the past five years, BPA has conducted an annual workforce planning process, focused primarily on management of critical roles and skills to mitigate key Agency risks. While these efforts have yielded important information and alleviated critical skill gaps, annual workforce planning has been a useful but narrowly-focused process that is better conducted within the context of a comprehensive and integrated Talent Management Strategy.

Why a Talent Management Strategy?

BPA's Talent Management Strategy for 2011–2012 is the first generation of an integrated strategic plan for shaping and managing the Agency's workforce. The Talent Management Strategy is important for several reasons:

- **Strategic People Management**: The BPA workforce is the strategic asset that, combined with generation and transmission, delivers value to the region.

- **Alignment**: BPA workforce performance increases by aligning support of management activities in a common set of objectives.

- **Risk Mitigation**: Workforce risks are effectively managed by a robust talent management strategy that identifies, delivers, and monitors the effect on programs, processes, and systems.

The Strategy provides a plan for developing and maintaining a workforce that is capable of delivering on BPA's mission in the Northwest. It must, therefore, be closely connected to the Agency's corporate strategy in terms of content and process. The Strategy is developed on a two-year planning cycle to coordinate with Agency Strategic Planning. The Strategy drives the direction of talent management and requires integration of the proposed measurement framework with the Agency Balanced Scorecard and Key and Cross Agency Target structures. A well-executed strategy will offer additional tools and approaches to mitigating risks over time.

Mitigating Agency-Level Risks

This Strategy offers the strategic framework necessary to mitigate one of the current tops risks to the Agency—"inadequate talent." Successful implementation of the strategy should mitigate this risk to the degree that it should no longer be considered an Agency top risk.

Because the Strategy broadly impacts the Agency, its implementation will help mitigate other existing Agency top risks. Of the 11 Agency top risks identified for 2010, the following also have workforce implications:

- **Failure of "alliance" contracts for expanding transmission:** Implementation of Transmission Capital projects rely heavily on project management and contract management skill sets that are in short supply.

- **Ineffective wind generation integration into the BPA power system:** Wind integration requires additional analytical, modeling, and forecasting skills.

- **Failure to align IT strategy and internal business client strategies:** Requires strong project management and collaboration.

- **Employee failure to comply with federal ethics requirements:** Requires a strong cultural signal to the workforce.

The more important objective is to focus all of the Agency workforce management efforts on a common set of objectives. Executives, managers, HCM, and other BPA organizations are critical parts of workforce management, and must work in concert to achieve the Agency's strategic objectives.

Talent Management: A Shared Responsibility

Talent management is often considered a human capital effort, but executives and managers, who are in direct contact with the workforce on a daily basis, are able to exert extraordinary influence on workforce performance. As leaders in the business, executives and managers are critical to the success of all programs that support talent management. Employees are also a key component, as each member of the workforce is accountable for managing his or her own performance and seeking career development opportunities. In short, talent management is a responsibility shared across BPA.

A considerable portion of this Strategy is dedicated to the programs and services provided to the Agency by HCM, Supply Chain, and Purchasing/Property Governance. While these groups will take a lead role in developing effective strategies, implementing programs, and providing guidance to the Agency, ultimately, talent management is successful only when strong leaders and engaged employees participate fully in the process.

Executive Responsibilities

The active involvement of BPA's executives is critical to the success of this Strategy. BPA executives must become champions for talent across the Agency by reinforcing the message that BPA's greatest asset is its people. The Strategy's initiatives must become a priority for their leadership teams. Executives should embrace the Employee Value Proposition (EVP) and model behaviors by setting clear expectations, demanding accountability, and expecting high performance of their managers. The objectives of *right size*, *right skill*, and *right environment* should become part of regular leadership discussions, with the goal of building a strategically and operationally agile organization.

Manager Responsibilities

As the largest leadership group in the Agency with the greatest influence over the workforce, managers must become lead agents for change in supporting the Strategy's initiatives. Managers should model behaviors for their employees by setting clear expectations, demanding accountability, and expecting high performance. Managers must make the development of existing talent a top priority by (1) investing time in employee development and performance improvement; and (2) demonstrating managerial courage in difficult situations. Managers should fully leverage available tools and resources to better manage their workforce. Managers must understand and communicate what the *right size*, *right skill*, and *right environment* objectives mean for their organizations, with the goal of building an operationally agile organization.

Employee Responsibilities

BPA's employees must make the EVP and Agency core values real in their daily work. Employees own their careers and are ultimately responsible for their own career development. Employees should demonstrate accountability for their actions and expect accountability from their managers. Employees must seek learning opportunities in order to adapt to upcoming changes in the industry and at BPA. All employees should continuously seek opportunities for operational excellence and contribute to building an operationally agile Agency.

Reading this Document

The Talent Management Strategy has been structured to directly link workforce development and management to Agency strategic direction. The structure of this strategy document is as follows:


This document is version 1.0 of the Talent Management Strategy, which will be updated on a two-year planning cycle in coordination with the Agency's strategic planning process. Additionally, as the level of sophistication and attention increases within the Agency on the criticality of strategically deploying its talent, there will be a need for further refinement and inclusion of missed content and analysis.

Scope

The 2011–2012 Strategy addresses two key areas: the BPA workforce and BPA's ability to manage that workforce.

- **Workforce**: The Strategy acknowledges the contributions from its varied workforce segments, but will limit its scope for this planning period to the ~3,100 federal employees employed by BPA and the ~800 supplemental workers contracted by BPA through third-party vendors. Expert/consultant and outsourced labor will be discussed as part of the overall workforce when appropriate, but the focus now will be on the Agency's use of supplemental labor.

- **Management Capability**: The Strategy addresses BPA's capabilities in terms of the Human Capital Management (HCM), Supply Chain, and Purchasing/Property Governance organizations, as well as Agency managers and executives. Future versions of BPA's Talent Management Strategy will be broadened to include additional segments of the Agency's workforce and other organizations associated with the management of the workforce.
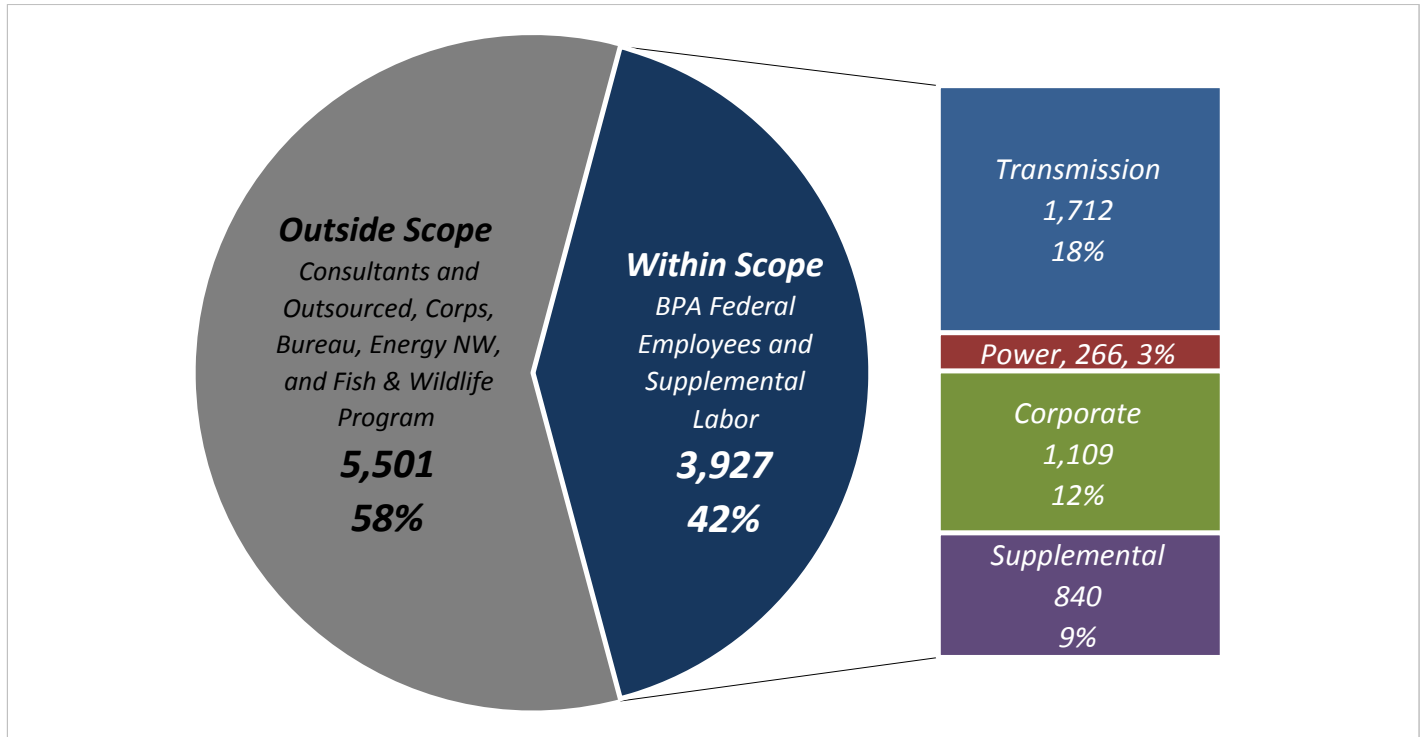
Refer to Table 1: Total Workforce Contributions to the Mission of BPA on page 16 for more information about the organizations cited above.

Definitions

The following workforce types are addressed in the Talent Management Strategy:

- **BPA Employees**: Federal civil service employees as defined in 5 U.S.C. § 2105. Federal civil service employees are appointed by a federal official, engage in the performance of federal functions, and are subject to the supervision of a federal official.

- **Contingent Workforce**: Non-employee contract labor performing work essential to BPA activities. This category includes supplemental labor, consulting services, and outsourced services that perform engineering services, professional services, facilities maintenance, and construction. The BPA contingent workforce is comprised of the following:

   o **Supplemental Labor**: Non-government employee labor contracted and billed on an hourly or daily basis performing tasks for BPA. The labor is used to augment existing BPA staff levels or to fill gaps in the federal workforce.

   o **Expert/Consulting Services (non-supplemental labor):** Contractors that are hired for specific expertise, or to provide advisory assistance, or for implementation of a project or objective.

   o **Service Contract/Outsourced Services**: A contract that directly engages the time and effort of a contractor whose primary purpose is to perform a task rather than furnish a product.

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[1] HRmis, SLIM, SLMO, Bureau, Corps, Fish and Wildlife Programs, April 2010

BPA's Strategic Context

BPA's Mission

At its core, BPA exists to meet the load demands of customers in the Northwest through marketing and transmitting the power generated by the Federal Columbia River Power System (FCRPS). BPA markets wholesale electrical power from 31 federal hydro projects in the Columbia River Basin, 1 non-federal nuclear plant, and several other small non-federal power plants. The dams are operated by the U.S. Army Corps of Engineers and the Bureau of Reclamation. About one-third of the electric power used in the Northwest comes from BPA. BPA also operates and maintains about three-fourths of the high-voltage transmission in its service territory. BPA's service territory includes Idaho, Oregon, Washington, western Montana and small parts of eastern Montana, California, Nevada, Utah, and Wyoming.

As a low-carbon system with high levels of integrated renewable energy, BPA is a key player in driving the Obama Administration's agenda around energy security and energy independence. BPA augments the impact of an already green system with robust promotion of energy efficiency, integration of renewable resources, and research in new technologies. The Agency also funds regional efforts to protect and rebuild fish and wildlife populations affected by hydropower development in the Columbia River Basin. As a public service organization, BPA dedicates itself to providing the best value for its customers and constituents through high-system reliability and low rates consistent with sound business principles, environmental stewardship, and accountability. BPA is part of the U.S. Department of Energy (DOE) and is a self-funded agency with a statutory obligation to recover its costs from ratepayers in the Northwest.

The Changing Energy Industry

With major developments in climate-change legislation, technology, and economics on the horizon, BPA finds itself facing critical strategic challenges that will shape the future of the electricity industry as well as the Agency over the next decade. It is essential that BPA's management team has an appreciation for these strategic issues, their potential impact on BPA's core operations, and the implications for the composition and skill set of the BPA workforce.

Climate change remains a key business driver in the industry. Although nation-wide carbon control legislation may not be in effect for several years, the mere potential for such legislation is driving resource choices and infrastructure investments across the West. California's aggressive renewable portfolio standard and prohibitions on coal-fired generation in several states are driving a massive increase in wind energy on BPA's system, posing profound changes to the transmission system. BPA's Wind Integration Team is developing innovative ways to integrate the increasing amount of wind generation on the federal system and to evaluate potential changes to regional market design. The objective of these efforts is to better utilize existing resources to relieve the capacity pressure on the federal hydro system. At the same time, the Northwest Power and Conservation Council's Sixth Power Plan significantly increased the goals for regional energy efficiency. Finally, the search for additional system flexibility extends to the demand side of the equation, with BPA launching new pilot projects in demand-side management and Smart Grid technologies. In summary, the convergent forces of climate change, renewables integration, and energy efficiency will likely drive a significant portion of BPA's strategic agenda over the next 5 to 10 years and will introduce dramatic changes to the Agency's core business.

With its core Power and Transmission businesses challenged by changes in resource mix (e.g., wind), legal requirements (e.g., Endangered Species Act), regulatory requirements (e.g., North American Electric Reliability Corporation), and policy (e.g., climate change), it is imperative that the BPA management team review the foundation of the core operational infrastructure in Transmission Services, and, to a certain extent, Power Services. What are the technical requirements for a virtual balancing authority consolidation? Where are the rigidities in scheduling, communications, and grid operations systems? What level of capital investment is required to modernize the Remedial Action Schemes to enable a more flexible grid? As BPA ventures into the brave new world of the Smart Grid, what changes to the existing control and communication systems will be needed to achieve the beneficial services from the retail side of the meter? Finding answers to these critical questions will require strong organizational, policy analysis, project management, problem solving, and economic analysis skills, as well as a focused effort on prioritization, as BPA seeks to address continued concerns about utility costs and customer service.

A Regulated Environment

As a federal agency and an electric utility, BPA's operations are framed by a complex set of statutes and regulations. While operating in a dynamic strategic context, BPA necessarily must adhere to applicable statutes (Title 5 of the U.S. Code, the Bonneville Project Act), regulations (Federal Energy Regulatory Commission [FERC] Order on Standards of Conduct), and standards (North American Electric Reliability Corporation standards on reliability and critical infrastructure protection). BPA's operation is carefully balanced to ensure compliance while meeting the needs of customers in the Northwest. Achieving this balance requires close coordination between skilled teams within BPA and its many stakeholders across the region. The Bonneville Project Act and Title 5 are central to BPA's operations and will be more fully analyzed in the next version of the Strategy.

Organizational Implications

The industry and regulatory changes outlined above pose significant challenges that require BPA to develop a new capability mix at operational and strategic levels. BPA will be required to plan and operate differently to succeed in the future. Factors such as the increased amount and frequency of change, a varying supply base, uncertain future demand, and highly distributed stakeholders drive the clear need for increased strategic and operational agility. The increasing pace of structural, economic, and technological change requires BPA's executives, managers, and employees to demonstrate a corresponding new level of agility to implement strategic responses on shorter cycle times. With this need for agility comes an increased need for vigilance and responsiveness in running BPA's core business in real-time coordination with its many stakeholders.

As the full impact of climate change is felt, it is critical that BPA develop the organizational traits to ensure the continued ability to effectively serve the Northwest. This desired increase in organizational agility serves as a principle for shaping the BPA workforce and key dimensions of the organization, such as structure, systems, and process design. This first iteration of the Talent Management Strategy primarily addresses the workforce; however, there are additional and related organizational dimensions that would also benefit from the development of these organizational traits.

Shaping the Workforce of BPA's Future

The primary objective of the Talent Management Strategy is to ensure that BPA has a workforce that is the right size and composition, possesses the right skills and competencies, and works in the right environment to deliver on BPA's business objectives. As BPA's operating environment changes, both the objectives and means to achieve them will impose new requirements on the workforce, providing insights and guidance on what the *right size*, *right skills*, and *right environment* will be moving forward. These critical workforce objectives will help shape the strategic initiatives for the 2011–2012 agency strategic planning cycle.

Size and Composition

Many significant project-based efforts loom in BPA's short- and medium-term future. Among others, these include transmission infrastructure expansion, capital asset maintenance investment, and research and development efforts such as the exploration of storage technologies and development of new forecasting and modeling tools. These efforts introduce increased variability to the BPA workload, with the likelihood that variability will become an ongoing component of the workload for the foreseeable future. In addition to project-based variability, BPA will need to maintain a workforce that responds with agility to the shorter cycle of change in the political, economic, and technological realms.

The combination of project-based variability and a need to plan for agile responses indicates that a flexible workforce would be beneficial, comprised of a foundational element of federal employees and a variable element of contingent labor. This will allow overall size to vary with program requirements, within the constraints of policy and cost management.

The allocation of federal and contingent labor should be shaped to provide the necessary flexibility while retaining core and critical roles and skill sets within the federal workforce. The federal workforce should be deployed in critical BPA knowledge and expertise-based roles, allowing lower-skilled roles or more fungible skill sets to be provided through contingent labor. Expert/consultant labor may be used to provide support and knowledge transfer in leading-edge skill sets as the federal workforce cultivates its expertise.

Skills and Competencies

BPA has very important roles to play in the Northwest and the energy industry—deliver the value of the hydro system to customers and lead the industry into the future as the fuel mix changes and new operational challenges arise. These roles have particular implications for the skills and competencies that BPA must build or acquire.

Despite much talk regarding the need to acquire "green skills," many of the skills that will successfully position BPA for the future are the same basic skills that contributed so greatly to successfully improving the performance of the hydro system in the 1980s. In many cases, the required skills remain constant but will need to be applied with new knowledge. There are, however, some areas where skill sets are genuinely new, sufficiently changed, or in such enormous demand that BPA will be competing for very scarce resources in the labor market.

The key drivers moving the industry will come with specific requirements for skill and expertise. With respect to the climate change issue, BPA must continue to stay on top of legislative and market issues. BPA's trading floor may need to develop new analytical competencies with respect to carbon markets and risk management products. Generation supply will need to incorporate new water supply modeling into its existing analytical architecture and develop new assessments of stream-flow timing and hydro surpluses and deficits for use by the resource program. The latest research on the potential impacts on fish and habitat should be tracked and necessary adjustments integrated into fish and wildlife activities.

On the energy efficiency front, the quest for the next major opportunity for savings is going to require new technology, new business models, and increasing amounts of innovation. The need for analytical skills, knowledge of wholesale power markets, and contracting skills will increase. The demand side of the equation will require enhanced policy development, customer service, and technical expertise in Transmission Operations, which will likely establish the technical requirements and dispatch protocols associated with new demand-side resources. BPA's Wind Integration Team, which is already close to 40-people strong, will require another infusion of technically competent individuals with statistical, modeling, forecasting, business practice writing, and communication skills. Collaboration and team building will be at a premium as the Agency will need to work closely with industry and other stakeholders on regional solutions.

Over the next two years, BPA will help facilitate the development of a robust intra-hour energy market in the Northwest to better handle rapid swings in wind energy output. This will require updates to the Agency's Available Transmission Capability (ATC) methodology, scheduling business practices, billing practices, and IT systems. Commercial and analytical skills, as well as project management and communication skills, will be at a premium. Additionally, with the continued increase in renewables development across the West, there is a growing interest in more significant changes in regional market design, such as virtual or actual balancing authority consolidation. In preparing for such potential changes, BPA will need to tap into a considerable bench of legal, market, and operational analytical skills, as well as negotiation, project management, leadership, and change management competencies.

Along with potential operational changes will come changes in transmission infrastructure. With large uncertainty about the location and characteristics of future generation resources, BPA's transmission planners will need to develop new skill sets in order to integrate economic dispatch modeling with power flow analytics. This skill set is currently in short supply in the industry and will require time and intense focus to develop. The same general approach to modeling uncertainty will be needed to conduct robust cluster studies for BPA's annual Network Open Seasons. All of these issues will have to be addressed at the same time that the Agency fights depreciation and institutes the required upgrades of valuable core assets in both Power Services and Transmission Services. As a result, the skill sets of risk analysis and business case development that are informing BPA's new asset management program will remain in high demand.

In addition to technical skill sets, there are specific competencies that will support BPA's organizational agility, awareness, and collaboration. The development of these competencies within BPA leadership will affect industry performance and ripple out into the workforce. When asked what sets leaders apart, BPA executives often point to a combination of policy analysis, critical thinking, project management, and political savvy. As BPA becomes more deliberate in the management of Agency core capabilities, understanding the interaction of these competencies will allow BPA to cultivate successful future leaders.

Environment

The work environment will be critical to shaping the future direction of BPA as an organization. It will drive and reinforce behaviors and influence the way work is done. The work environment must support BPA's quest for strategic and operational agility. It should not be a barrier to change, but rather it should support the anticipation, and implementation, of needed changes. Finally, the work environment must deliver on the core business and ensure alignment with BPA's values.

In 2009, the Executive Team spent considerable time articulating a vision for the work environment that outlines the relationship between BPA and the workforce, known as the Employee Value Proposition. The EVP describes the work environment and the employee-employer relationship that the Executive Team aspires to create to deliver on BPA values, ensure delivery of quality services to the Northwest, attract employees who share BPA's values and thrive in the work environment, and deliver value to the region. The EVP guides the development of people processes, policies, and programs, and, ultimately, will shape how employees do their work, organize their teams, and tackle the challenges BPA faces.

Workforce Implications Summary

The intersection of industry dynamics and BPA strategic direction creates a clear vision of a future workforce that will need to perform in ways that drive organizational agility. The central performance needs are:

- The workforce size will need to be increasingly flexible to meet variable program requirements and workload volume, requiring highly effective use of federal and contingent labor.

- The workforce will need to be able to deliver BPA's core business and its leading-edge areas of strategic development, requiring availability and sustainability of traditional mission-critical skills as well as "green" skills.

- Leaders of the future will require a new level of strategic agility, collaboration, and alliance building.

- Managers will need to be skilled in anticipating and responding to talent needs posed by BPA's mission, leveraging the tools and resources available to shape their workforce.

- The work environment will need to progress towards the desired EVP.

- Workforce performance will need to offer a healthy balance between cost management, productivity, and quality of outcomes for the Northwest.

These needs will inform the establishment of Talent Management Strategic Objectives (*right size, right skills,* and *right environment*) with a clear understanding of the current workforce and how it is managed. Objectives will then be set to drive toward the desired state with a full understanding of the gaps to be closed and the organizational strengths that should be leveraged.

Current State of the Total Workforce

In order to build BPA's future workforce, the Agency must first develop a solid understanding of the size, composition, skills, and environment of its current workforce, as well as the trends, driving forces, and stakeholders that will shape it.

BPA's Multi-Sector Workforce

The BPA workforce is typically referred to as the ~3,100 federal employees of the Agency. This core federal population is certainly the foundation of BPA's workforce; however, the mission of BPA is critically reliant on several other populations of workers. In addition to its federal employees, BPA delivers it mission through the efforts of a multi-sector workforce, referred to as the total workforce, comprised of contingent labor (e.g., supplemental labor, experts/consultants, and outsourced services), federal employees of the U.S. Army Corps of Engineers, the U.S. Bureau of Reclamation, the Fish and Wildlife Contracts, and Washington state employees of Energy Northwest. Management of this total workforce varies considerably by segment. BPA directly manages its core federal population, while it deploys its contingent labor and partners with other federal and state agencies, all in pursuit of its mission in the Northwest.

This multi-sector approach to resourcing is consistent with other government and private organizations, allowing BPA to deliver long-term core functions, respond to peaks in workload, fill skills gaps, and take advantage of best practices in the public and private sectors. When the multi-sector approach is factored in, the total workforce required to deliver on BPA's obligations to the region is greater than 9,000 people.

Figure 2: BPA Total Workforce
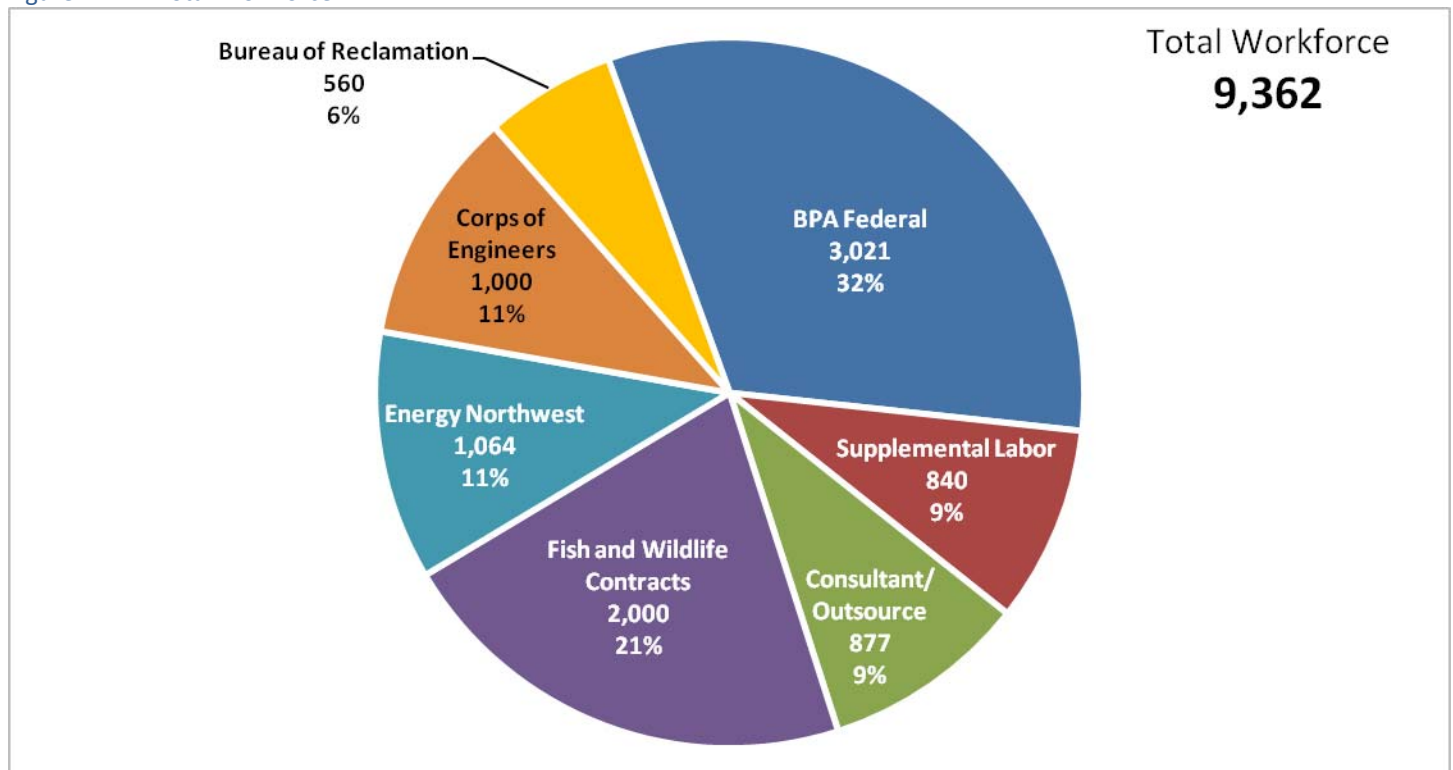
A workforce made up of federal employees and contingent labor provides BPA with access to the best talent in the public and private sectors, as well as the flexibility to adjust to changing program demands. The different segments of the workforce are interdependent and interact in often complex ways to deliver BPA's mission. Therefore, it is critical that BPA executives and managers understand the total workforce and the contribution of each segment in terms of overall productivity, cost effectiveness, and quality of outcomes. The integrated management of the total workforce ensures that all talent is aligned to specific business

objectives regarding the timely availability of the best skills at the right price that is legally compliant and responsive to BPA's changing needs. It is this total workforce perspective that informs BPA's approach to the Talent Management Strategy.

Table 1: Total Workforce Contributions to the Mission of BPA

Organization	Contribution to BPA Mission	Size of Workforce
BPA Federal	Responsible for the Agency's core functions. As the foundation of BPA's workforce, federal employees provide leadership to the total workforce.	3,021
Supplemental Labor	Augments BPA's federal workforce.	840
Experts/Consultants and Outsourced Services	Fills gaps in skills and brings best practices from the private sector into the Agency, and/or delivers services that are not in BPA's area of specialty (e.g., security, janitorial services), allowing the Agency to focus its federal employees on critical core work.	877
U.S. Army Corps of Engineers (Corps)	Provides 21 of 31 hydro projects and shares interest with BPA for the continued maintenance of the federal core generation, Fish and Wildlife, and transmission support.	1,000
Bureau of Reclamation (Bureau)	Provides 10 of 31 hydro projects and shares interest with BPA in the continued maintenance of the Federal Columbia River Power System (FCRPS) as well as delivering on the multi-purpose aspects of the FCRPS.	560
Energy Northwest	Owns and operates the Columbia Generating Station nuclear power plant, from which BPA contractually purchases the entire output of the plant (~1,150 megawatts), representing about 10 percent of the power marketed by BPA.	1,064
BPA Fish and Wildlife Program Contractors	Manage several hundred individual projects and contracts intended to deliver on BPA's obligation to mitigate the effects of the FCRPS.	2,000

Balancing Stakeholder Interests

In addition to managing a large and complex total workforce, BPA also strives for customer and constituent satisfaction with its various internal and external stakeholders. While engaging Agency stakeholders sustains important relationships and ultimately improves the quality of services, achieving stakeholder satisfaction can be challenging. Stakeholder interests are not always in concert and addressing the competing interests of stakeholders creates a complex work environment. BPA workers may find the complexity of their work responsibilities increased by the diversity and level of involvement of BPA's stakeholder community.

Table 2: External Stakeholders

External Stakeholder	Interest
Department of Energy	To advance the initiatives of the President and DOE within the context of BPA's legally established mission and authorities.
Columbia Basin Tribes	The Columbia Basin Tribes seek excellent government relations with a BPA that is a good steward of the environment and demonstrates effective project management in FCRPS mitigation.
BPA Customers	BPA has 147 customers, comprised of cooperatives, municipalities, public utility districts, other federal agencies, investor-owned utilities, direct-service industries, port districts, and tribal customers. In addition, BPA has power marketer and transmission customers. Customers' primary interests are in BPA's capability to execute against their demands, rate-making, and rate structure.
Labor Unions	BPA's bargaining units are interested in seeing the Agency use the federal workforce to accomplish core work; conduct effective succession planning, recruitment, and selection practices; invest in employee development; fund programs to effectively incentivize and reward high performance; and successfully engage employees. BPA and unions negotiate labor agreements and working conditions for 74 percent of the BPA federal workforce.
Public Interest Groups	Public interest groups that engage with BPA advocate for a variety of interests, ranging from renewable energy to fish to land-use interests. As public-interest groups often have competing interests, addressing their needs can present challenges for BPA employees.
California Investor Owned Utilities and Wind Developers	Investor-owned utilities and wind developers in the state of California are primarily interested in lower-cost renewables development.

BPA values its internal stakeholders and strives to achieve a highly engaged workforce. However, internal stakeholder relationships can be just as challenging as external ones. In responding to its internal stakeholders, BPA must balance hiring and performance management demands of the work environment with compliance with federal and Agency hiring requirements.

Table 3: Internal Stakeholders

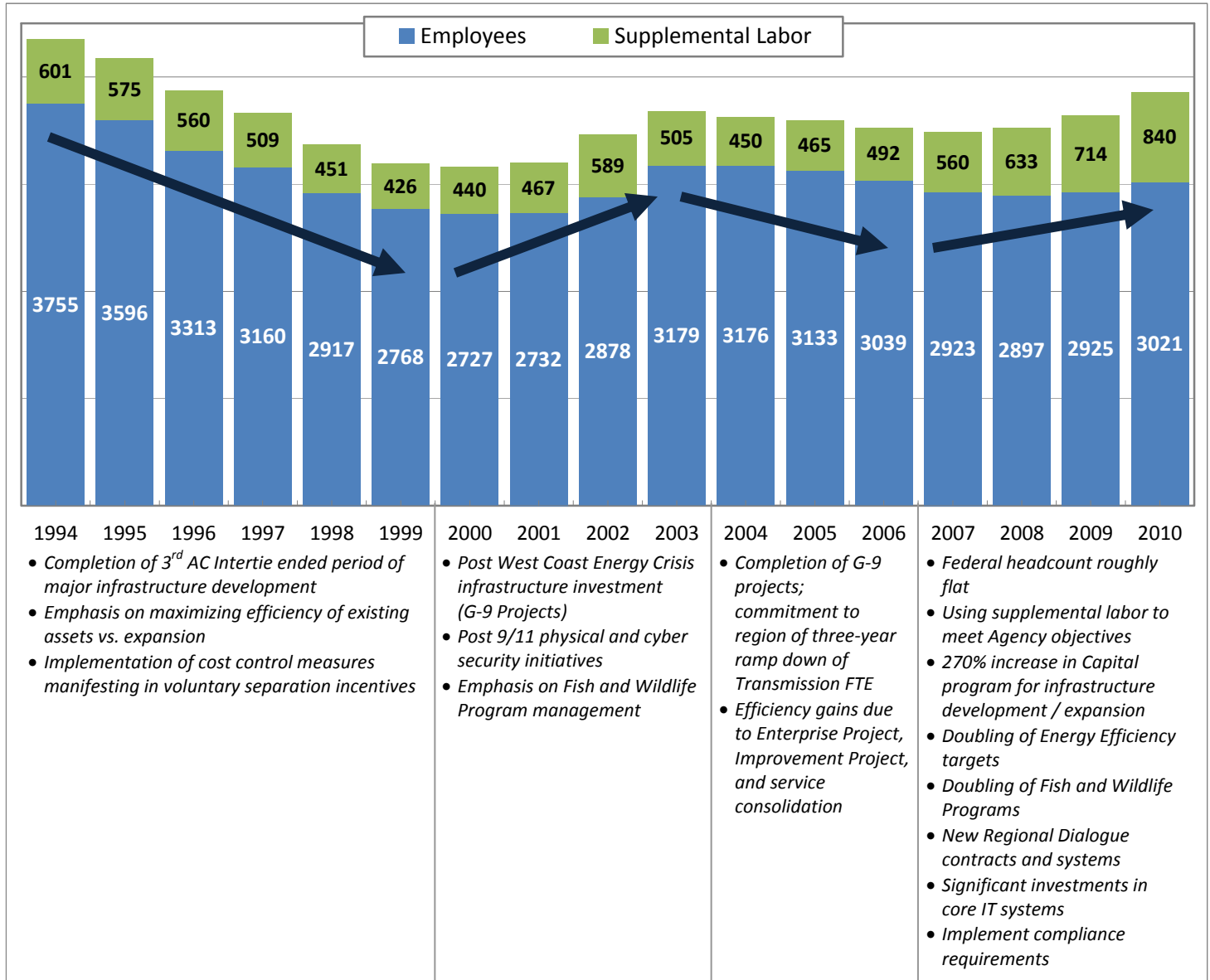| Internal Stakeholder	Interest
Employees	BPA's federal employees are interested in meaningful, challenging, and interesting work; career development and growth opportunities; and a stable and secure work environment.
Executives and Managers	As leaders in the Agency, BPA's executives and managers are interested in fostering a high-performing, collaborative, and diverse workplace and in providing leadership and solutions to regional and national energy and environmental challenges. They want to better manage their people and their business functions to achieve Agency objectives.
Vendors	Vendors that provide contingent labor services to BPA are primarily interested in understanding the Agency's long-term staffing needs for business planning purposes, as well as the policies and procedures that govern their contracting relationships with the Agency. BPA's supplemental labor vendors are interested in profitably delivering workers to BPA and understanding BPA's future business needs.
Supplemental Labor Workers	Supplemental labor workers expect a healthy and safe work environment and a clear understanding of their role in accomplishing BPA's objectives. Supplemental labor workers are also interested in understanding roles and boundaries.
Experts/Consultants and Outsourced Services	Experts/consultants and outsourced labor are primarily interested in understanding BPA's procurement policies and the Agency's specific expectations of them as articulated in Statements of Work (SOWs) and Service Level Agreements (SLAs). They want to be able to anticipate types and volume of work at BPA for business planning purposes.

Current State of the Federal Workforce

BPA's federal workforce serves as the foundation for the Agency's total workforce. The federal workforce performs BPA's core functions and provides management and leadership for the Agency. Determining the right number of federal employees and contingent labor requires a strong grasp on the current size and composition, skills, and environment of the federal workforce and BPA's diverse stakeholder interests.

Size and Composition

Federal Headcount Fluctuates; Supplemental Labor Headcount Experiences Recent Growth

Over the past 16 years, BPA's federal workforce headcount has fluctuated, ranging from a peak of 3,755 in 1994 to 3,021 today.

Figure 3: History of BPA Federal Employee and Supplemental Labor Headcount[2]

	1994	1995	1996	1997	1998	1999
Supplemental Labor	601	575	560	509	451	426
Employees	3755	3596	3313	3160	2917	2768

- *Completion of 3rd AC Intertie ended period of major infrastructure development*
- *Emphasis on maximizing efficiency of existing assets vs. expansion*
- *Implementation of cost control measures manifesting in voluntary separation incentives*

	2000	2001	2002	2003
Supplemental Labor	440	467	589	505
Employees	2727	2732	2878	3179

- *Post West Coast Energy Crisis infrastructure investment (G-9 Projects)*
- *Post 9/11 physical and cyber security initiatives*
- *Emphasis on Fish and Wildlife Program management*

	2004	2005	2006
Supplemental Labor	450	465	492
Employees	3176	3133	3039

- *Completion of G-9 projects; commitment to region of three-year ramp down of Transmission FTE*
- *Efficiency gains due to Enterprise Project, Improvement Project, and service consolidation*

	2007	2008	2009	2010
Supplemental Labor	560	633	714	840
Employees	2923	2897	2925	3021

- *Federal headcount roughly flat*
- *Using supplemental labor to meet Agency objectives*
- *270% increase in Capital program for infrastructure development / expansion*
- *Doubling of Energy Efficiency targets*
- *Doubling of Fish and Wildlife Programs*
- *New Regional Dialogue contracts and systems*
- *Significant investments in core IT systems*
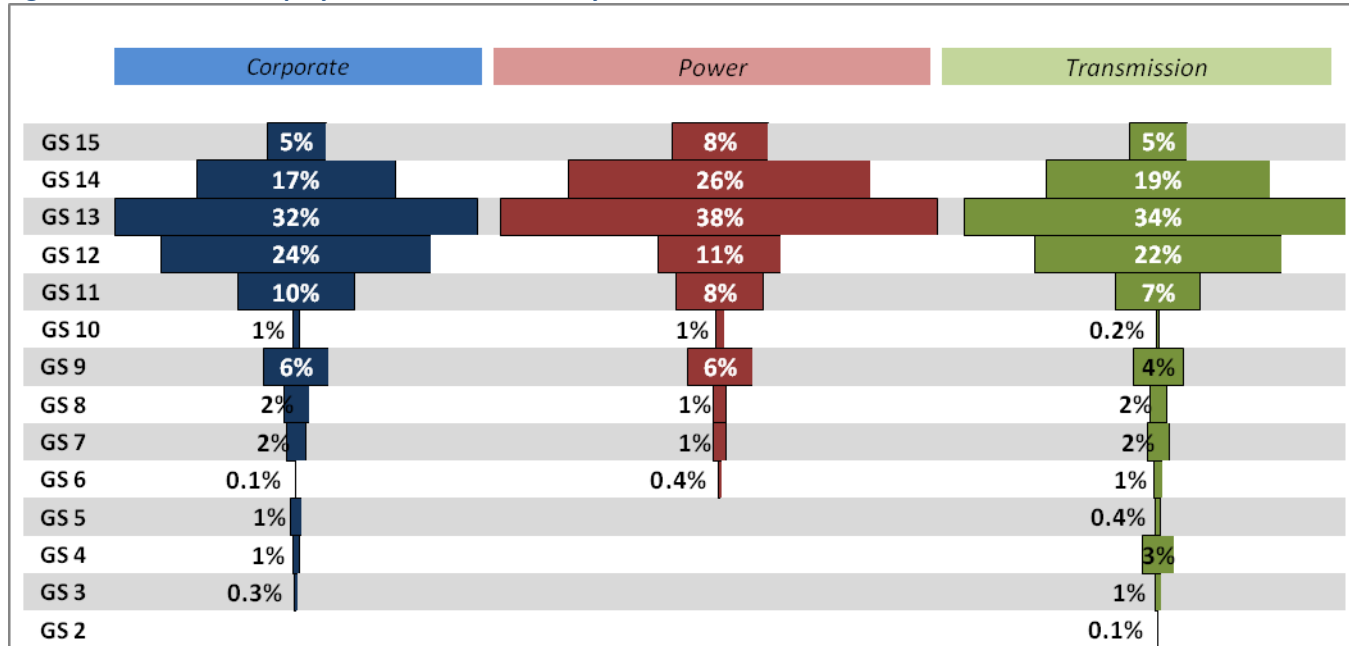- *Implement compliance requirements*

This fluctuation in federal headcount reflects the varying workload and program requirements of the Agency over the past 16 years. The federal workforce has remained relatively flat over the last several years, reflecting a decision to manage to a level of 3,000-3,100 federal employees while meeting variable program requirements largely through supplemental labor. In fact, between 2004 and 2008, the federal workforce decreased in size by 9 percent, while the supplemental labor headcount increased by 40 percent (see Figure 3). For short-term projects, peaks in workload, or to fill a temporary skill gap, supplemental labor provides quick access and flexibility (refer to Appendix A for further explanation of full time employee (FTE), allocation, and budget).

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[2] HRmis, April 2010, and HRmis Year-End Report, FY 2009

Top-Heavy Workforce

With 64 percent of BPA's federal workforce in the GS-11 through GS-15 grades, the Agency is top-heavy when compared with traditional pyramid-shaped workforce structures. This distribution of high-grade levels reflects, in part, the Agency's intentional move to contract out fungible skill sets and lower-skilled jobs, leveraging federal employees in knowledge-intensive roles. However, BPA's retirement profile, driven by an aging workforce, is another factor that has created a top-heavy structure (see Appendix A for historical data on BPA's grade ranges).

Figure 4: BPA Federal Employee Grade Distribution by Business Unit[3]

	Corporate	Power	Transmission
GS 15	5%	8%	5%
GS 14	17%	26%	19%
GS 13	32%	38%	34%
GS 12	24%	11%	22%
GS 11	10%	8%	7%
GS 10	1%	1%	0.2%
GS 9	6%	6%	4%
GS 8	2%	1%	2%
GS 7	2%	1%	2%
GS 6	0.1%	0.4%	1%
GS 5	1%		0.4%
GS 4	1%		3%
GS 3	0.3%		1%
GS 2			0.1%

Aging Workforce

With an average employee age of 48, the utility industry has an older workforce than most other industries. With an average employee age of 47, BPA is not an exception to this aging workforce trend.[4] As of April 2010, 22 percent of BPA's federal workforce will be eligible to retire by 2011, and 40 percent by 2015. The impending loss of institutional knowledge and experience is compounded by younger generations that have shown little interest in careers in the utility industry.[5] BPA faces a talent shortage as employees in the trades and crafts approach retirement, while younger employees lack their skills. Degrees awarded in some of the larger technical fields such as electrical/computer engineering and mechanical engineering have recently shown below-average growth.[6] These are fields represented as critical to BPA's mission (see Appendix A for more information about the aging utility workforce and employee turnover).

As employees retire in increasing numbers, BPA's Workforce Plan has been identifying critical gaps in expertise and institutional knowledge, ensuring that talent is developed and knowledge shared to provide continuity. A percentage of BPA's workforce, particularly those financially unprepared for retirement, may extend their employment with BPA past retirement age. Retaining employees past retirement age will give BPA a buffer in the upcoming talent shortage and allow BPA to conduct succession planning while those employees are still a part of the workforce.
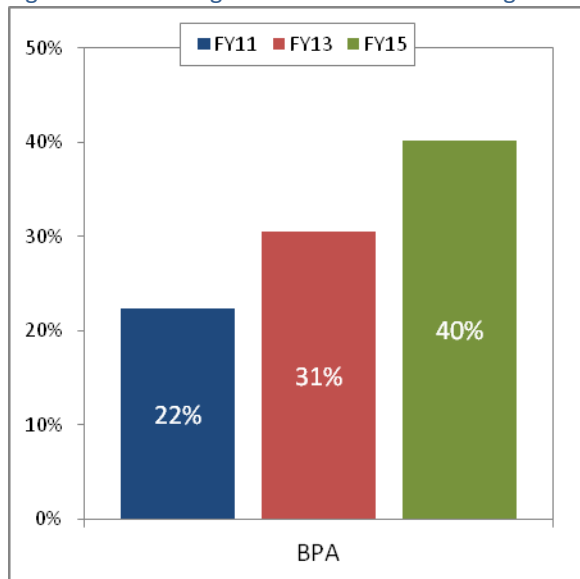
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[3] HRmis, April 2010

[4] HRmis, April 2010

[5] McCarty, Kevin. "Where Did the Time Go? Energy Utilities Facing Long-term Memory Loss," *Electric Light & Power*, November, 2008

[6] "Engineering by the Numbers," American Society for Engineering Education, 2009

Figure 5: Percentage of Federal Workforce Eligible to Retire by FY 2015[7]

Diversity

The Agency's Diversity Program is guided by three strategic objectives: demonstrate diversity leadership; acquire, retain, and sustain talent; and develop a positive work environment. These strategic objectives enable BPA to become reflective of the region's population and create an environment that fosters inclusion, cultivates respect, and encourages the contributions of all employees. Leadership development tools will be fully utilized to insure that BPA has leaders that are prepared to encourage and sustain the diversity of talent brought in the door. Recruitment tools will be fully utilized in order to achieve the desired results associated with acquiring the talent needed to deliver on its public service mission. Finally, through diversity training and EVP initiatives, BPA will start to infuse the positive behaviors desired in its work environment.

The population of the United States and the Pacific Northwest is becoming increasingly diverse in language, ethnicity, and lifestyle. In order to be competitive in the marketplace for talent and make sustainable business decisions, the Agency will develop timely and targeted recruitment strategies to reach the talent that it is seeking. Based on recent data, the Agency has a number of gaps in representation when compared with the talent pool available in the regional and national civilian labor force. As part of a multi-year diversity program plan, which is currently under development by the BPA Cross Agency Diversity Work Team, the Agency will begin to show results in closing representation gaps. For more information about the following graphic and Equal Employment Opportunity Commission (EEOC) occupational categories, see Appendix A.

[7] HRmis, April 2010

Figure 6: Employee Representation Gaps, End of FY09

Legend: ● (B) = Blue shading (below 80 percent of CLF); ● (R) = Red shading ("conspicuous absence" / zero representation)

| | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | White | | Black or African American | | Asian | | N. HI or other Pac Islander | | American Indian or AK Native | | Two or more races | |
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
National CLF														
Managers and Officials	●(B)	●(B)				●(B)								
Professionals		●(B)	●(B)			●(B)					●(B)			●(B)
Regional CLF														
Technicians		●(B)	●(B)		●(R)	●(R)	●(R)	●(R)		●(R)	●(R)		●(R)	●(R)
Administrative Support	●(R)						●(R)	●(B)	●(R)	●(R)	●(R)			●(B)
Craft Workers	●(B)				●(B)	●(R)	●(B)	●(R)	●(B)	●(R)		●(R)	●(B)	
Operatives	●(B)	●(R)				●(R)	●(R)	●(R)	●(R)	●(R)		●(R)		●(R)

CLF: Civilian Labor Force

● Blue shading represents below 80 percent of CLF

● Red shading represents a "conspicuous absence" (zero representation)

Federal Statutory and Regulatory Changes

Beginning in late 2007, Congress has included language in three appropriations bills that imposes new requirements on federal agency use of private contractors to perform work activities.[8] Over the last year, the Office of Management and Budget (OMB) issued several clarifications on the appropriate use of a multi-sector workforce. In particular, OMB reemphasized the requirement that inherently governmental functions be sourced as federal employee positions. This push for more "in-sourcing", or bringing functions back from the private sector to the federal employee workforce, is an area of Congressional and Executive focus, as outlined in the Office of Management and Budget's (OMB) July 2009 memorandum on multi-sector workforce management[9] (see Appendix A). As a result of this push for insourcing, BPA should exercise more control over the sourcing process, with a focus on making optimal decisions in the use of federal employees versus supplemental labor.

In addition, a government-wide task force has been deployed to help veterans find federal jobs and mainstream into the civilian workforce. The Obama Administration's course in Iraq will result in troop reductions, thus increasing the number of veterans qualified for federal positions.[10] This may mean increased numbers of highly-qualified, diverse applicants for apprentice and technical trainee positions will be available. The current escalation of troops in Afghanistan will likely present a similar scenario within the coming years as veterans return from that conflict in search of federal employment. (See Appendix A for descriptions of federal statutory and regulatory changes). BPA must be cognizant of both its statutory duties to seek out qualified veterans and to properly apply veterans' preference regulations when sourcing federal employees.

Skills

Skills Management

Historically, skills management at BPA has been based on a specific organization's business objectives. Some organizations within BPA conduct skills assessments; however, this is generally not done in a consistent or coordinated manner with HCM. The absence

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[8] Section 739 of Division D of the Consolidated Appropriations Act, 2008, P.L. 110-161 (Dec. 7, 2007); Section 736 of Division D of the Omnibus Appropriations Act, 2009, P.L. 111-8 (Mar. 11, 2009); Section 743 of Division D of the Consolidated Appropriations Act, 2010, P.L. 111-117 (Dec. 16, 2009).

[9] OMB Memorandum, "Managing the Multi-Sector Workforce" July 29, 2009

[10] Whitehouse.gov

of centralized skills management limits the ability of the Agency to effectively conduct workforce planning benefitting the entire Agency (see Appendix A).

In an effort to address risk to critical skills and occupations at BPA, HCM has led the annual Workforce Plan process to treat critical occupations threatened by skill gap and departure risks. This process included identifying the full set of Agency critical skills and occupations, conducting an assessment of departure and skill gap risks, and focusing treatments on at-risk skills and occupations (approximately one-third of BPA's workforce). In addition to hiring, retirement attrition in these critical occupations has been managed through workforce management efforts such as training and succession planning. As a result, BPA has been able to retain the skills and competencies critical to meeting its business objectives (see Appendix A).

Figure 7: Positions Treated in 2010 Workforce Plan[11]
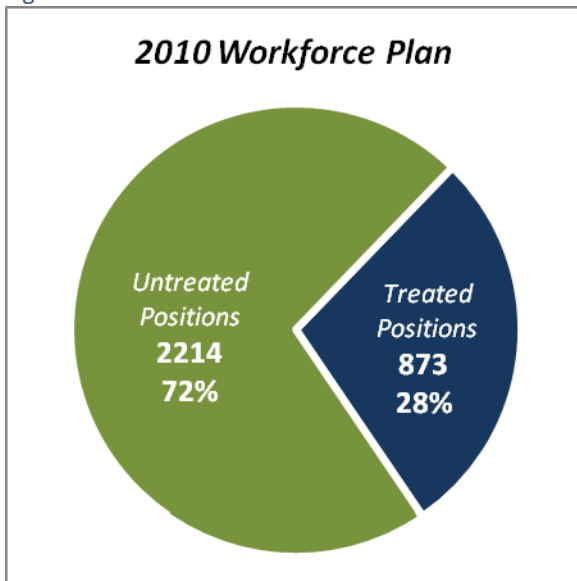
BPA has not yet identified its core competencies, and the Agency does not have a centrally-managed skill and competencies framework, making it difficult to analyze the current capabilities of the workforce. Limited work to identify and assess skills and competencies has been completed via the Strategic Employee Development Initiative (SEDI), but the majority of BPA employees are not assessed or developed against a standard framework of skills and competencies.

The absence of a coordinated agency-wide skills management framework limits effective workforce planning and prevents effective development of BPA employees. As a result, BPA relies on supplemental labor to fill critical skill gaps that could be more effectively developed within the Agency's current workforce or filled through federal employee hiring.

Succession Planning and Depth of Bench

BPA's retirement profile, combined with a lack of consistent succession planning and performance management, has resulted in a shallow bench of talent in the Agency. Additionally, skill requirements resulting from the emergence of new technologies and initiatives have been met through the recruitment of new professionals possessing those skills who tend to have a shorter tenure with a single employer.

Succession planning at BPA is managed centrally for critical skills and occupations through the Workforce Plan. For positions not identified in the Workforce Plan, managers will need to be able to identify and implement development activities and knowledge-sharing activities within their workforce to ensure that they are able to consistently meet business needs.

Federal Regulatory Climate

The federal government is implementing a number of changes that are impacting BPA's recruiting and hiring processes. In particular, President Obama issued a May 2010 memorandum on improving federal recruitment and hiring, which directs federal

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[11] FY 2010 Workforce Plan

agencies to simplify the federal hiring process.[12] Implementation of this memorandum seeks to make the federal hiring process more competitive with the private sector and attract more qualified candidates. Implementing these new requirements is anticipated to make the hiring process easier, resulting in a larger pool of applicants (see Appendix A).

Environment

The environment or culture of an organization greatly influences its performance. Employees who work in safe and positive work environments are more engaged and have increased levels of productivity and cost-effectiveness. In BPA's 2010–2016 strategy map, the Agency highlighted *increased engagement* and a *healthier work environment* as key goals for the organization. Over the last year, BPA has started investing in these efforts.

Engagement

Employee engagement is a key indicator of the employee's level of commitment to an organization and high levels of engagement are vital to a healthy and productive workforce. Studies show that the more engaged a workforce is, the more likely the organization is to achieve its business outcomes, while lower engagement levels are linked to lower performance, higher safety incidents, and higher turnover.[13]

To measure the level of employee engagement, BPA contracted Gallup Consulting to conduct an agency-wide survey in 2009 (see Appendix A). This data showed that:

- When compared to Gallup's database of cross-industry engagement scores, BPA has lower-than-average engagement.

- Workplace basics such as "clear expectations" are a particular area for improvement.

- People felt a strong connection to BPA's mission while "inclusiveness" items tend to be weaker.

- Survey participation measured at a high of 78 percent.

Using this baseline data, BPA conducted impact-planning and follow-up sessions with the federal workforce and conducted a second engagement survey in the fourth quarter of 2010.
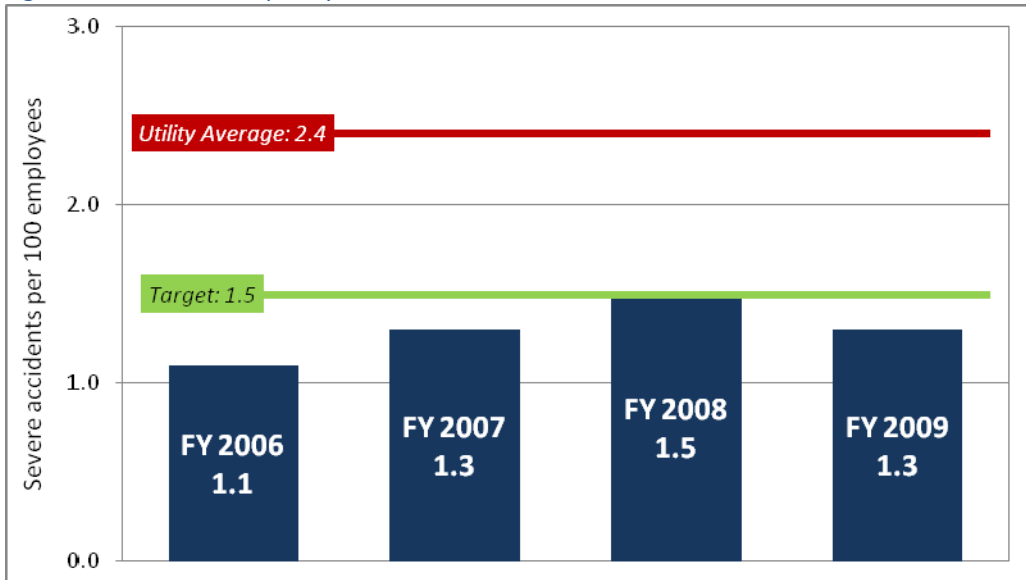
Safety

Safety is an essential part of the work environment in that it impacts workforce performance. It is driven by the physical environment and standards as well as the organizational culture.

BPA sets aggressive safety targets each year that are reported publicly through a Key Agency Target. The safety target is measured by an approximation of the rate BPA is experiencing severe injuries per 100 employees, known as the lost-time frequency rate. Utilities in the private sector currently average a lost-time frequency rate of 2.4. BPA's target is 1.5 or less.

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[12] Presidential Memorandum—Improving the Federal Recruitment and Hiring Process, May 11, 2010

[13] Gallup.com

While BPA's safety record is better than industry average, improved safety is still critical to maintaining a healthy work environment. Continued advancement in safety technology with line work and a focus on safety across the Agency will help drive down the lost-time frequency rate. The ultimate goal is to have a safety conscious culture that lives the safety motto: "No job is so important and no service so urgent that we cannot take time to perform our work safely."

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[14] BPA Quarterly Accident Statistics

Current State of the Contingent Workforce

As part of BPA's total workforce, the contingent workforce provides critical skills and delivers essential services to the Agency. In addition, contingent labor provides BPA with flexibility to meet demands for desirable skills and unanticipated workload. In short, BPA's use of contingent labor allows the Agency to be more agile and responsive to the needs of the business.

However, BPA's reliance on contingent labor also presents challenges. The cost of BPA's contingent workforce has not been accurately tracked and policies governing appropriate use of contingent labor have been unclear at times, and to a large extent, not regularly enforced. BPA faces many opportunities to better coordinate and manage its use of contingent labor to better support its mission in the region.

Yet BPA's contingent workforce—supplemental labor, experts/consultants, and outsourced labor—provide critical skills and perform necessary functions for the Agency). Although more effective use and management of contingent labor is needed, the non-federal contingent workforce is an indispensable part of BPA's total workforce.

Size

Extensive Use and Spend

The use of contingent labor has fluctuated with program requirements over the past decade and currently comprises 36 percent of the BPA workforce. In many cases, contingent labor is used to fill critical needs (e.g., IT (Corporate) and Transmission) or supplement the federal workforce during peaks in workload and affords the Agency operational flexibility.

However, an overreliance on contingent labor, in particular, supplemental labor, may result in unnecessary cost. As the following figure illustrates, supplemental labor alone cost BPA $233 million over the past 5 years, and the Agency is on track in FY 2010 to exceed last year's $79 million spend on supplemental labor.

Figure 9: Supplemental Labor Spend (in Millions) FY 2000–2010[15]
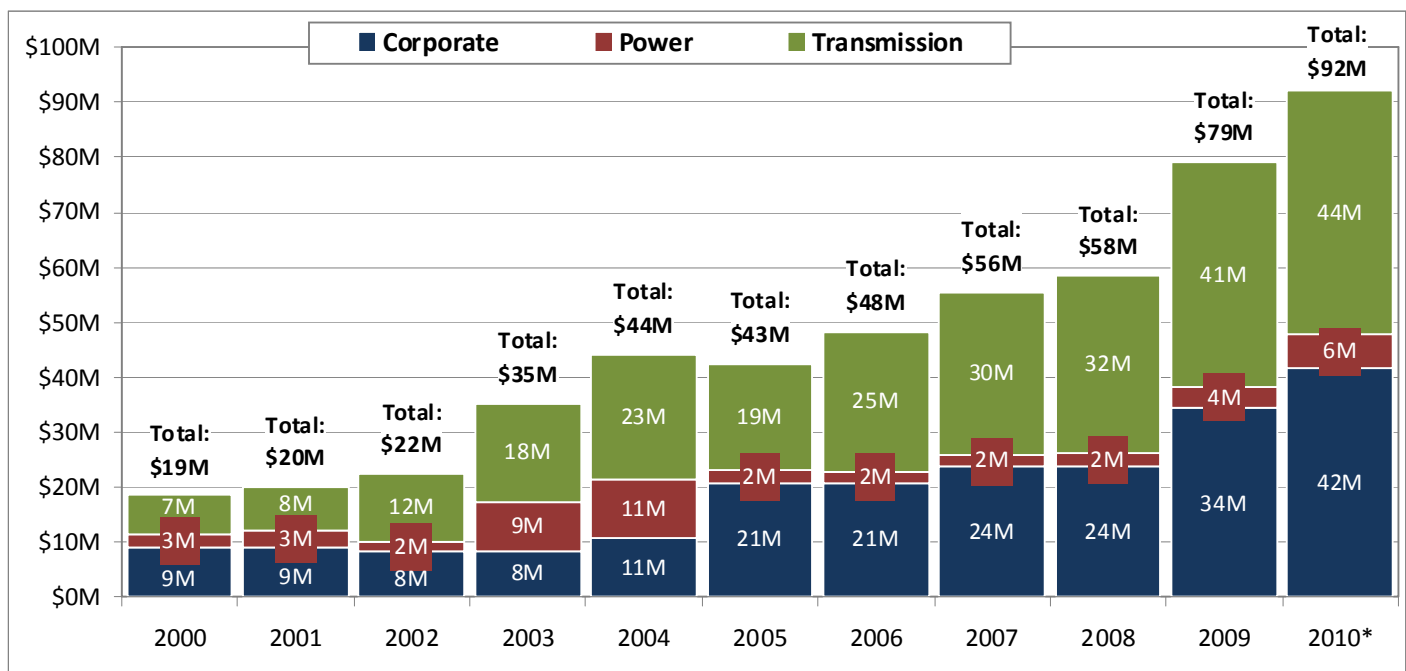
Increasing Program Requirements Driving Contingent Labor Use

BPA's ability to hire new federal employees is limited primarily by two factors: BPA's decision to manage its federal workforce to ~3,100 and the lengthy Time-to-Fill, currently averaging 132 days.[16]

BPA manages its federal workforce to the target of 3,100 employees and uses contingent labor as a way to manage variability of workload. Concurrently, BPA inconsistently manages low-performing federal employees, with the implication that more work could be produced by the existing 3,100 employees. Anecdotally, some managers perceive that despite increasing workload, additional federal employees cannot be hired, which forces them to resort to supplemental labor when that may not be the most cost-effective sourcing strategy.

Figure 10: BPA Federal Employee vs. Supplemental Labor Time-to-Fill January–June 2010 Average[17]
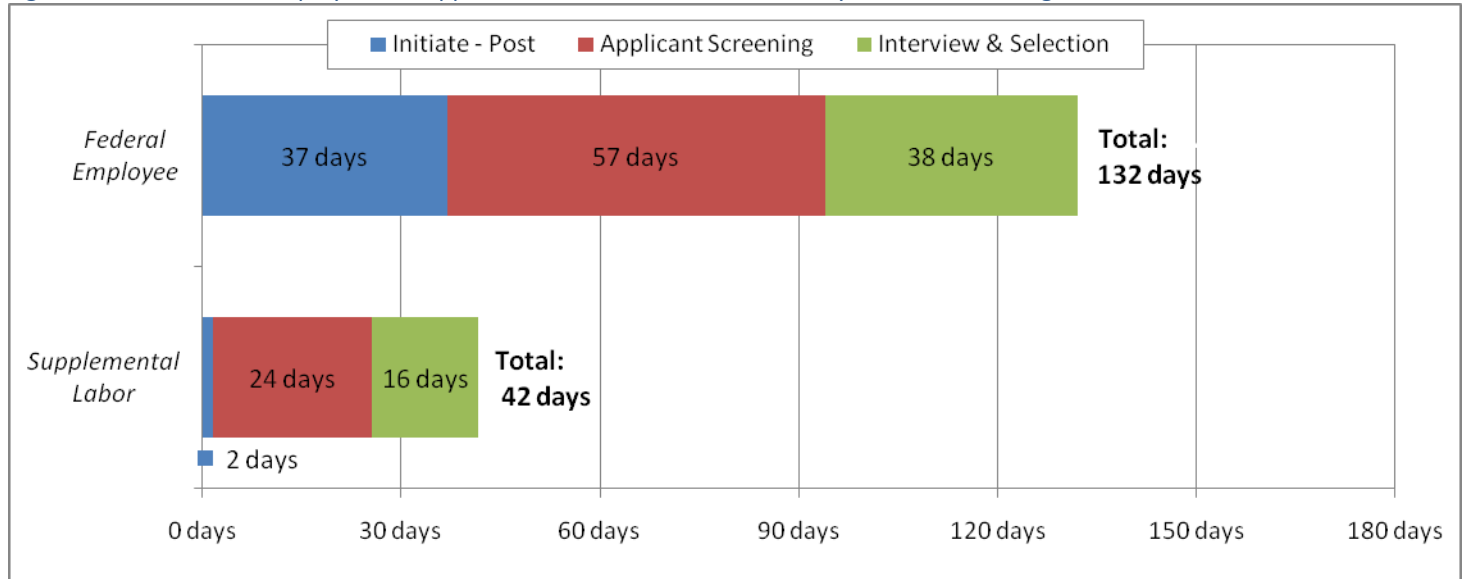
In addition to limitations on federal hiring, the time it takes to hire a federal employee is a deterrent to many managers. The current Time-to-Fill for a federal employee is in excess of 132 days when averaged over the last six months. By contrast, supplemental labor can typically be in place in approximately 40 days. Anecdotally, this has resulted in managers seeking supplemental labor even when federal employee positions might have been more appropriate.

The Agency has made significant improvements to its Time-to-Fill numbers in recent months, dropping to 103 days in June 2010 from 223 days in December 2009.
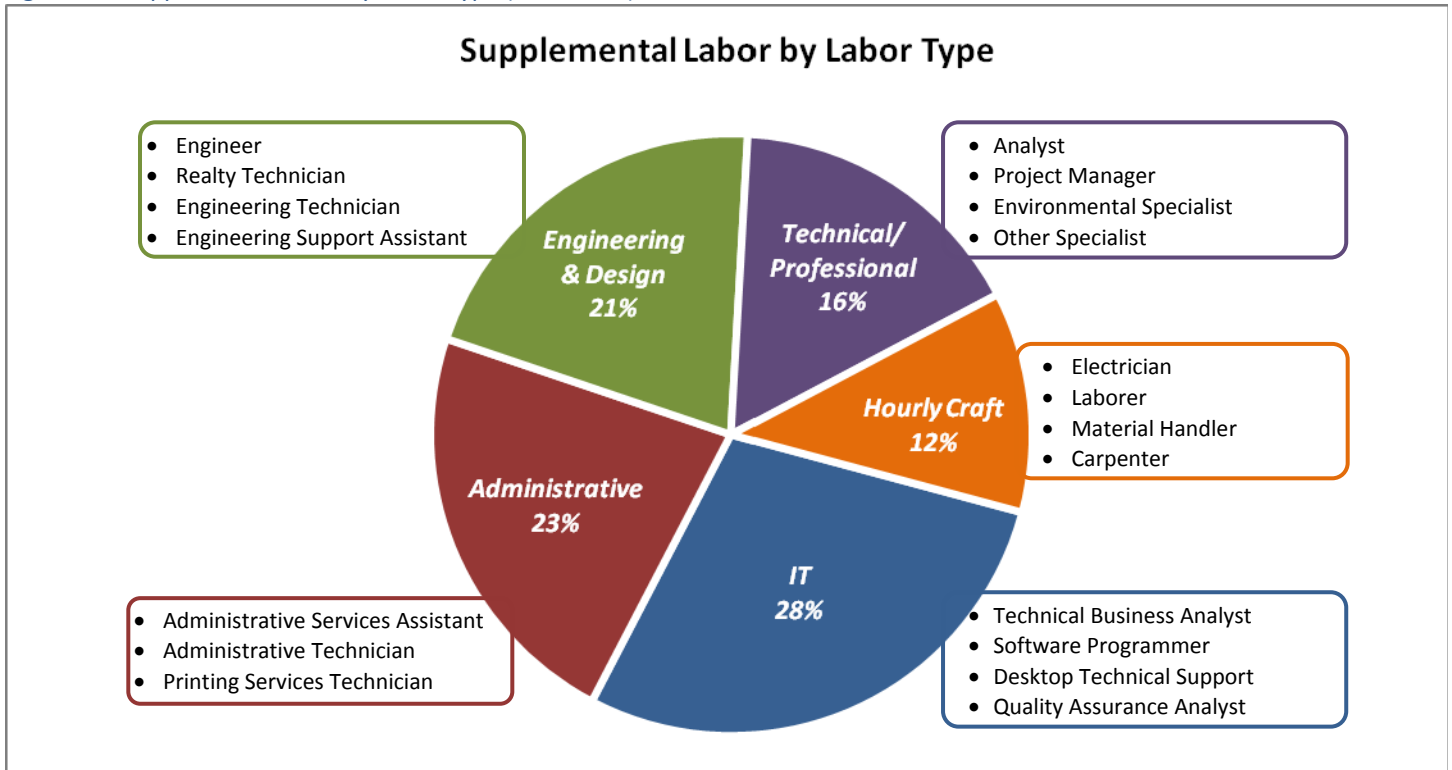
Skills

Used for Fungible, High-Demand, and Critical Skill Functions

Reliable and readily accessible data is critical to properly managing the total workforce, and BPA has not historically tracked the skills purchased through supplemental labor. However, with the launch of the Supplemental Labor Information Management (SLIM) by the Supplemental Labor Management Office (SLMO), the Agency is now collecting valuable information on supplemental labor skills. While the implementation of SLIM is still underway, most supplemental labor data has been migrated, and initial reports suggest that BPA is generally using its supplemental workers for either fungible skill sets (e.g., administrative work) or specialized skill sets that are in high demand (e.g., IT or transmission-related work). As the following figure illustrates, the vast majority of supplemental labor is hired for specialized skills (e.g., engineering, IT, technical/professional, or hourly crafts).

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[16] HRmis, April 2010

[17] Time-to-Fill January 2010 through June 2010 Federal Employee Source is NHQ, Supplemental Labor Source is SLIM
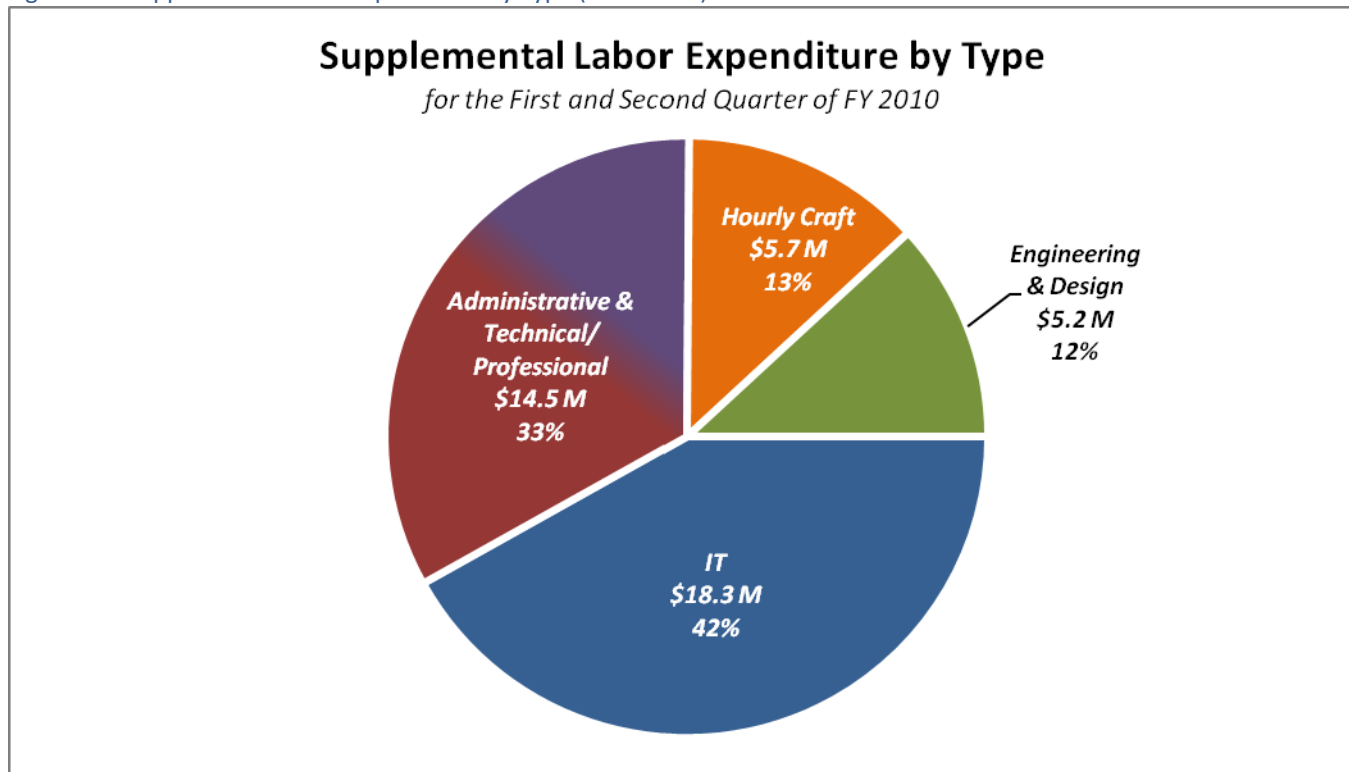
Supplemental Labor by Labor Type

- Engineer
- Realty Technician
- Engineering Technician
- Engineering Support Assistant

Engineering & Design 21%

Technical/Professional 16%

- Analyst
- Project Manager
- Environmental Specialist
- Other Specialist

- Electrician
- Laborer
- Material Handler
- Carpenter

Hourly Craft 12%

Administrative 23%

IT 28%

- Administrative Services Assistant
- Administrative Technician
- Printing Services Technician

- Technical Business Analyst
- Software Programmer
- Desktop Technical Support
- Quality Assurance Analyst

The Agency should strive to effectively transfer knowledge from supplemental labor with specialized skills to its federal employees when those skills are expected to be needed on an on-going basis. However, the ease of purchasing specialized skill sets through supplemental labor, and the lack of limits on duration of supplemental labor use, may result in managers not upholding their responsibility to develop the federal workforce. Surveying the skills BPA is purchasing through contingent labor provides insight into the skills the Agency is lacking, whether intentionally, through strategic outsourcing, or unintentionally, due to lack of in-house skills development.

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[18] SLIM, April 2010

Supplemental Labor Expenditure by Type
for the First and Second Quarter of FY 2010

- Hourly Craft $5.7 M 13%
- Engineering & Design $5.2 M 12%
- Administrative & Technical/Professional $14.5 M 33%
- IT $18.3 M 42%

New Technologies and Initiatives

The Obama administration's clean energy agenda combined with BPA's strategic objectives will require the addition of some skills and experience not currently available within the BPA federal workforce. Increasing Transmission Capital spending would enable BPA to meet its service requirements as well as provide regional economic stimulus through job creation. BPA is anticipating job increases of largely contract labor (e.g., construction crews, designers, realty specialists, and construction inspectors) to meet these demands.

With the advent of new energy technologies and initiatives, the Agency should expect continued reliance on contingent labor for specialized skills. However, the use of contingent labor must be balanced with the development and career growth needs of BPA's federal workforce. Unfortunately, BPA's lack of a skills and competency framework hampers the Agency's ability to effectively develop skills and may force the Agency to continue purchasing skills through contingent labor.

Environment

Policy, Regulatory, and Compliance Risks

The Bonneville Project Act and Title 5 of the U.S. Code, Government Organization and Employees provide a statutory framework governing BPA's use of federal employees versus contingent labor. The Bonneville Purchasing Instructions (BPI) define the Agency's procurement policies, including policies for contracts used to procure supplemental labor. Unfortunately, there is little training and guidance for hiring managers and limited enforcement of established policies. This lack of manager understanding and Agency enforcement could result in a number of compliance issues.

Federal Regulatory Compliance

Congress, in 1998, passed the Federal Activities Inventory Reform Act (FAIR), requiring agencies to prepare annual inventories of functions that are "inherently governmental," and thus must be performed by federal employees, versus functions that are "commercial" and could be performed by private sector contractors.[20] More recently, Congress has included language in

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[19] PeopleSoft Financials, April 2010

[20] Federal Activities Inventory Reform (FAIR) Act of 1998, Public Law 105-270.

appropriations bills to encourage "in-sourcing," or use of federal employees, rather than outsourcing to contractors. The Office of Management and Budget (OMB) issued a July 2009 memorandum on multi-sector workforce management that includes guidance on the use of federal employees versus contractors.[21]

Many BPA managers lack the requisite training and support to guide them through the process of determining whether a position should be staffed with a federal employee or contingent labor based on multi-year workforce planning and position management consideration and effort. In addition, BPA has not implemented a standardized decision model for allocating labor requirements between the federal and contingent sectors. Consequently, many managers seek the easiest and fastest option, typically using contingent labor.

Agency Policy Compliance

At the Agency level, BPA's *purchasing* of contingent labor is governed by the BPI, which explicitly prohibits the use of personal services contracts, limits the period of performance for support services contracts to five years, and limits the ways in which experts/consultants may be used. However, there is limited guidance regarding when to use contingent labor and how managers should work with the Supply Chain organization to manage cost structures and ensure that the contracted work is delivered to stringent quality standards.

Additionally, while many organizations contribute to effective contracting practices for procuring contingent labor, it is has been unclear which organization within BPA is ultimately accountable for setting and enforcing policies around when to engage contingent labor, how best to deploy it, and how best to manage the overall costs and risks of its use. This lack of clarity has resulted in inconsistent engagement of contingent labor across the Agency, reflected in contracting practices and day-to-day expectations of the contracted workers.

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[21] July 29, 2009 OMB Memorandum, "Managing the Multi-Sector Workforce"

Management Capability

Managing the Total Workforce

The Talent Management Strategy encompasses managing the talents of the total workforce with the first generation of this strategy focused solely on federal employees and supplemental labor. The strategic objective for managing this combination of federal employees and contingent labor requires a holistic and coordinated approach by BPA executives and managers for the day-to-day management of the workforce, Human Capital Management (HCM) for policy and programs relating to the federal workforce, and Supplemental Labor Management Office (SLMO) and the Purchasing/Property Governance for policy and programs relating to the supplemental labor workforce. While individually each group's capabilities may be well established and practiced in their particular segment of the workforce, they have not been deployed in an integrated way. A more coordinated alignment of all segments of the workforce to BPA's strategic objectives will enable the Agency to realize the full value of its workforce.

In order to realize this potential value, BPA's total workforce management capability must be understood in terms of:

- The component parts of the workforce management capabilities, their programmatic offerings, and the ownership and action required.

- How integration of these offerings can more effectively manage the total workforce to deliver desired business outcomes.

- The need to focus on specific programs that will effectively change the workforce to achieve the desired business outcomes.

Components of Workforce Management Capability

BPA has specific programs directed at managing different segments of the workforce.

- **Executives and Managers (blue)**: Managers and executives manage the day-to-day deployment of the BPA workforce toward achievement of BPA's business objectives. Overall, engagement and success depend on managers and executives taking ownership for operational effectiveness.

- **Managing the Federal Workforce (green)**: HCM delivers programs and policies to support the management of the federal workforce. Policies cover a broad range of provisions including Title 5 of the U.S. Code and OPM guidelines. Programs deliver services supporting the full lifecycle of the federal employee; from acquisition to retirement.

- **Managing the Supplemental Workforce (purple)**: Procurement of supplemental labor is managed under the Bonneville Purchasing Instructions promulgated by the Head of Contracting Authority and through the processes and systems of the Supplemental Labor Management Office. This group ensures that policy and programs are in place to guide the management and deployment of supplemental labor after procurement and in coordination with the federal workforce and other segments of labor.

Figure 13: Workforce Management Components
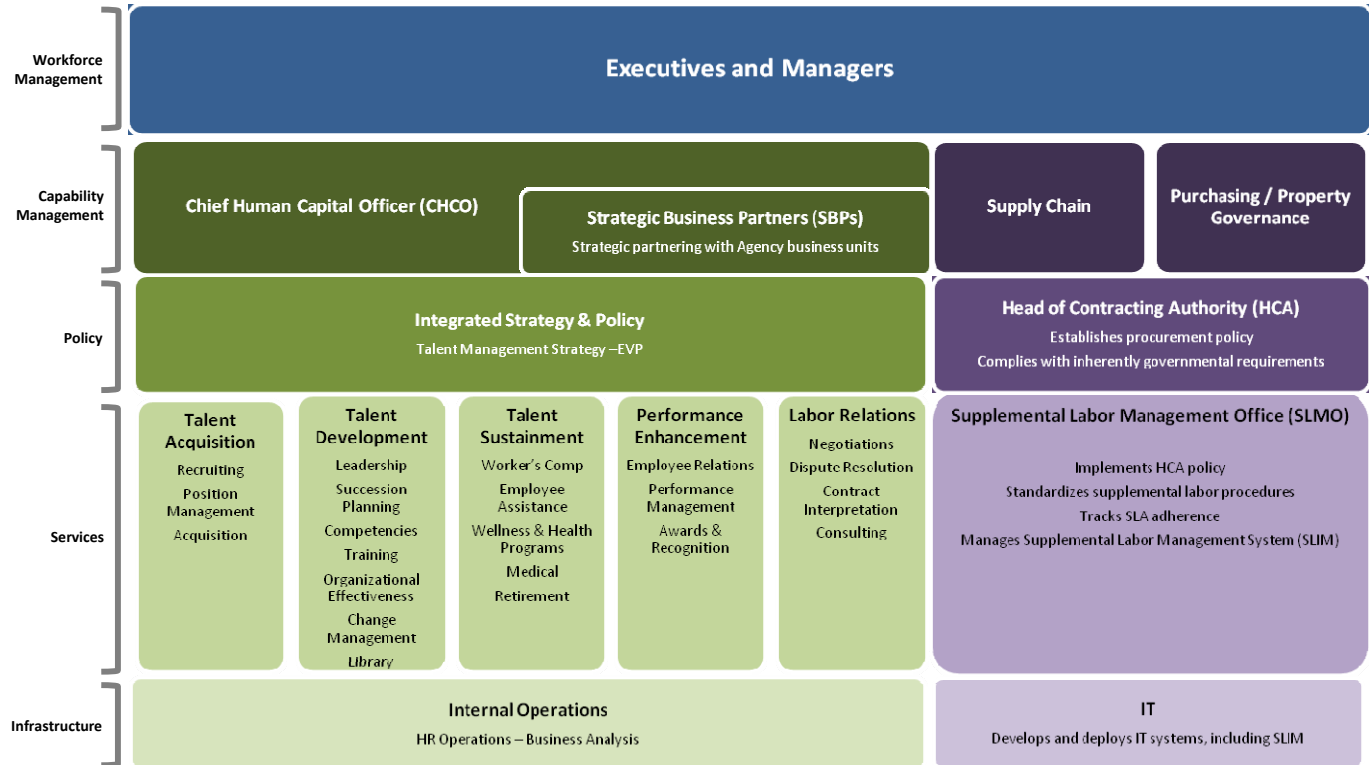
Integrated Management

Management of the federal workforce differs from deployment of supplemental labor in important and legally required ways. Managing a mixed-sector workforce requires careful attention to these distinctions to ensure compliance with relevant laws, regulations, and policies. At BPA, these segments of the workforce often work together, each making critical contributions. Managing across sectors requires balancing distinct and compliant management practices with an interdependent view of how the segments work together to deliver results. The following are needs for integration of policies and services in deployment of the multi-sector workforce:

Table 4: Levels of Management Capability

Level of Management	Integration Needs
Workforce Management	Planning the resourcing of a new project team from the perspectives of developmental opportunities, cross-organizational collaboration, building long-term capability in the federal workforce, obtaining world-class skills in emerging areas, etc.
Capability Management	Collaborative management between CHCO, Head of Supply Chain, IT, etc., to ensure that capabilities are developed in concert with the total workforce in view.
Policy Development	Coordination of policy development to ensure that procurement policy, federal personnel policy, and integrated multi-sector management policy are developed and implemented in coordination.
Service Delivery	HCM and SLMO services are delivered in close collaboration with related functions to optimize support to managers.
Infrastructure	Processes, systems, and data structures are integrated to allow reporting and analytics across all sectors of the workforce.

Effective Workforce Change

For the 2011–2012 Strategy, this integrated management model remains the basic shape of the BPA management capability. All programs are currently operating in some form and at varying levels of maturity, as represented in the following capability maturity models. These programs can be considered levers that can be adjusted to create a change in the condition of the workforce. The Strategy analysis that follows in this document will articulate the particular changes BPA needs to create in the workforce for future success. These changes will be possible through the adjustment of some, but not all, programs set out in the total management capability. Those programs not directly included in the desired workforce changes remain as important as ever and will continue to operate and seek improvement. Less will be written about their operation, but this does not diminish their importance in maintaining the condition of BPA's workforce. Those programs included in the desired workforce changes will receive clear articulation of the program enhancements required to effect workforce changes. Any program enhancements are proposed within the context of the total management capability as discussed in this section of the Strategy.

The Critical Role of Executive and Managers

It is important to ensure a strong executive and manager capacity for two reasons: 1) capable executives and managers are essential to achieving organizational agility through their administration of workforce and operations; and 2) workforce programs unmatched with manager demand for program services not only compromise the value of the programs, but result in inconsistent and tactical management of the workforce.

The development of strong program offerings is an important part of building a strong manager capability. For example, program offerings that address a manager's ability and capacity to address poor performance is critical to managers taking the right steps toward building and holding personnel accountable for performance improvement plans. Other areas of potential executive and manager capability include:

- Setting clear expectations and managing employee performance.

- Proactively and effectively managing performance problems.

- Enforcing supplemental labor usage and policies.

- Encouraging professional and individual development.

- Effectively managing a diverse workforce.

- Understanding of and accountability for the manager's role in all people processes.

Lastly, value may not be fully realized if the managers in day-to-day contact with the workforce do not effectively leverage program offerings. For these reasons, implementation of the management capacity must focus on developing manager ability and willingness to deploy the programs to positively affect the workforce.

Managing the Federal Workforce

The Agency's current federal workforce management capabilities are described primarily through HCM's functional areas: Integrated Strategy and Policy, Strategic Business Partners, Talent Acquisition, Performance Enhancement, Talent Development and Organizational Effectiveness, Talent Sustainment, Labor Relations, and Internal Operations.

The HCM organization plans, manages, and develops employee performance through a comprehensive strategy and program aligned to meet Agency mission and objectives. This function performs both operational human resource activities and strategic human capital activities and programs. HCM defines, develops, and delivers HR strategies, policies, and initiatives within the business units and corporate organizations. HCM depends on other organizations for effective management of the workforce (see Appendix B for a summary of these organizations).

The following table outlines HCM's current and desired maturity, organized across its functional capabilities. Continued maturation of key capabilities and programs will be essential to support the Talent Management Strategy.

Figure 14: Workforce Management Maturity Model

		KEY:	**Current maturity**	**Desired maturity (2 years)**

	Basic	**Developing**	**Progressing**	**Advanced**
	Embryonic stage in which a process or program is just coming into existence or moving from an idea into a more organized initiative or concept. Typically it may be conceptual in design or development and is certainly very immature as to structure and capabilities.	The process or program is forming a basis and focusing on the fundamentals. The capabilities and structure may be piecemeal or at a baseline level. Typically little or no automation with most processes and output being manual or tracked offline.	A process or program is in a state of advancement, moving forward, and making continuous progress. The capabilities and structure have matured to the point where core functionality and output is easily achieved. Automation is beginning to be used to support underlying processes and capabilities.	A process or program has reached a level of maturity and sophistication whereby it is providing a high level of service and value to the Agency. Continued optimization and enhancements are incorporated to ensure continued improvement. Typically inclusive of integrated and fully automated process and capabilities.
Performance Management	No or limited performance management	Sets clear expectations and accountability, not uniformly applied but compliance driven; performance management is a manual process	Aligned with desired skills and competencies, which are integrated with development and training; performance management is automated	Performance management is built into the culture and DNA of the organization resulting in real-time, high-value feedback and a fully integrated employee experience
Management and Employee Relations	Little or no formal employee relations support or capability	Reactive and managed on a case by case basis, through manual processes and supported by only basic data analysis	Proactive and managed holistically, integrated with other HCM processes, and supported by more mature data analysis	A fully realized performance management culture supported by a deeply experienced and skilled infrastructure
Bonuses, Awards, and Recognition	Bonuses, awards, and recognition are ad hoc and not formally used	Bonuses, awards, and recognition are used but with limited success; program is guided by manual processes	Bonuses, awards, and recognition are aligned with performance management and are successful in driving desired outcomes and behavior	A total rewards program is deployed that integrates with recruiting, performance, development, and retention; desired outcome is measured and successful
Staffing and Position Management	Staffing is inconsistently managed and manual; position management does not exist	Staffing and position management is somewhat automated and standardized; Service Connection is nascent	Staffing and position management is mostly automated and standardized; Service Connection is more mature	Position management determines staffing decisions and is automated and standardized; Service Connection is seamlessly applied
Recruiting	Challenged in acquiring the talent needed to achieve business goals; recruiting depends on face-to-face interaction and is not supported by technology	Sometimes find it difficult to acquire the talent that needed to achieve business goals; social media is sometimes used as a recruiting tool	Able to acquire much of the talent needed to achieve business goals; social media is consistently used as a recruiting tool	Able to acquire all of the talent needed to achieve business goals; recruiting is entirely supported by technology
Organizational Effectiveness	Skills and competencies only identified for critical skills; change management principles are introduced to improve the working environment, support the business , and meet the needs of talent	Skills and competencies identified for organization; Structured and organized working environment to support the business and meet the needs of talent	Skills and competencies identified for employees and managers and are embedded in some HCM processes; Working environment is flexible and adjusts to meet the evolving needs and desires of talent while continuing to support the business	Skills and competencies identified and embedded throughout all HCM processes; The structure and organization enables maximum contributions by talent makes for success
Leadership Development	No formal leadership-development program	Leadership Development Program is under development including process improvement and core curriculum	Leadership Development Program implemented; program furthered by a leadership selection process and integration of core competencies	Leadership Development Program is a best practice
Standardized Employee Training and Self-Service Capability	Training self-service does not exist	Training self-service is operational and supports required training; BPA-U is conceptual with classes identified	Training self-service is efficient and effective; BPA-U catalog is developed	Training self-service supports all training; BPA-U classes are routinely attended
Information Management	Knowledge Management portal is developed	Knowledge Management portal is used throughout BPA; library operations are mostly manual processes	Library operations are automated	Knowledge Management portal is integrated with succession planning processes

KEY: Current maturity | Desired maturity (2 years)

	Basic-	Developing	Progressing	Advanced
	Embryonic stage in which a process or program is just coming into existence or moving from an idea into a more organized initiative or concept. Typically it may be conceptual in design or development and is certainly very immature as to structure and capabilities.	The process or program is forming a basis and focusing on the fundamentals. The capabilities and structure may be piecemeal or at a baseline level. Typically little or no automation with most processes and output being manual or tracked offline.	A process or program is in a state of advancement, moving forward, and making continuous progress. The capabilities and structure have matured to the point where core functionality and output is easily achieved. Automation is beginning to be used to support underlying processes and capabilities.	A process or program has reached a level of maturity and sophistication whereby it is providing a high level of service and value to the Agency. Continued optimization and enhancements are incorporated to ensure continued improvement. Typically inclusive of integrated and fully automated process and capabilities.
Human Capital Strategic Planning	No talent strategy or talent strategy is in development or under revision	Talent strategy and EVP are essential components of the business strategy, without it the business strategy would be incomplete; workforce analytics are developing *(current)*	Talent strategy, EVP, and the business strategy are aligned; workforce analytics inform trends in workforce *(desired)*	Talent strategy, EVP, and the business strategy are seamlessly integrated and directionally consistent; workforce analytics are predictive
Governance, Compliance, and Policy	Little policy guidance or enforcement	Talent management policies exist and are tactical; however, are still not always understood, followed, or enforced *(current)*	Talent management policies are established and enforced and aligned with talent strategy; policy change needs are consistently addressed *(desired)*	Talent management policies are established, followed, and enforced
Strategic Partnering	Strategic partnering is not aligned with talent strategy and is reactive to business changes; metrics capabilities are absent	Strategic partnering is aligned with talent strategy and HCM capabilities but reactive to business changes; metrics capabilities are developing *(current)*	Strategic partnering is aligned with talent strategy, enhanced HCM capabilities, and business strategy; considered to be a proactive partner in the business; metrics capabilities are established *(desired)*	Strategic partnering is seamlessly integrated and directionally consistent with talent strategy, enhanced HCM capabilities, and business strategy; considered a high-value, vital partner by business; metrics are used to inform decision making
Employee Benefits	Program is managed on ad hoc basis	Program is managed by manual processes supported by only basic data analysis; program is working towards full compliance	Fully compliant program that is proactively managed with supporting data *(current)*	Fully compliant and value-added program with proactive offerings like financial literacy *(desired)*
Occupational Health	Compliance with regulatory guidance	Program is working towards building efficiency improvements, and informal partnerships with other organizations like safety *(current)*	Program is effective, proactive, and mature; formal partnerships with related programs are in place *(desired)*	Operational Health program is highly effective, proactive, as well as seamlessly integrated and directionally consistent with all other related organizations
OWCP	Compliance with regulatory guidance	Program is compliant with some identification of program efficiencies *(current)*	OWCP aligned with policy; Proactively provides programs to effectively manage OWCP costs *(desired)*	OWCP fully audited; initiatives and programs considered best in class for prevention and cost management
Wellness Program	Program elements identified but managed separately *(current)*	Program elements integrated	Program integrated with external consortium established *(desired)*	Wellness Program is a best practice
HR Operations	HR Help is operational but little data to identify process improvements and response efficiencies *(current)*	HR Help process improvement are implemented	HR Help is efficient with maximized use of SOPs, FAQs, and CRM *(desired)*	HR Help capabilities fully maximized
Business Analysis	Limited talent systems, processes and service delivery capability; beginning to identify some initiatives	Handful of tactical talent systems; processes are being developed; analytic capability is evolving *(current)*	Most of the talent systems, processes, information, and analytic capability needed *(desired)*	Full suite of efficient, effective, and integrated talent systems, processes, information, and analytic capability
Labor Relations	Little or no labor relations effort or obligations	Minimum required labor relations support and administration	Achieve management goals through satisfaction of labor obligations	Ability to manage multiple relationships to achieve business objectives and high degree of reliance and trust by senior management *(current)*

Effective Use of Supplemental Labor

BPA's ability to effectively deploy its supplemental workforce is heavily dependent on strong coordination across several organizations. Acquisition of supplemental labor is governed by Bonneville Purchasing Instructions (BPI) developed by the Head of Contracting Authority (HCA). Procurement of services is conducted by the Supplemental Labor Management Office (SLMO) in Supply Chain. Supplemental labor is deployed within BPA's mission by managers and contracting officer technical representatives (COTRs). Each of these organizations plays a distinct and critical role in the acquisition and use of supplemental labor.

The following maturity model highlights the existing capabilities as well as the desired capabilities needed for managing supplemental labor as well as providing a more holistic understanding and management of the total workforce.

Figure 15: Supplemental Labor Maturity Model

KEY:	*Current maturity*	*Desire maturity (2 years)*

	Basic	Developing	Progressing	Advanced
	Embryonic stage in which a process or program which it is just coming into existence or moving from an idea into a more organized initiative or concept. Typically it may be conceptual in design or development and is certainly very immature as to structure and capabilities.	The process or program is forming a basis and focusing on the fundamentals. The capabilities and structure may be piecemeal or at a baseline level. Typically little or no automation with most processes and output being manual or tracked offline.	A process or program is in a state of advancement, moving forward, and making continuous progress. The capabilities and structure have matured to the point where core functionality and output is easily achieved. Automation is beginning to be used to support underlying processes and capabilities.	A process or program has reached a level of maturity and sophistication whereby it is providing a high level of service and value to the Agency. Continued optimization and enhancements are incorporated to ensure continued improvement. Typically inclusive of integrated and fully automated process and capabilities.
Policy and Compliance	Little policy guidance or enforcement for supplemental labor usage	Supplemental labor usage policies exist; however still not always understood, followed, or enforced	Supplemental labor policies are established and enforced	Supplemental labor policies are established, followed, and enforced
Metrics	Disparate metrics that provide some of the required information	A set of supplemental labor-focused metrics are in place, but are not leveraged to their fullest extent	Supplemental labor metrics are used to make decisions on how best to deploy the workforce	Good business decisions are made with metrics supporting returns on those investments
Procurement	No consistent process and procedures for sourcing, evaluating, awarding, and on-boarding supplemental labor	Some processes and procedures for procurement of supplemental labor are defined and adhered to	Processes and procedures for procurement of supplemental labor are well established and adhered to	Processes and procedures for supplemental labor are considered best practices and are tightly aligned to the overall workforce strategy
Cost Management	Limited visibility into supplemental labor use and expenditures	Visibility into supplemental labor use and expenditures, but cost remains unmanaged and uncontrolled	Supplemental labor costs and time-drive management of pricing, estimated effort, and performance	Supplemental labor costs and use are closely managed to provide highest ROI for every expenditure
Performance Management	No or limited supplemental labor performance management	Supplemental labor performance management process exists but not always performed	Supplemental labor performance management process is consistently used	Supplemental labor performance management process is tightly integrated into policy, procurement, and cost mgmt
Operations and Infrastructure	Limited systems and processes for usage and tracking of supplemental labor	Supplemental labor system and supporting processes are under development	Supplemental labor processes and system are used by the Agency	Fully-integrated supplemental labor systems and processes are used resulting in proactive multi-sector workforce consulting

Risks

Mitigating Risks to the Workforce Objectives

BPA faces a number of gaps between the talents and skill sets it needs to achieve the Agency's strategic objectives and its current workforce and management capabilities. These gaps are best understood in terms of the risk they pose to meeting workforce objectives. The top risks to workforce objectives are identified below.

The talent management risks were primarily identified through brainstorming sessions with the Enterprise Risk Management office, the HCM Leadership Team (HCMLT), the Talent Management Strategy project team, Agency managers, and other groups from Supply Chain and Purchasing / Property Governance.

Risk sources were identified during risk identification sessions or in the subsequent clarification of risk description. Relative likelihood and consequence ratings were assigned during individual brainstorming sessions, based on the agreed upon rating approximations of the participating group members. Existing controls identified were primarily documented by the Strategy team, based on their knowledge and understanding of current strategies and initiatives. In addition, each risk was classified by standard risk category (Legal, Operational, Financial, and Strategic) and by the strategy objective category (*right size*, *right skills*, *right environment*).

In lieu of the expansive foundational list of risks contained in the risk universe, a thematic analysis was conducted in order to arrive at a list of key overarching risks that represent significant impacts on the stated objectives of the Strategy. All of the individual risks contained in the broader universe tie back to, or help to support, one of the overarching risks. This thematic analysis was conducted by the Strategy team and validated by the HCMLT.

The risks were then mapped according to likelihood and consequence to inform the strategic initiatives proposed by the Talent Management Strategy focusing effort in the areas of greatest risk exposure (see Appendix C).

1: The Agency Does Not Consistently Manage Federal Employee Performance.

A: Risk: Inadequate management of poor performance results in the erosion of workforce productivity and quality.

This risk is derived from an inconsistent identification, articulation, and management of federal employee performance in the pursuit of a productive, high-quality workforce. Although this is an operational risk in execution, it is also a strategic risk since staffing allocations are typically based on incumbent staffing and anticipated new work (without an evaluation of current staffing). This risk can be evidenced in the lack of consistently applied performance expectations across the Agency, the aversion among some managers to engage staff in difficult performance discussions, and in the tendency of employees to perceive performance discussions and the concept of "performance improvement" in a generally negative light. The impacts from this risk have been realized and affect the *right size* and *right skill* objectives going forward.

2: The Agency Continues to Struggle with Efficient Talent Acquisition.

A. Risk: Significant time to acquire federal employee talent results in a loss of good candidates and inappropriate use of supplemental labor.

The primary driver of this risk relates to the internal execution by HCM and the Selecting Official of a federally-based hiring process required in order to on-board talent. Both operational and compliance in nature, this risk can be evidenced by the Agency's Time-to-Fill record, the loss of some qualified candidates to other organizations who are not subject to federal hiring practices, and in the common option of utilizing supplemental labor as a substitute. This risk has already been realized and will continue to adversely affect the *right skills* and *right size* objectives going forward.

B. Risk: A cumbersome application process results in a loss of good candidates and inappropriate use of supplemental labor.

This risk relates largely to the use of essay-based applications using Knowledge, Skills, and Abilities and lengthy rating and ranking procedures, compounded by a lack of automation of the talent acquisition process. The results of this risk can be the decision of

desirable candidates not to apply due to the administrative burden, and the loss of highly qualified candidates to other jobs that are offered during the long wait for an offer from BPA. This risk is generally considered to be fully realized, though little data is available. This risk is being mitigated by the implementation of the Presidential Order on Hiring Reform.

C. Risk: Uncompetitive compensation results in an inability to attract top talent.

This risk arises from the limitations on compensation for federal employees, resulting in the loss of highly qualified candidates or employees to the private sector. This risk is perceived to be of concern largely at the executive level, but little data is available. This risk may be exacerbated by a lack of understanding of available recruiting and compensation tools that can be used to attract and retain talent in hard-to-fill positions.

3: Unclear Skills and Capabilities Compromise the Ability to Manage to Future Workforce Needs.

A: Risk: Inadequate identification of skill/competency needs compromise talent acquisition, development, and management.

This risk is primarily derived from inconsistent identification, articulation, and acquisition of technical skill sets and competencies which are required in order for the Agency to meet its objectives. Primarily operational in nature, the drivers of this risk can be evidenced in the Agency's use of supplemental labor to fill skill gaps. This risk has already been realized in the current operational environment, and will continue to adversely impact the *right skills* objective going forward.

B: Risk: Inadequate understanding and planning for current and future "green skills" will limit the Agency's ability to keep pace with industry and region requirements.

Although a risk highlighting the need to ensure that the Agency acquires the appropriate skill sets has already been referenced above, this risk is more specific to the many ways that green initiatives change core business operations and introduce new operational areas. This risk reflects an uncertainty of skill requirements to support green energy initiatives like wind and Smart Grid. This risk has already been realized and will continue to adversely affect the *right skills* objective going forward.

4: Succession Planning and Bench Depth for Key and Core Positions Continues to be a Critical Need.

A: Risk: Inadequate depth of bench results in high risk exposure to skill loss and increased dependency on supplemental labor.

This risk captures additional drivers related to inadequate succession planning processes/systems (including planning for retirements) and inadequate knowledge transfer mechanisms. Although these drivers are primarily operational in nature, the financial impacts can be evidenced in the costs of acquiring supplemental labor to compensate for lack of federal employee skill development, and the re-hiring of retired federal employees at a premium. Skill loss associated with this risk (retirements), and the current reliance on supplemental labor will adversely affect the *right skill* objective going forward.

5. The Agency Does Not Optimize its Workforce due to Cultural Barriers to a Focused, Productive Work Environment.

A. Risk: Inadequate prioritization results in suboptimal workforce performance.

This risk is primarily derived from an increasing expectation of what the Agency is expected to achieve—in the current environment—without the commensurate adjustment in necessary personnel resources. Primarily operational in nature, this risk is evidenced in the reactive nature observed in Agency operations, in the recorded levels of employee engagement, and in the risk of employee burnout. The impacts from this risk affect all levels of the Agency and will adversely affect the *right environment* objective going forward.

B. Risk: Culture does not always value or promote diversity of thought, potentially resulting in substandard work products.

This risk is derived from an organizational culture, built up over time and not dissimilar to that of peer federal organizations, which is heavily reliant on tenured employees to perform work in an environment that does not experience much turnover (or one that is not particularly diverse). Although beneficial in the development of subject matter expertise, ineffective development of a staff profile

representative of the environment in which the Agency serves may result in a lack of diverse thought, which may ultimately, result in substandard products. Both operational (recruitment) and strategic (reputation) in nature, this risk is evidenced in the inconsistent identification, articulation, and management of appropriate diversity measures commensurate to the current regional environment. This risk will impact the *right environment* objective going forward.

6: The Agency Depends Heavily on a Supplemental Workforce

A: Risk: Lack of policies and standard operating procedures for supplemental labor usage results in potential inappropriate use, as well as possible neglect of federal workforce development and underutilization of federal employees.

This risk is derived from the broad use of supplemental labor in the absence of a consistent Agency methodology to determine if the use of supplemental is appropriate. This is primarily an operational risk, usually exercised at the hiring manager level, and can be evidenced in the observed tendency to avoid the development of federal employees in the pursuit of faster and easier to acquire supplemental labor. The impacts of this risk will likely affect the *right size* objective going forward.

B: Risk: Supplemental labor policy is not consistently applied.

This risk is primarily derived from the heavy and on-going reliance on supplemental labor across the Agency, without formally developing and articulating clear supplemental labor policy guidance to ensure a uniform and consistent approach. This risk can be considered strategic (development of policy), operational (inconsistent use of supplemental labor, allocation of resources), and legal (liability) in nature. This risk has already been realized and can be evidenced by the absence of a documented supplemental labor policy. If not mitigated, this risk primarily affects the *right size* objective going forward.

C: Risk: Supplemental labor costs are not centrally managed, resulting in an increase in workforce spend.

Whereas the size and resulting cost of the BPA federal employee workforce is rigorously managed, this risk highlights an absence of consistent identification, communication, and management of established supplemental labor cost structures. Although there are operational and financial impacts as a result of this risk, a key concern is the potentially adverse public or political reaction if the costs associated with supplemental labor are not monitored or controlled. This risk can be evidenced in the inconsistent spend rates associated with supplemental labor, and the inconsistent assessment (relative to a benchmark) of supplemental labor costs. This risk has already been realized and will affect the *right size* objective going forward.

D: Risk: Supplemental labor inappropriately integrated into work teams resulting in either co-employment (over integration) risks or safety or efficiency issues (under integration).

This risk is primarily derived from the complexities associated with the integration of a workforce comprised of both federal employees and supplemental labor. Although primarily operational in nature (developing cohesive work teams, safety considerations), this risk can also be considered legal (liability in areas such as tort and EEO) and strategic (lack of integrated systems to manage the total workforce). This risk can be evidenced in the potential variation in safety standards among federal and supplemental labor and the challenges associated with implementing common Agency standards across the total workforce. The impacts from this risk have already been observed and will primarily affect the *right environment* objective going forward.

7: The Agency Does Not Manage the Total Workforce Efficiently.

A: Risk: Lack of integrated systems and ineffective position management resulting in inefficient use of the total workforce and the appearance of conflict with the Title 5 of the U.S. Code.

This risk is that BPA will fail to observe sound principles of federal position management, resulting in misclassified positions, absence of career progression opportunities for federal employees, and a more costly, over-graded workforce. This risk can arise from misalignment of the position description to actual duties, from the desire of the selection officials to acquire talent at its full performance level rather than at the entry point of a career ladder, and from ill-informed reorganizations. The impacts from this risk have already been observed and will primarily affect the *right size* and *right skills* objectives.

Strategic Initiatives

The Talent Management Strategic Initiatives that are critical to achieving the desired state are articulated below, followed by concrete activities and measures that will ensure that the change happens. This set of initiatives, ordered around the employee lifecycle, are founded on an analysis of gaps between the current and desired states, a comprehensive risk analysis of those gaps, and alignment of the following ideas:

- **Agility:** As discussed in the BPA's Strategic Context section of this document, BPA's business is changing; the cycle of change in the utility industry is changing; and BPA's success relies on its ability to adapt strategically and operationally to the Agency's changing operating environment. BPA creates this agility through ways in which it manages its workforce.

- **Manager Capacity**: Changing the workforce relies on each manager's effective application of talent management programs within his or her organization. Therefore, any programmatic enhancement proposed by this Strategy must be built with a manager capacity component to ensure desired impact on the workforce.

- **Integration**: Integration and alignment of initiatives ensures that full value is realized from each initiative and that unintended consequences are minimized.

Strategic Initiative 1: Drive High Performance in the Federal Workforce

A. Manage employee performance and conduct.

Executives and managers must set clear expectations and manage employee performance against those expectations to deliver on BPA business objectives. BPA's culture values performance improvement and employees actively seek opportunities to improve.

Strategic Initiative 2: Improve Accessibility, Efficiency, and Effectiveness of Federal Hiring Process

A. Acquire federal talent in a timely manner to retain access to highest quality candidates.

The internal execution of a federally-based hiring process is a balance of operational and compliance concerns. Through an improved federal hiring process, BPA can attract qualified candidates, remain competitive with organizations not subject to federal hiring practices, and assure proper use of supplemental labor.

Strategic Initiative 3: Improve Ability to Anticipate and Meet Agency Skill and Competency Needs

A. Improve understanding and management of leadership pipeline.

BPA needs to better understand the traits that make leaders successful in the Agency and industry, and to better cultivate those traits in junior employees to provide a sustainable leadership pool. Leadership development provides an opportunity to build strategic and operational agility.

B. Improve understanding and identification of current skill needs and skill availability in the workforce.

The Agency requires an enhanced ability to identify, articulate, and ensure the acquisition of employee technical skill sets and competencies which are required in order for the Agency to meet its objectives. This capability is foundational to managing the *right skill* objective of the Talent Management Strategy. Targeted improvements will allow BPA to focus development and acquisition activities in skill and occupation areas with the highest impact on the BPA mission.

Strategic Initiative 4: Improve Sustainability of Talent in Critical Skill Sets

A. Manage sustainability of critical skill sets.

The Agency must manage skill loss and overreliance on supplemental labor by planning for its retirement attrition. Succession planning processes/systems and knowledge transfer mechanisms can capture this valuable knowledge and reduce the costs of acquiring supplemental labor.

Strategic Initiative 5: Align the Federal Workforce to the Employee Value Proposition

A. Manage Agency priorities.

In the current environment, BPA's workforce is managing increasing expectations of what it is to achieve without making adjustments in necessary personnel resources. By prioritizing its workload, the Agency can create an environment that is proactive, experience increased levels of employee engagement, and mitigate the incidence of employee burnout and turnover in some areas.

B. Improve BPA culture to increase diversity and foster diverse thought.

In an environment of relatively low turnover, the Agency must build a staff profile representative of the environment in which the Agency serves. Through building awareness within and outside of the Agency, BPA can have a diverse business environment making sustainable business decisions and reflecting the diversity of the region it serves.

Strategic Initiative 6: Improve Management of Contingent Labor

A. Improve management of supplemental labor costs.

With BPA increasingly reliant upon a flexible workforce to meet program needs, management of supplemental labor costs must be more consistently and closely managed. BPA will need to define, communicate, and manage to appropriate supplemental labor pricing structures.

B. Improve labor allocation decision making and compliance.

The use of supplemental labor to perform various (core and non-core) functions is often necessary to meet workload demands. BPA must adopt a consistent Agency methodology to encourage the development of federal employees and to ensure appropriate use of supplemental labor.

C. Improve supplemental labor policy content and implementation.

Formal development and articulation of clear supplemental labor policy guidance ensures a uniform and consistent approach to managing the use and deployment of the supplemental labor workforce. Implementation of this guidance can ensure consistent use of supplemental labor and proper allocation of resources, as well as compliance with labor regulations and mitigation of contingent labor liability.

D. Integrate supplemental labor appropriately into work teams.

Integration of a workforce comprised of both federal and supplemental labor is complex, and must involve the development of cohesive work teams, enforcing consistent work quality, and ensuring safety of all workers. Successful and appropriate integration will assure lessened liability regarding overlapping jurisdictional issues by uncovering variation in safety standards among federal and supplemental labor and addressing challenges associated with implementing common Agency standards across the total workforce.

Proposed Activities

Having evaluated risks and defined the strategic initiatives, BPA must identify the levers ("management capabilities") that can be used to change the condition of the workforce to the desired state. While there are certainly many management capability programs areas that could contribute to the success of the strategic initiatives, the proposed activities will focus primarily on the following areas:

- **Talent Acquisition**: In order to acquire the talent BPA needs for success, Talent Acquisition's processes must be more accessible to the target workforce, more effective at attracting the talent BPA needs, and more efficient and timely in selecting and hiring.

- **Talent Development**: In order to meet Agency needs, Talent Development must define skills and competencies, execute world-class leadership development, and implement a centralized and integrated approach to succession planning.

- **Performance Enhancement**: In order to build a high-performing workforce, Performance Enhancement must enable managers to set clear performance expectations, manage employees to those expectations, and ensure appropriate career progression based on performance.

- **Integrated Strategy and Policy**: In order to shape BPA's total workforce to current and future requirements, Integrated Strategy and Policy must create and implement policies which will result in a holistic approach to use and management of federal employees and supplemental labor, and embed EVP in the Agency's culture, people, and processes.

The following proposed activities outline the work, timing, and performance indicators that have been prioritized to mitigate a particular risk. In aggregate, these activities will create a two-year Talent Management Roadmap that directly addresses the risk of insufficient talent and creates a more agile Agency. These activities are proposed in the context of current budgets as approved through the Integrated Program Review (IPR) process, and do not assume budget increases in the two-year cycle covered by this Strategy.

Activity 1: Drive High-Performance in the Federal Workforce

Activities	Key Work Items	Key Performance Indicators

A. Build Manager Capability to Better Manage Performance:
 	
Improve manager capability to effectively manage individual and team performance.
	1. Provide performance management instruction to management teams through:
	  a. Customized performance management workshops
	  b. Leadership Development Program (Leadership Essentials module)
	  c. New supervisor training
	
	2. Develop and implement performance management framework.
	
	3. Automate performance appraisal process by implementing e-Performance system.
		• Employee/Manager satisfaction
		
		• Turnover analysis
		
		• Performance appraisal framework adoption
		
		• Time and effectiveness of performance appraisals

B. Increase Consulting Capability in Employee Relations: Improve ability to provide more proactive consultative feedback and input for employee relations and performance.	1. Develop and implement training program to improve employee relations' consulting capabilities. 2. Define data collection, analysis, and reporting processes to enable more proactive approach to employee relations. 3. Develop employee relations' ability to use the performance management framework to proactively identify and resolve systemic issues.	• Number of employee relations incidents • Number of repeated employee/manager incidents

Activity 2: Improve Accessibility, Efficiency, and Effectiveness of Federal Hiring Process

Activities	Key Work Items	Key Performance Indicators
A. Improve Hiring Process: Improve the processes and tools for assessing and selecting candidates through a qualifying process that is efficient and compliant.	1. Leverage Service Connection to identify efficiency opportunities. 2. Respond to or implement "Hiring Reform" guidelines per OPM. 3. Implement Candidate Gateway (online application / applicant tracking system). 4. Monitor and optimize process based on feedback, performance, and benchmarking.	• New hire performance • Hiring manager satisfaction • Cost-per-hire • New hire turnover • Acquisition loss analysis • Time-to-Fill
B. Acquire, Retain, and Sustain Talent: Improve and streamline processes and tools for identifying and managing effective recruiting tools and sources.	1. Identify recruiting sources for top qualified candidates. 2. Determine ROI on recruiting sources and tools. 3. Use targeted recruiting to increase diversity of applicant pool. 4. Monitor and optimize process based on feedback, performance, and benchmarking.	• Vacancy period • Sourcing/recruiting throughput time (time to accomplish key milestones, ultimately ending with Time-to-Fill) • Replacement grade vs. vacancy grade

Activity 3: Improve Ability to Anticipate and Meet Agency Skill and Competency Needs

Activities	Key Work Items	Key Performance Indicators

A. Launch Leadership Development Program:
 	
Deploy Leadership Development Program.
	1. Launch Leadership Development Program cohorts, including:
	   a. The Emerging Leader
	   b. Leadership Foundations
	   c. Leadership Essentials
	   d. The Leadership Forum
	   e. Executive Excellence
		• Percent of core and critical positions with active succession plans
		
		• Development plans in place for succession
		
		• Critical position bench strength

B. Establish Organizational Core Competency Framework:
 	
Develop a core skills/ competency model and framework that will underpin talent management.
	1. Develop competency model.
	
	2. Identify and define Agency competencies at three levels:
	   a. Core (executive, manager, employee)
	   b. Functional
	   c. Position
	
	3. Develop a strategy for embedding core competency development into HCM programs including recruiting/hiring, training, performance management, and leadership development.
	
	4. Develop robust communications and training plans in support of building core competency abilities in the Agency.
		• Alignment of skills and competencies to roles/positions
		
		• Framework usage and adoption rates
		
		• Integration of framework into tools/process within HCM

C. Implement Organizational Alignment:
 	
Assessment and alignment of an organization's current work and capabilities with future needs and capabilities.
	1. Revise methodology after HCM pilot and package for roll-out to other organizations. Methodology includes:
	   a. Workforce assessment
	   b. Staffing and development needs
	   c. Implementation plan.
	
	2. Design roll-out strategy by prioritizing organizations most in need of in-depth analysis.
		• Baseline metrics prior to OA work
		
		• Current succession plans
		
		• Bench depth

Activity 4: Improve Sustainability of Talent in Critical Skill Sets

Activities	Key Work Items	Key Performance Indicators
A. Coordinate At-Risk Critical Skill Identification and Treatment: Alignment with workforce planning for critical skills and roles.	1. Assess critical skill needs and risks and oversee treatment efforts. 2. Develop critical skills, competencies, and bench strength for critical or at-risk positions and roles.	• Complete workforce assessment against defined skills and capabilities • Recruiting, performance development, and performance enhancement using competency and skill needs completed • Workforce Plan against critical or at-risk skills and occupations completed.

Activity 5: Align the Federal Workforce to the Employee Value Proposition

Activities	Key Work Items	Key Performance Indicators

A. Embed EVP and Engagement:
 	
 Align EVP and engagement efforts to ensure deep integration into the business.
	1. Embed EVP into Agency initiatives:
	   a. EVP language library consistently used
	   b. Key decisions support the EVP relationship.
	
	 2. EVP and employee engagement philosophy is embedded into HCM programs including:
	   a. Core competencies
	   b. Leadership Development Program
	   c. On-boarding process
	   d. Performance management
	   e. Recruiting and hiring.
	
	 3. Champion EVP and engagement through regular communication and interaction with executives.
	
	 4. Champion EVP and engagement through regular communication and interaction with managers.
	
	 5. Develop engagement monitoring framework and index to determine connections between high performing groups and engagement.
		• Vacancy period
		
		 • Recruiting throughput time (time to accomplish key milestones, ultimately ending with Time-to-Fill)
		
		 • Replacement grade vs. vacancy grade

B. Demonstrate Diversity Leadership Ensures full diversity in executive and key staff placements.	1. Educate executives and managers about Agency Diversity Plan. 2. Engage Cross-Agency Diversity Work Team to represent executives and managers and recommend Diversity Program improvements.	• Increase diversity of pool • Increase diversity of selections
C. Develop a Positive Work Environment Ensures retention is high for talented and diverse individuals.	1. Define and embed intercultural competence in recruiting/hiring, training, and performance management.	• Clarification complete across Agency on intercultural competence

Activity 6: Improve Management of Supplemental Labor

Activities	Key Work Items	Key Performance Indicators
A. Define Total Workforce Approach to Talent Acquisition: Provide policy or clarification of existing policy for contingent labor definitions, usage, management, and performance.	1. Determine supplemental labor relationship through risk analysis and focus groups. 2. Establish guiding principles through benchmarking and trend analysis. 3. Draft guidelines for implementation and engage pilot organizations. 4. Measure effectiveness with lessons learned and identification of policy shortcomings.	• Clarification complete across Agency on contingent labor usage and acquisition

B. Create Policies that Support and Ensure Compliance for the Total Workforce Approach: Improve how the Agency manages its contingent labor workforce including reviews/performance and vendor/cost management.	1. Identify supplemental labor policy gaps, and address barriers to policy compliance. 2. Draft policies. 3. Assess policies through peer review. 4. Issue policies using a phased approach.	• Established vendor reviews = improved performance and accountability • New and existing policies in place, understood, and consistently followed
C. Perform Market Cost Analysis Improve how the Agency manages its contingent labor workforce costs	1. Draft and implement policy directive to perform cost management. 2. Perform benchmarking and analysis. 3. Audit vendor costs and overhead. 4. Establish cost standards through policy and operations.	• Deviation from established cost standards • Detailed contingent labor count and spend by department/role/ critical skills • Budgeted and predictable contingent labor spend

Two-Year Implementation Roadmap

While some of the Proposed Activities are already underway, the bulk of the work is scheduled to begin in the first quarter of FY 2011. Based on the two-year horizon for this generation of the Strategy, the supporting implementation plan is also set for two years, and will be refined as the responsible organizations build these Proposed Activities into their annual planning.

The Two-Year Implementation Roadmap reflects the dates in the Proposed Activities table, and can be viewed in Appendix D.

Measuring Success

Monitoring Framework

In addition to evaluating the programs and processes used to manage the BPA workforce, the Talent Management Strategy presents the opportunity to review and update how BPA measures the condition of its workforce. Talent-management metrics will assist BPA in answering two overarching questions: What is the condition of the BPA workforce? How well it is it managed? The three-tiered framework below provides key information for these two questions.

Figure 16: Proposed Talent Management Monitoring Framework

1. Workforce objectives yield condition of the workforce
- Workforce performance against business objectives
- Size and composition of the total workforce
- Availability and sustainability of key skills and competencies
- Safe and engaging work environment

2. Programs are measured on strategic outcomes
- Talent acquisition
- Talent sustainment
- Talent development
- Performance enhancement
- Supplemental labor management

3. Operational metrics
- Time-to-Fill
- Cost per hire
- # of managers trained
- # of personnel actions processed
- Average overhead on contract labor

Workforce Metrics

Workforce Metrics provide information about the condition of the Agency's workforce. BPA is concerned with aspects of workforce size and composition, the skills present in the workforce, and the work environment in which the workforce performs. Workforce Metrics inform how BPA is performing against its workforce objectives. This performance will be measured against a pre-determined, acceptable threshold, which could include measurement of workforce productivity, cost efficiency, core competencies, and engagement. It is this level of measurement at which Key and Cross Agency Targets will be defined.

WORKFORCE			Audience		
			KAT	XAT	BSC
Size/Composition	Federal Workforce Alignment	Alignment of BPA's federal workforce size to "inherently governmental" positions/jobs as well as commercial positions/jobs that are germane to the agency's business			
	Workforce Cost Management	Matching federal and non-federal labor cost to other like kind agencies and commercial business			
Skills	Skills and Competencies Alignment	Alignment of current workforces' skills and competencies to desired skills and competencies needed to successfully accomplish the agency's business.			
Environment	Engagement Survey Results	Overall level of increase/decrease over prior year in Gallup Q12 grand mean score		X	X
	Safety Records	Align to language in KAT	X		X
Performance	Power Workforce Allocation Performance	Power Workforce Allocation/Business Output			
	Transmission Workforce Allocation Performance	Transmission Workforce Allocation/Business Output			

Program Metrics

Program Metrics provide information about the condition of the programs or processes used to manage the workforce. Program Metrics will be based on priorities emerging from the Talent Management process, which is designed to address the workforce asset objectives. After risks are prioritized, treatments will be designed that are either initiatives or process improvements (operational excellence). Program Metrics will capture how the program is performing at a high level and will be connected to the Workforce Metrics and workforce asset objectives. This includes all HCM programs and functions, as well as programs within Supply Chain, Safety, and other key functions. This level of measurement will include key indicators of functional performance such as delivery of a Leadership Development program, development of the Talent Management Strategy, and measurement of the expected impact. These metrics will be specific to the nature of program content and delivery.

Program				Audience		
				KAT	XAT	BSC
Acquisition	Staffing and Position Management	New hire satisfaction	Survey of new employee at 30, 90, and 180 days			X
		Hiring manager satisfaction	Survey of new employee and hiring manager at 30, 90, and 180 days			X
		Diversity	Representation of hires and applicant pools -- XAT		X	X
Talent Development and Org Effectiveness	Leadership	Leadership Development Program (LDP) participation and completion rates	Participation/completion rate/# of sign-up or starts			X
		LDP participant satisfaction	Participant satisfaction with training and development content and enrollment processes			X
	BPA Training/Training Self Service	Training satisfaction	Employee satisfaction with existing training and development content and enrollment processes			
	Organizational Effectiveness	Follow up on Impact Planning	Score on Gallup Accountability index		X	
Performance Enhancement	Performance Management	Performance plans quality	Quality of targets in sample			
	Employee Relations	Employee relations satisfaction	Executive/manager satisfaction			
Sustainment	OWCP	OWCP Return to Work	Increase in % of OWCP claimants being put back to work			
		OWCP Light Duty	Increase in # of light duty positions and placements			
Strategy and Policy	Human Capital Strategic Planning	EVP integration	EVP embedded into HCM programs/processes			
		Stakeholder satisfaction - strategy	Satisfaction levels for key stakeholders for strategy development and execution			
Operations	HR Operations	HR Help service level	Sampling of service levels for HR Help			
		HR Help satisfaction	Business satisfaction level for HR help			
CHCO	HCM Program	Overall HCM satisfaction	Customer satisfaction of HCM offerings and services			X
		Operating expense per employee	Operating expense/total employees			
		Labor Cost/Operating Expense	Labor cost (payroll, benefits, supplemental labor)/budget			
SLMO		Manager satisfaction	Satisfaction of managers with quality of contractor			
		Cost management	Targeted reduction of straight time bill rate			

Operational Metrics

Operational Metrics provide information about the performance of programs at a more granular level, measuring critical transactions or results that contribute to an effective program. Operational Metrics include process efficiency, such as Time-to-Fill; customer service quality, such as satisfaction scores; evidence of accessibility and participation, such as the number of people trained; etc. These metrics will be specific to the type of work each HCM function delivers as part of its program.

Operational				Audience		
				KAT	XAT	BSC
Acquisition	Staffing and Position Management	Hiring Reform adoption	Implementation or response to OPM hiring reforms	X		
		Time-To-Fill	Average total time elapsed from initiated request for hire to time new hire is on premise			X
		First Year Turnover - voluntary	Percentage of employees with less than one year of services who voluntarily leave			
		First Year Turnover - involuntary	Percentage of employees with less than one year of services who leave involuntarily			
		Vacancies using EVP language	# of vacancy announcements incorporating EVP language			
	Recruiting Services	Diversity of total applicant pool	% of diversity pools represented in the total applicant pool			X
		Student program placement	# of students, placed vs desired			
		Student program conversion	Conversion rate of new hires and reasons for non-conversion			
Talent Development and Org Effectiveness	Leadership	Leadership Development Program implementation	Implementation of program and first cohort - KAT	X		X
	Organizational Effectiveness	Completion of IDPs	% of workforce with completed individual development plans			
Performance Enhancement	Performance Management	Completion of Performance Plans	Percentage of performance plans completed on time and percentage with at least one progress review - KAT	X		X
		Completion of performance appraisals	Percentage of performance appraisals completed on time			
		Employee performance progress reviews	Score on Gallup Q11: In the last 6 months, someone at work has talked to me about my progress			
	Employee Relations	Performance Improvement Plan (PIP) numbers	# of PIPs and outcomes, # of written counseling			
	Recognition Program	Rewards and recognition effectiveness	% of budget used			
Sustainment	Employee Benefits	Benefit transaction accuracy	Sampling of transactions for accuracy			
	Occupational Health Program	Medical Program monitoring timeliness	# of incidents of exposure to harmful substances and timeliness of reporting			
		COOP compliance	Creation/maintenance of COOP plan which meets Agency targets		X	X
	OWCP	Lost time	Average time lost due to WC issues			
		OWCP spend	Average spend per year for OWCP			
	Wellness Program	Sick leave usage	Sick leave time used			
Strategy and Policy	Human Capital Strategic Planning	EVP implementation	EVP language embedded in recruiting, performance mgmt, and leadership development programs			X
		Metrics implementation	Implementation of basic reporting per plan			

Operational				Audience		
				KAT	XAT	BSC
		Strategy implementation	Achievement of deliverables and milestones in the implementation of prioritized initiatives from the Talent Management Strategy			
		Implementation of audit findings	Achievement of key milestones and deliverables in the implementation of key audit findings			
		Policy review rate	Number of Personnel Letters reviewed per year			
Operations	Business Analysis	Service Connection deployment	Achievement of key milestones and deliverables from the deployment plan			X
Labor Relations	Midterm negotiations and contract administration	Mid-term issues	# of issues identified during the mid-year negotiations			
CHCO	HCM Program	HR expense %	Total HR expenses/operating expenses against budget			X
		HR FTE ratio	HR staff/federal employees against allocation			X
SLMO		Candidate quality	# of assignments vs candidates submitted			
		Conformance to max rate	Contractors at or below max rate			
		Submission responses	# of responses per vendors			

Call to Action

As implementation of the Talent Management Strategy initiatives begins, all members of BPA should consider their responsibilities to make the Strategy come alive. Whether an executive, a manager, or an employee, everyone can immediately start building the agile Agency of the future needed to continue delivering BPA's unique, pioneering, and visionary work.

Executives

✓ Become a talent champion by discussing with your leadership teams what the *right size*, *right skill*, and *right environment* objectives look like for your organizations.

✓ Live the Employee Value Proposition (EVP) in your day-to-day interaction with staff, such as ensuring that decisions affecting staff uphold the commitments outlined in the EVP and using EVP language often in discussions with your leadership teams.

✓ Actively drive more comprehensive succession planning within your organizations by building a deeper bench of talent and creating career development opportunities.

✓ Encourage collaboration and resource-sharing within and across business units in order to meet the *right size* and *right skill* needs for the whole Agency.

✓ Maintain strong dialogue with your managers in order to understand their needs, set clear expectations, expect accountability, and expect high performance.

✓ Encourage proactive assessment of talent and resource needs to sustain or build the *right skills*.

✓ Familiarize yourself with and comply with supplemental labor purchasing policies.

Managers

✓ Use the talent management tools and resources available to you within the Agency.

✓ Write thoughtful position descriptions and vacancy announcements, turn around actions quickly, and share expertise by partnering with Talent Acquisition.

✓ Actively participate in HCM's skill and competency model development initiative in order to address the skill needs specific to your organization.

✓ Volunteer to serve as faculty on the Leadership Development Program.

✓ Build bench strength and succession planning into your staffing plans by rotating assignments, developing employees in a variety of areas, and looking for career development opportunities for your employees.

✓ Encourage knowledge sharing for critical positions through rotating assignments.

✓ Assume employees are dedicated to improving processes, programs, and work products that help achieve the Agency's mission and serve the public. Provide honest and actionable feedback regularly to your employees to ensure their performance is aligned with the mission of the Agency.

✓ Familiarize yourself with and comply with supplemental labor purchasing policies.

✓ Demonstrate accountability for your decisions and actions while staying open to new and diverse ideas; expect the same commitment from your employees.

Employees

✓ Demonstrate the Agency's core values in your daily work.

✓ Create an Individual Development Plan with your manager and seek opportunities for continual learning and career development that will help achieve BPA's mission and serve the public.

✓ Seek clarification of what's expected in your work and ensure that it supports the mission of the Agency.

✓ Demonstrate accountability for your decisions and actions while remaining open to new and diverse ideas.

✓ Stay curious and investigative when improving processes, programs, and work products.

APPENDIX A

Size and Composition

Federal Headcount Steady as Contingent Headcount Grows

The current size of the federal workforce can be understood through a historical look at full-time employee (FTE) allocations and budget limits, which in part determine how the workforce is distributed according to business unit. The federal workforce can also be understood through total spend and grade distributions.

BPA's federal workforce is capped by two elements: BPA employee FTE allocations and budget limits as set by the Integrated Financial Planning Process.

Driven by competitive pressures to minimize costs and rates, BPA federal employee staffing decreased by over 27 percent from midyear FY 1994 to the end of FY 1999. In FY 2000 and FY 2001, BPA and other utilities started to question the adequacy of the electricity infrastructure of the West Coast, leading to a significant staffing ramp-up in key program areas. After the West Coast Energy Crisis, BPA received pressure again to operate more efficiently. BPA made additional staffing reductions through an internal reorganization that consolidated many departments into the Corporate business unit from FY 2004 through FY 2006.

In recent years, BPA has kept a steady FTE allocation due to pressure on rates from low-water years and the difficult economy. However, since the shift in presidential leadership and the subsequent bailout packages, BPA has received an increased capital budget, increased treasury borrowing authority, and has been asked to be a catalyst in stimulating the job economy. The workload increase is evidenced by a decreasing gap between FTE allocations and actual usage and an increase in spending for contingent labor.

As workload has grown and the FTE allocation has remained steady, contracting has been a safety valve for many organizations. However, contracting work may not always be the most cost-effective option, and in some instances may place BPA at risk if core expertise is no longer available in house.

The following illustrates a recent history of FTE usage by business unit. The recent decrease in Transmission and Power federal employees and contractors and increase in Corporate federal employees and contractors reflects the Enterprise Process Improvement Program (EPIP) action of centralizing or moving the following functions:

- Information Technology (IT)
- Energy Efficiency
- Customer Support Services
- Public Affairs
- Supply Chain
- Human Capital Management

Figure 1: FTE Usage by Business Unit[22]
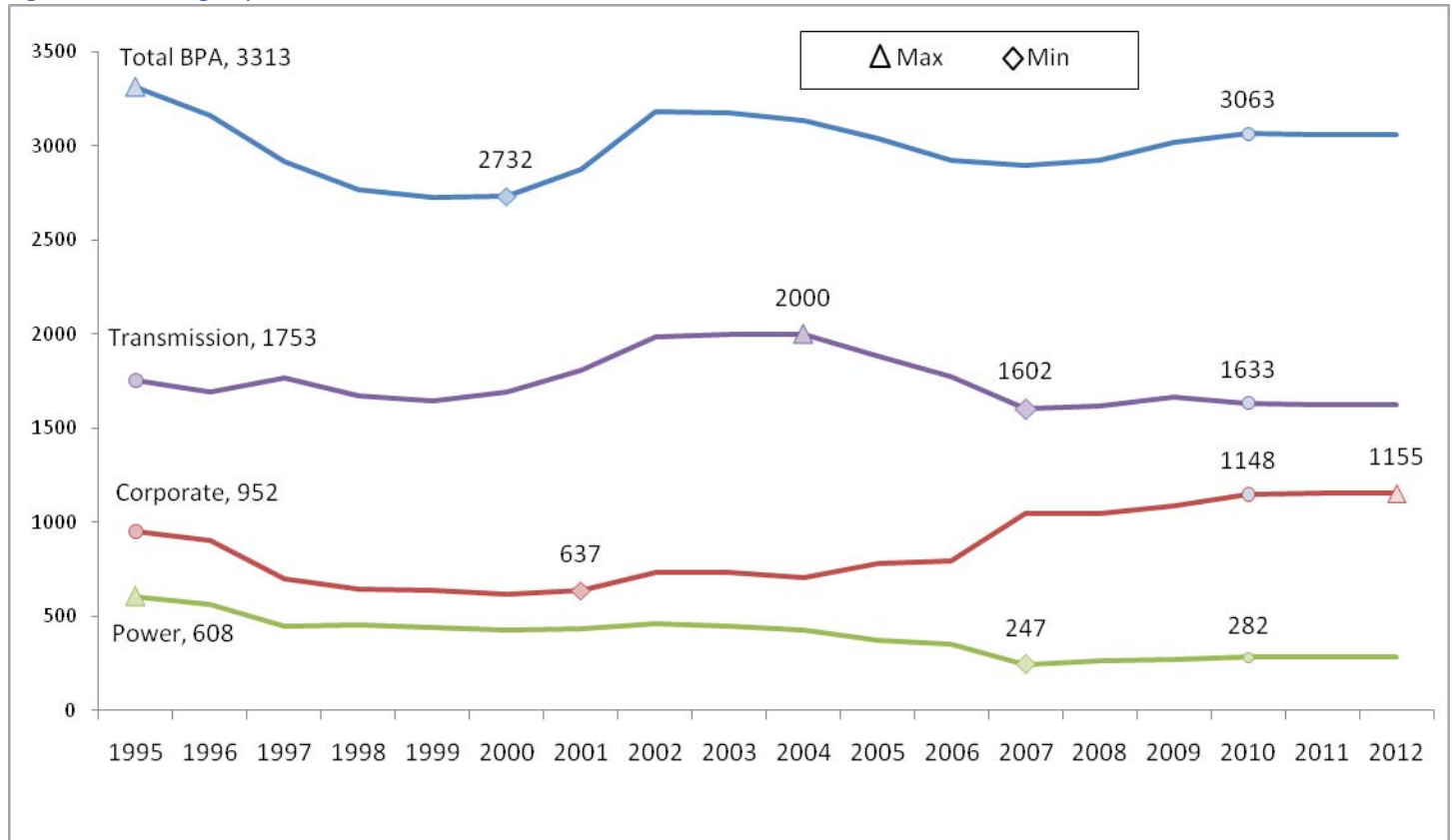
Federal employee personnel costs at BPA have been relatively stable over time. The following depicts payroll spend for annual and hourly employees. Costs include pay (straightime and overtime), benefits, retirement, and leave. The greatest increase in costs occured between 2007 and 2008. This can be primarily attributed to an increase in benefits expense and hourly straightime and overtime pay.

Figure 2: Total Spend on Bonneville Employees[23]
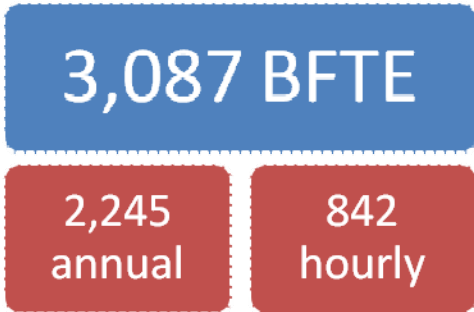

2006	• $321.2 M
2007	• $331.6 M (+ 3%)
2008	• $360.3 M (+ 8%)
2009	• $371.3 M (+ 3%)

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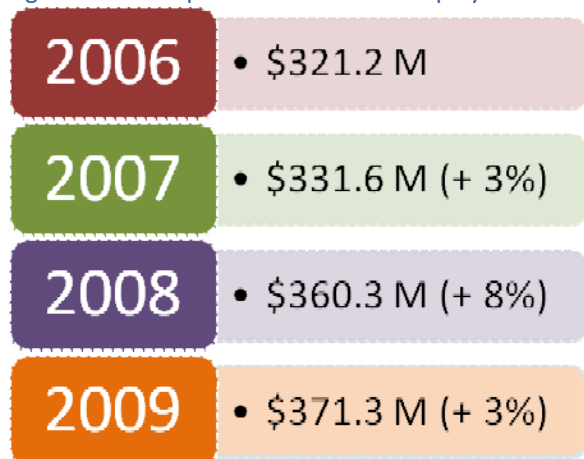
[22] HRmis
[23] PeopleSoft Financials

The current BPA federal workforce can be segmented by annual employees and hourly employees. Most BPA hourly employees are in crafts positions within the Transmission organization.

Figure 3: Distribution of BPA Employees[24]

**3,087 BFTE**

2,245 annual

842 hourly

For the purpose of the Talent Management Strategy, BPA is analyzed according to three business units: Transmission, Power, and Corporate.

- Transmission is responsible for transmission system planning, design, construction, operations and maintenance. In addition, Transmission is responsible for aircraft services and internal automated information systems. Other Transmission responsibilities include marketing and selling transmission products and services, both regulated and unregulated, as well as operating the system in a nondiscriminatory manner. Transmission is a field-intensive, production-focused organization, resulting in a pyramid composed largely of hourly workers**.**

- Power provides power products and services in all markets, in addition to providing customers with the benefits of the highest quality and the most competitively priced electricity available. Power is an expertise-intensive function, reflected in the relatively senior, flat organizations.

- Corporate organizations at BPA include Planning and Governance; Finance; General Counsel; and Internal Business Services. Corporate is an expertise-intensive function, reflected in the relatively senior, flat organizations.

The following illustrates BPA employee and Supplemental Labor usage in each of the business units, and illustrates BPA's history of using contingent labor to supplement labor demands.

Figure 4: Historical Distribution of Transmission Workforce[25]

Transmission FTE & Contractor Count

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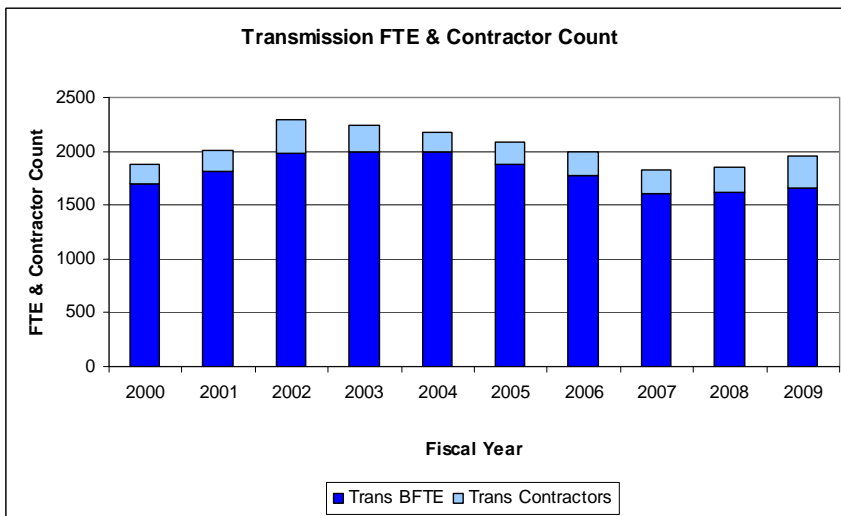
[24] HRmis, April 2010
[25] 2009 IPR Presentations

Figure 5: Historical Distribution of Power Services Workforce[26]
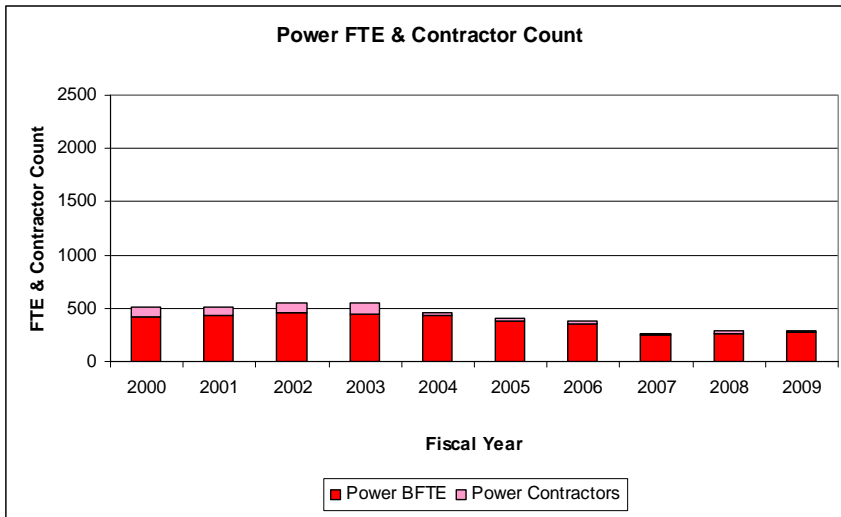
Figure 6: **Historical Distribution of Corporate Workforce**[27]

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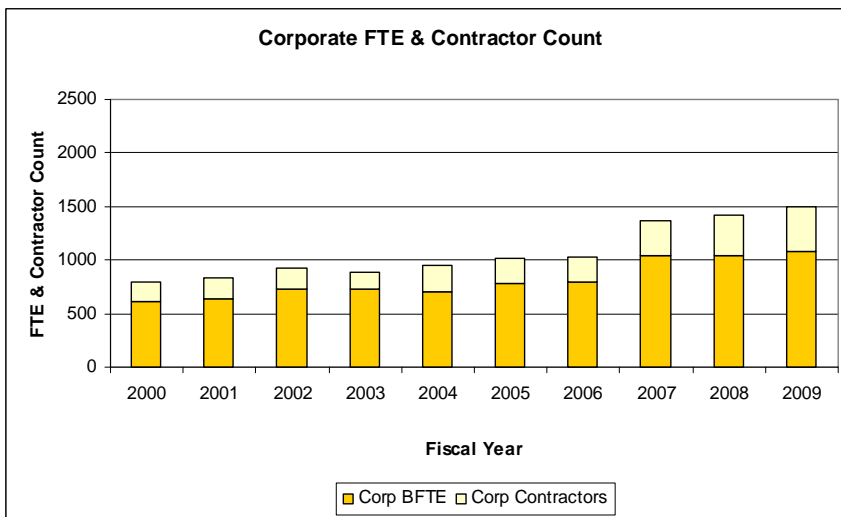
[26] 2009 IPR Presentations
[27] 2009 IPR Presentations

Top-heavy Workforce

Historically, the grade composition of the BPA workforce has remained relatively stable over time. The majority of administrative and support roles are now provided through service contracts or supplemental labor arrangements, resulting in a small number of low grade federal positions.

Figure 7: BPA FTE by Grade Range[28]
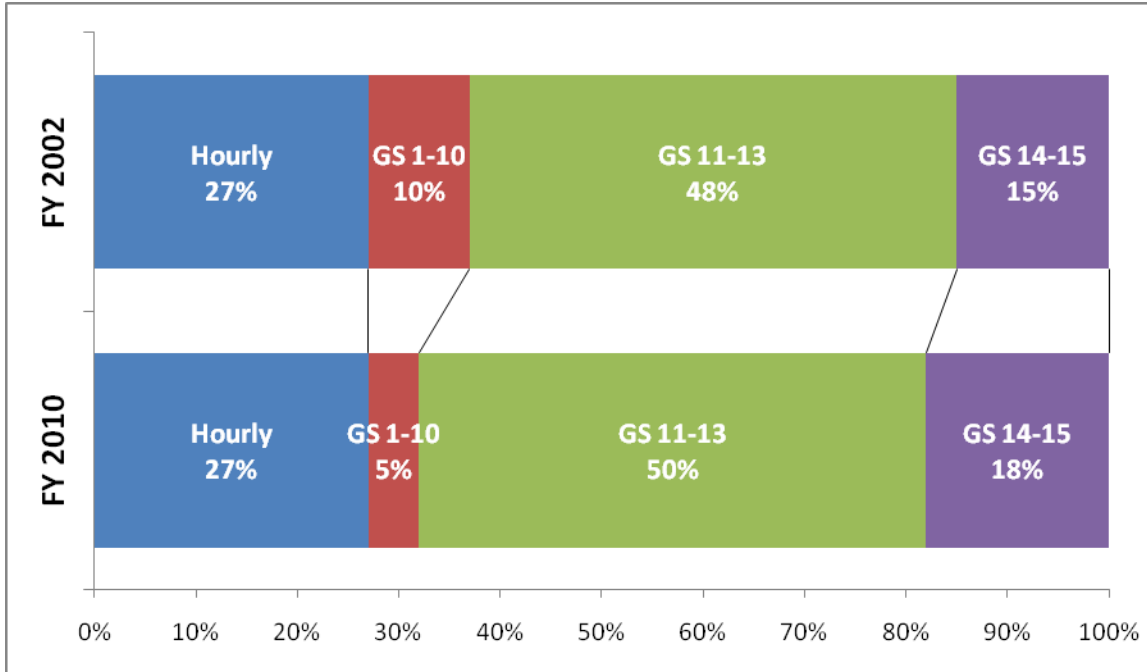
BPA is top-heavy, with the largest number of employees in GS13–15 range. Furthermore, the largest number of employees eligible to retire is in the GS13–15 range. As this population ages, BPA must continue to capture the experience and valuable knowledge inherent in this population.

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[28] HRmis

Aging Workforce

19.2 percent of the utility industry is within 5 to 7 years of retirement. The International Brotherhood of Electrical Workers says nearly half its members nationwide are up for retirement in the next few years.[29] There are 16,000 fewer 16 to 34 year olds working in the utility industry, compared to 1990.[30] Given these factors, retirement becomes a concern at BPA.

Figure 8: Energy Utility Industry Workforce Age Distribution[31]

[32]

Retiring employees have an extensive amount of institutional knowledge that will need to be tapped by incoming employees. It will be difficult to replace large numbers of retiring employees. The younger segment of the utility workforce is shrinking, which means that there will be more competition to at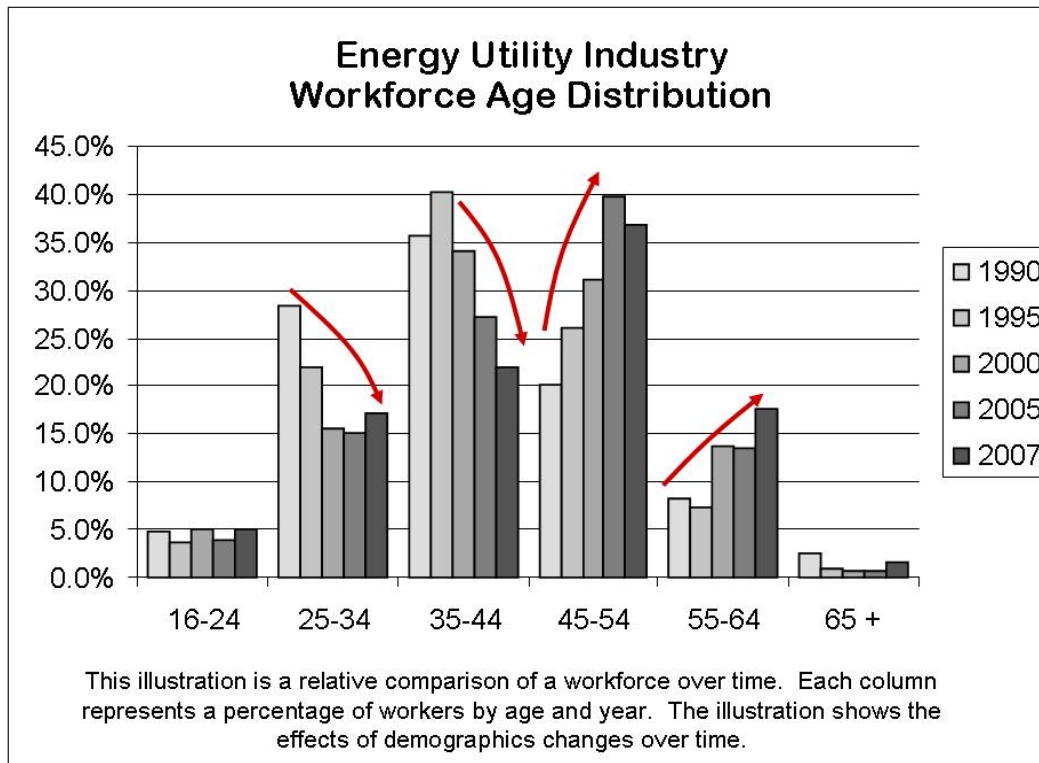tract qualified employees to fill the positions left open by retiring employees. Young workers have shown to have little interest in working for utilities.[33] Thus, more intense efforts need to be made to make a career at BPA more attractive to young workers, to train them and to have them participate in succession planning with retiring employees. Average salary offers for 2009 graduates decreased by 1.2 percent, and the number of employment offers dropped 20 percent. These statistics show a glut in the market for young educated workers, which BPA can utilize.

Many employees stay in the workforce past their retirement age. According to OPM, "the median number of years an employee stays with the Government after first becoming eligible is four years, and nearly 25 percent remain for nine years or more."[34] The current recession may also affect employees' retirement plans. *HR Magazine* reported that "One-third of all U.S. workers increased their planned retirement ages since February 2008."[35] In addition, there is evidence that many members of the baby boomer

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[29] "Young Workers Find Opportunity In Power Industry," National Public Radio, May 1, 2009

[30] "Energy Utility Demographic Trends."

[31] "Energy Utility Demographic Trends," *Workforce Strategies: Discussing global demographic changes and your talent management options,* February 13, 2008.

[33] McCarty, Kevin. "Where Did the Time Go? Energy Utilities Face Long-term Memory Loss," *Electric Light & Power,* November, 2008.

[34] "An Analysis of Federal Employee Retirement Data: Predicting Future Retirements and Examining Factors Relevant to Retiring from the Federal Service," *United States Office of Personnel Management,* March 2008, 14.

[35] "Delayed Departures" ," HR Magazine, December 2009

generation, who are approaching retirement age, are unprepared for their upcoming retirement. According to *The McKinsey Quarterly,* "60 percent of boomers won't be able to maintain a lifestyle close to their current one without continuing to work."[36] This may increase retirement-age employees' desire to remain in the workforce.

The average age of BPA employees ranges from 32–52, with the average age within the GS13–15 range being 49 years old. BPA is on par with utility industry average (48 years old).

Figure 9: BPA Employees Average Age by Grade [37]
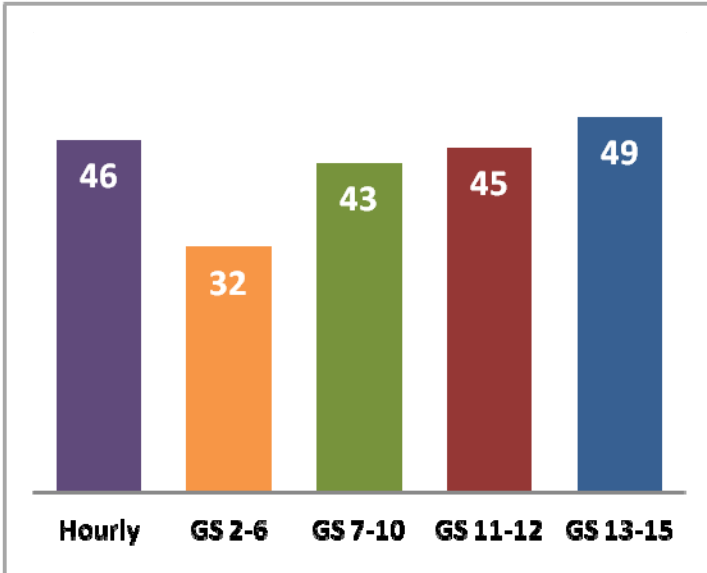
BPA turnover rates, which include both retirement and other attrition, are also close to industry rates. Executive turnover rate is driven by retirements from a small population. BPA manages retention and turnover using a variety of tools including voluntary early retirement programs.

Table 1: Turnover Rates for Bonneville Employees[38]

Turnover	Utility Industry	BPA
Overall Average	5.7 percent	5.8 percent
Individual Contributor	5.5 percent	5.7 percent
Middle Manager	4.8 percent	6.15 percent
Executive	**7.0 percent**	**15.8 percent**
New Hires	8.4 percent	10 percent
Male	5.2 percent	5.7 percent
Female	6.0 percent	6.2 percent
Minority	n/a	5.7 percent

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[36] Court, David, Farrell, Diana, and Forsyth, John E. "Serving aging baby boomers," *The McKinsey Quarterly,* November 2007.
[37] HRmis April 2010
[38] Corporate Leadership Council and HRmis as of 9/30/09

Diversity

The following table shows how BPA's workforce diversity compares to the Regional Civilian Labor Force (rCLF) in various employment categories.

Bonneville Power Administration: Participation by EEOC-1 Category EOY FY 2009

GS/GM, ES/EJ, AND RELATED GRADES		TOTAL EMPLOYEES			Hispanic or Latino		Non- Hispanic or Latino														TOTAL MINORITY			Woman & Minorities
							White		Black or African American		Asian		N. HI or other Pacific Islander		American Indian or Alaska Native		Two or more races						
		All	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total	
Managers & Officials*	#	1205	666	539	25	23	553	436	32	31	22	26	2	3	14	10	18	10	113	103	216	652
	%		55.3%	44.7%	2.1%	1.9%	45.9%	36.2%	2.7%	2.6%	1.8%	2.2%	0.2%	0.2%	1.2%	0.8%	1.5%	0.8%	9.4%	8.5%	17.9%	54.1%
	rCLF			38.7%	1.8%	1.3%	55.2%	34.1%	0.8%	0.7%	2.0%	1.4%	0.1%	0.1%	0.4%	0.4%	1.1%	0.8%	6.1%	4.7%	10.8%	44.8%
Professionals	#	972	692	280	22	13	569	225	22	10	56	21	5	1	10	2	8	8	123	55	178	403
	%		71.2%	28.8%	2.3%	1.3%	58.5%	23.1%	2.3%	1.0%	5.8%	2.2%	0.51%	0.1%	1.0%	0.2%	0.8%	0.8%	12.7%	5.7%	18.3%	41.5%
	rCLF			51.2%	1.2%	1.6%	42.5%	44.8%	0.8%	0.9%	2.9%	2.4%	0.07%	0.1%	0.3%	0.5%	0.9%	1.1%	6.3%	6.4%	12.7%	57.5%
Technicians	#	73	56	17	7	1	46	15	2	--	--	--	--	1	--	1	--	--	10	2	12	27
	%		76.7%	23.3%	9.6%	1.4%	63.0%	20.5%	2.7%	--	--	--	1.37%	--	--	1.4%	--	--	13.7%	2.7%	16.4%	37.0%
	rCLF			54.5%	1.9%	2.1%	38.4%	46.6%	1.0%	1.2%	2.4%	2.6%	0.14%	0.2%	0.6%	0.6%	0.9%	1.2%	7.1%	7.9%	14.9%	61.6%
Administrative Support	#	127	14	113	--	7	13	98	1	4	--	1	--	--	--	2	--	1	1	15	16	114
	%		11.0%	89.0%	--	5.5%	10.2%	77.2%	0.8%	3.1%	--	0.8%	--	--	--	1.6%	--	0.8%	0.8%	11.8%	12.6%	89.8%
	rCLF			77.0%	1.3%	3.1%	18.7%	66.8%	0.9%	1.6%	1.2%	2.5%	0.10%	0.2%	0.3%	1.0%	0.7%	1.9%	4.3%	10.2%	14.5%	81.3%
Craft Workers	#	701	663	38	23	2	605	35	5	--	9	--	1	--	9	--	11	1	58	3	61	96
	%		94.6%	5.4%	3.3%	0.3%	86.3%	5.0%	0.7%		1.3%		0.1%		1.3%		1.6%	0.1%	8.3%	0.4%	8.7%	13.7%
	rCLF			6.0%	5.6%	0.3%	81.9%	5.0%	1.2%	0.1%	1.7%	0.3%	0.3%	0.0%	1.2%	0.1%	2.2%	0.2%	12.1%	1.0%	13.1%	18.1%
Operatives	#	38	37	1	1	--	32	1	2	--	--	--	--	--	1	--	1	--	5	--	5	6
	%		97.4%	2.6%	2.6%	--	84.2%	2.6%	5.3%	--	--	--	--	--	2.6%	--	2.6%	--	13.2%	--	13.2%	15.8%
	rCLF			25.0%	7.6%	3.7%	59.7%	17.0%	1.8%	0.5%	2.8%	2.6%	0.3%	0.1%	0.9%	0.3%	2.0%	0.7%	15.3%	8.0%	23.3%	40.3%
Total	#	3116	2128	988	78	46	1818	810	64	45	87	48	9	4	34	15	38	20	310	178	488	1298
	%		68.3%	31.7%	2.5%	1.5%	58.3%	26.0%	2.1%	1.4%	2.8%	1.5%	0.29%	0.1%	1.1%	0.5%	1.2%	0.6%	9.9%	5.7%	15.7%	41.7%
	rCLF			46.0%	4.0%	2.6%	44.8%	38.6%	1.1%	0.9%	0.6%	0.6%	2.0%	2.0%	0.2%	0.1%	1.3%	1.2%	9.2%	7.4%	16.6%	55.2%

Managers & Officials includes 813 employees in occupations classified as Management and Officals

rCLF Regional (OR/WA/ID) Civilian Labor Force

Blue shading represents below 80% of CLF (Manifest Imbalance)
Red shading represents a "conspicuous absence"

The following occupational categories are defined by the Equal Employment Opportunity Commission (EEOC).[39]

Officials and Managers—Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) Executive/Senior Level - includes those at the GS-15 grade or in the Senior Executive Service, (2) Mid-Level - includes those at the GS-13 or 14 grade, (3) First-Level - includes those at or below the GS-12 grade and (4) Other - includes employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities, such as Administrative Officers.

Public Utilities Specialist, General Business & Industry, Misc Administration & Program, Management & Program Analysis, Contracting, General Facilities & Equipment, Financial Analysis, Realty, Financial Administration & Program, Business & Industry Student Trainee, Supply Program Management, Security, Equipment Specialist, Construction Control, Facility Management, Financial Mgmt Student Trainee, Equal Employment Opportunity, Budget Analysis, Appraising, Building Management, General Supply, Supply Cataloging, Support Services Administration, Property Disposal, Purchasing, Inventory Management, Traffic Management, Program Management, Production Control, Equipment & Facilities Mgmt, Quality Assurance, Supply Student Trainee, Transportation Specialist, Aviation Resources

Professionals—Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Electrical Engineering, Information Technology Management, Electronics Engineering, General Physical Science, Human Resources Management, Civil Engineering, General Attorney, Accounting, Mechanical Engineering, Engineering & Arch. Student Trainee, Environmental Protection Specialist, Public Affairs, General Engineering, Biological Science, Economist, Fishery Biology, Auditing, Land Surveying, Fish & Wildlife Administration, Operations Research, Aircraft Operation, General Arts & Information, Geography, Architecture, Environmental Engineering, Nuclear Engineering,

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[39] http://www.eeoc.gov/federal/fsp2004/appendix1.html

Hydrology, Meteorology, Training Instruction, Archeology, Wildlife Biology, Biological Science Student Trainee, Information and Arts Student Trainee, Chemistry, Cartography, Librarian, Psychology, Forestry, Nurse, Industrial Engineering, Visual Information, Geology, Physical Science Student Trainee, Mathematics, Mathematical Statistician, IT Student Trainee

Technicians—Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post–high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the- job training.

Engineering Technician, Safety & Occupational Health Mgmt, Electronics Technician, Cartographic Technician, Safety Technician, Environmental Protection Assistant, Telecommunications, Physical Science Technician

Administrative Support Workers—Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

Misc. Assistant, Secretary, Human Resources Assistance, Paralegal Specialist, Supply Clerical & Technician, Admin & Office Support Student Trainee, Management & Program Assist, Financial Assistance, Legal Occupations Student Trainee, Security Clerical & Assistance, Mail, Office Automation Clerk, Equipment Operator, Civilian Pay, Procurement Technician, Library Technician, Technical Information Services, Facilities Assistant, Transportation Clerk & Assistant

Craft Workers (skilled)—Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

High Voltage Electrician, Electric Operations & Dispatch, System Protection Control, Power System Control, Heavy Mobile Equipment Mechanic, Facilities Maintenance, Electrical-Mechanical T & D, Carpentry, Heavy Equipment Operator, Electronic Measurement Equip Mechanic, Aircraft Mechanic, Misc. Electrical Installation & Maint, Machining, Electrical Rigging, Sheet Metal Mechanic, Painting, Plumbing, Air Conditioning Equipment Mechanic, Crane Operating

Operatives (semiskilled)—Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.

Materials Handler, Welding, Rigging Truck Driver, Heavy Truck Driver

Federal Statutory and Regulatory Changes

OMB Guidance on Managing a Multi-sector Workforce

On July 29, 2009, the Office of Management and Budget (OMB) published its Memorandum for the Heads of Departments and Agencies on "Managing the Multi-Sector Workforce."[40] The memorandum noted that "current policies and practices must be improved so that agencies consistently identify the proper role of each sector and achieve the best mix of public and private labor resources to serve the American people." The memorandum provides initial guidance regarding in-sourcing determinations, consistent with the factors outlined in Public Law 111-8.

Hiring Veterans

A government-wide task force is at work on efforts to help veterans find federal jobs and mainstream back into society. The Obama administration's direction on Iraq assumes troop reductions in Iraq, resulting in increased numbers of veterans seeking federal positions.[41] This may mean increased numbers of highly-qualified, diverse applicants for apprentice and technical "trainee" positions will become available. The current escalation of troops in Afghanistan will likely present a similar scenario within the coming years as veterans return from that conflict in search of federal employment.

Work-life Balance

The Obama Administration sees the federal government as the model for demonstrating work-life balance within the work environment by pushing for policies addressing family needs such as paid family leave, flexible work schedules and telework.[42] OPM is creating or encouraging agencies to enhance their family related policies to align with the Obama administration's view.

Telework Enhancement Act of 2010

This act aims to improve teleworking in executive agencies by requiring agencies to establish a telework policy; determine and notify eligible employees; provide an interactive telework training program; and ensure that no distinction is made between teleworkers and nonteleworkers for purposes of performance appraisals, work requirements, or other acts involving managerial discretion.[43] Passage of this legislation may result in increased appeal to applicants seeking a flexible work environment where they can balance their family life with work.

The Domestic Partnership Benefits and Obligations Act

Another piece of legislation currently pending in Congress would allow OPM to extend health insurance coverage and other benefits to the partners of gay, lesbian and transgendered federal employees.[44] Recently President Obama issued a memorandum extending certain benefits to same-sex partners and families, which includes child care subsidies and employee assistance programs. Providing health benefits to same-sex partnerships may give BPA an advantage in recruiting top talent as employee benefits are a major draw to federal employment.

Skills

Skills Management

Strategic Employee Development Initiative (SEDI) is an automated tool (PeopleSoft HRmis Competency Module) to provide BPA management with a rigorous and systematic approach to identify skills and skill gaps in the workforce at the individual, workgroup and agency level. SEDI is almost solely dedicated to the agency critical occupations (as defined in the Workforce Plan), and therefore SEDI is not a useful tool for determining agency-wide skill gaps. As of the end of FY09, only 3 percent of BPA employees had current (within the last 12 months) competency assessments.

In January 2005, the Enterprise Risk Management Committee (ERMC) formally identified workforce skill gaps as one of the most significant risks threatening BPA's achievement of its strategic objectives. In the ensuing year, HCM began an overarching Enterprise Process Improvement Program (EPIP) to address inefficiencies in the agency's decentralized approach to planning and process for delivery of human resources products and services at BPA.

The combination of the workforce skill gap risk and the need for a more strategic, efficient approach to human capital planning led to the development of a centralized initiative for workforce planning in FY 2006. Since that time, HCM has led the implementation

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[40] OMB Memorandum M-09-26, "Managing the Multi-Sector Workforce,"July 29, 2009.

[41] Whitehouse.gov
[42] Letter from Obama to John Gage dated October 20, 2008
[43] Govtrack.us, May 4, 2010
[44] Govtrack.us, January 9, 2010

of the annual workforce planning process to identify, assess and prioritize critical competency gap and departure risks, and to ensure that resources are allocated appropriately to reduce identified risks. The Workforce Plan has identified and treated risks endemic to several critical occupations, and has supported a number of HCM programs and initiatives.

The following table depicts the history of critical occupations identified and treated under the Agency's Workforce Plan.

	Year Occupation Entered Workforce Plan			
FY 2007	FY 2007	FY 2008	FY 2009	FY 2010
Accountants and CSE Analysts	■			
Critical Skill Experts (Energy Efficiency)	■			
Equal Employment Opportunity Specialist	■			
Environment Specialists (KE)	■	■		
Critical Skill Experts (Power)	■	■	■	
HR Specialists (NH)	■	■	■	
Linemen, Hourly Foremen, Chief Operators (TF)	■	■	■	
Customer Support Services (KSB and KSC)	■	■	■	■
Risk Analysts (DB)	■	■	■	■
Electrical and Electronic Engineers including PSC/SPC Field Engineers (T)	■	■	■	■
PSC/SPC Craftsmen (TF)	■	■	■	■
Senior Executive Service	■	■	■	■
Managers	■	■	■	■
Contract Specialists (NS)		■	■	■
Substation Operators (TF)		■	■	■
Natural Resource Specialists (TF)			■	
Public Utilities Specialists (TS)			■	■
IT Specialists (TO)			■	■
Construction Inspectors (TE)			■	■
Public Utilities Specialists (PGL)				■
Public Utilities Specialists (PFR)				■
General Business and Industry series -1101 (all PS)				■
Land Surveyors (TERM)				■
Mechanical Engineers (TE)				■
Realty Specialists (TER)				■
Dispatchers (TO)				■

The following table illustrates the changes in retirement eligibility in some of the Workforce Plan occupations. In addition to hiring, retirement attrition in these critical occupations has been managed through workforce management efforts such as training and succession planning.

Table 2: Sample of Critical Occupations[19]

Critical Occupation	Percent Retirement Eligible in FY06	Percent Retirement Eligible in FY10	Hires FY06 – Current (includes trainees)
Lineman	11 percent	5 percent	77
Electrician Foreman	24 percent	29 percent	30

Critical Occupation	Percent Retirement Eligible in FY06	Percent Retirement Eligible in FY10	Hires FY06 – Current (includes trainees)
Natural Resource Specialists	25 percent	40 percent	11
SPC Craftsman	9 percent	18 percent	14
PSC Craftsman	14 percent	12 percent	20
Construction Inspectors	10 percent	33 percent	2
Substation Operator	15 percent	18 percent	44

Federal Statutory and Regulatory Changes and Initiatives

Improving the Federal Recruitment and Hiring Process
In his May 12, 2010, Memorandum on improving federal recruitment and hiring, President Obama directed federal agencies to:

- Dramatically reduce the time between when a job is announced and is filled.

- Eliminate essays as an initial application requirement.

- Use shorter, plain-language job announcements.

- Accept resumes, instead complex applications through outdated systems.

- Allow hiring managers to choose from a group of best qualified candidates, rather than a list of three names, through expanded use of "category ratings."

- Notify applicants in a timely manner through USAJobs.gov - eliminating the "black hole" applicants feel they when they get no response to their application.

- Submit a hiring and recruitment plan for top talent to OPM by the end of 2010.

- Have all Cabinet-level and Senior Administration Officials visit universities or colleges to discuss career opportunities in the federal service with students.

- Design a government-wide plan for recruiting and hiring qualified, diverse talent.

- Review the Federal Career Intern Program and offer a recommendation to the President on its future and effective pathways into the Federal service for college students and graduates.

- Work with agencies to ensure best practices are being developed and used throughout Government.[45]

Implementation of this memorandum may result in attracting more qualified candidates and making the federal hiring process more competitive with that of private industry.

Environment

Engagement
According to Gallup, employee engagement is defined as:

- Engaged: Loyal and productive, more likely to stay with their company, less likely to have accidents.

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[45] OPM News Release, May 11, 2010

- Not Engaged: May be productive, but less psychologically connected to their company. More likely to miss work days and more likely to leave.

- Actively Disengaged: Physically present, but psychologically absent. Unhappy with their work. Share that unhappiness with their colleagues.

Figure 10: Engagement Levels of BFTEs[20]
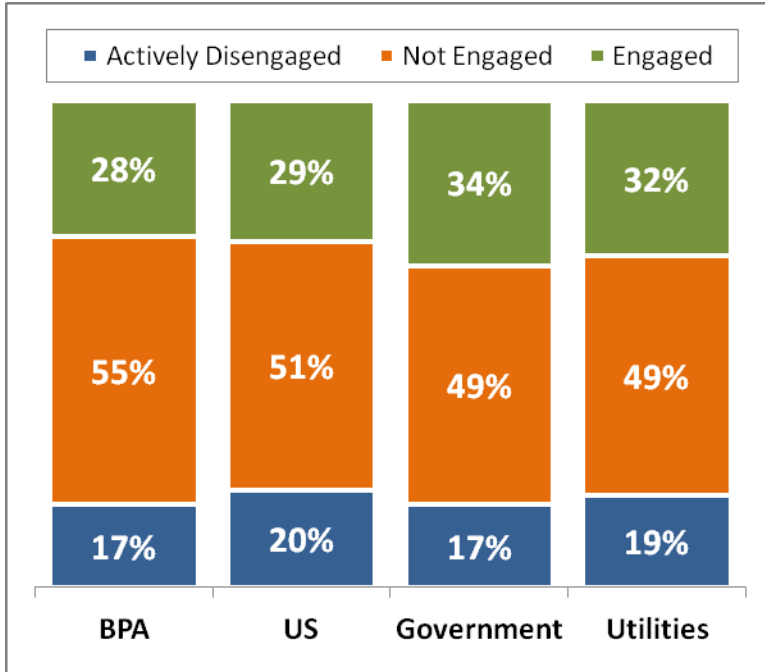
As measured in 2009, BPA overall is less engaged than the utility industry, other federal agencies, and the U.S. workforce. Employee engagement will continue to be measured through the BPA employee engagement survey.

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[20] Gallup Survey Results as of June 2009

APPENDIX B

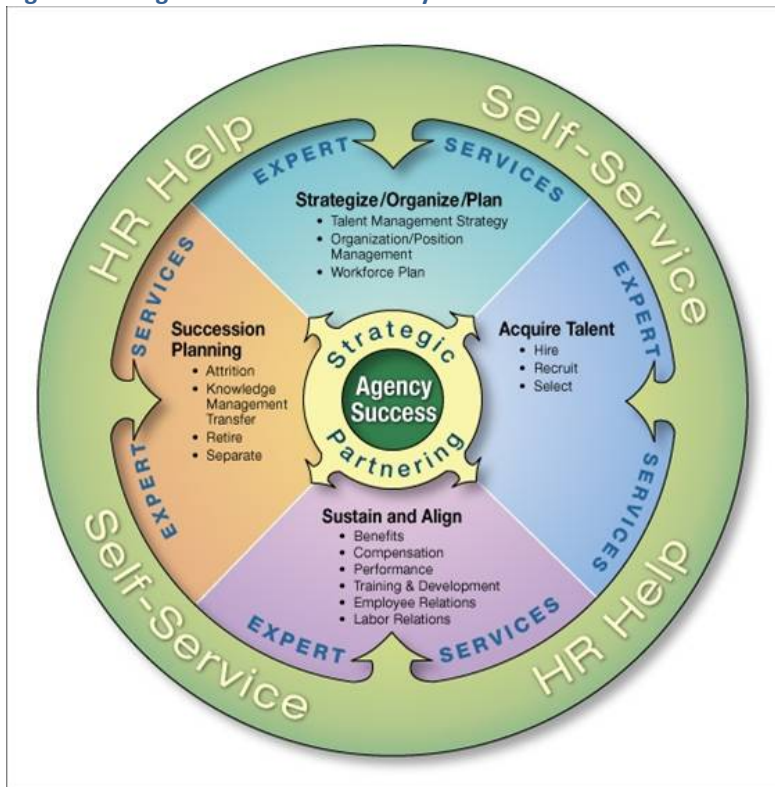The HCM Service Delivery Model outlined below illustrates how HCM delivers its services to the BPA workforce.

Figure 1: Image: HCM Service Delivery Model

The Service Delivery Model uses a hybrid approach for delivering services through three key roles:

1. **Expert Service Organization (ESOs)**: HCM team members are the bench of deep expertise who create reliable processes, service offerings, and human capital programs and tools, and assist with the most difficult issues.

2. **Strategic Business Partners (SBPs)**: HCM service providers are matrixed to business unit leadership and across Expert Services functional areas. SBPs clarify the business needs and are closer to the client, the liaison between the HCM group and all business units across the Agency.

3. **HR Help/Self Service**: Centralized function with dedicated staff related to HCM automation and analytics.

HCM Capabilities

In order to move from current to desired maturity levels, each HCM organization has completed an Organizational Alignment process to focus resources on core work consistent with its desired level of maturity. The following outlines each organization's purpose and its core areas of focus.

Talent Management Strategy and Policy

Talent Management Strategy and Policy sets philosophy, policy, and processes for all HCM functions. This organization produces a holistic, cohesive, and focused human resources organization. It provides analysis, coordination, and oversight among the HCM functions for the development and evaluation of strategy, policy, and key initiatives. Talent Management Strategy and Policy also works with internal and external stakeholders to develop, monitor, and evaluate strategy and policy. Critical work includes:

- **Strategic Planning of Workforce and Workforce Management:** Lead a robust Talent Management Strategy in conjunction with the Business Operations Board, Internal Business Services, and Corporate Strategy.

- **Strategic Policy Development, Communication, and Implementation Support:** Develop human capital policies that support culture changes and other strategic initiatives outlined in the Talent Management Strategy. Expert Service Organizations will use Talent Management strategic planning work in aligning their programs.

- **Implementation of the EVP**: Work closely with the other Human Capital Management (HCM) organizations and the Agency to embed principles of the EVP in major programs, initiatives, decision-making, and the strategic planning process. Employee engagement measurements and follow-up at the workgroup level will support the desired employee-employer relationship.

Strategic Partnering

Strategic Business Partners (SBPs) work with business unit leaders to identify, collaborate, align, and implement HCM strategies. Their mission is to optimize organizational performance to achieve Agency outcomes. Critical work includes:

- **Strategic Partnering at the Tier I and Tier II (Executive) Levels**: Develop, execute, and oversee workforce roadmap tailored to each business unit with alignment to overall Agency objectives.

- **Participate in Agency-Wide Initiatives**: Focus on workforce perspective (capability and resources).

- **Lead HCM Matrix Teams in Partnership with ESO Managers**: Align and monitor all HCM services and initiatives being delivered to each business unit to meet their strategic objectives.

- **Influence HCM Alignment to Agency/Business Unit Needs and Strategies**: partner on implementation of Talent Management Strategy, EVP, Organizational Alignment and Engagement for each business unit.

Talent Acquisition

Talent Acquisition provides classification and recruitment programs that align with the Agency Talent Management Strategy to ensure the right people are in the right place at the right time. Compensation strategies are developed and effectively deployed in order to recruit and retain highly qualified diverse employees to the Agency. Classification and staffing programs are in compliance with appropriate federal regulations and in alignment with merit system principles. Policies and processes are shared with matrixed team members to support compliance. Critical work includes:

- **Classification and Recruiting**: Refine hiring process to continue to retain highly qualified candidates and be timely, efficient, compliant, and effective.

- **Integrated Recruiting/Diversity/Student Program**: Manage an effective recruitment program that attracts highly qualified and diverse candidates. Vacancy announcements will rarely need to be extended or reopened due to lack of a sufficient applicant pool. Cost-benefit analyses will be performed to ensure operational excellence.

- **Compliance with DOE and OPM Regulations:** Comply with DOE and Office of Personnel Management (OPM) regulations and audits.

- **Operational Consulting:** Advise managers on staffing decisions leveraging their deep expertise in hiring flexibilities and workforce composition goals. Service Connection will provide managers with self-service transparency to the selection and on-boarding processes and reduce tactile activities for Talent Acquisition experts.

- **Position Management:** Contribute position and classification criteria into organizational design recommendations.

Talent Development and Organizational Effectiveness

Talent Development and Organizational Effectiveness processes and programs effectively assess, develop, and increase workforce capabilities. It leads the development of the succession planning process and organizational development activities and facilitates meeting the individual, managerial, and executive level needs essential to carrying out the Agency's mission and objectives. Talent Development and Organizational Effectiveness also provides resources to effectively manage and store institutional knowledge across the Agency. Critical work includes:

- **Leadership Development**: Focus on training managers to develop employee and their own competencies and building leaders' capability in team development and effective relationship management skills.

- **Succession Planning:** Deliver a program that systemically identifies and develops candidates for key, critical, and core positions over time to ensure continuity in the organization

- **Core Competencies Model:** Identify and embed competencies based on knowledge, skills, and abilities that are important for 1) organizational success; 2) personal performance; and 3)enhanced contribution

- **Organizational Effectiveness**: Focus on increasing Agency effectiveness through Organizational Alignment processes, Organizational Design expertise, and change management.

- **Required Training:** Establish effective training that informs and encourages adoption as needed. Employees will complete their required training on time and generally find the experience valuable.

- **Impact Planning:** Strengthen impact assessments and drive adoption of planning and action process.

Performance Enhancement

Performance Enhancement collaborates with key leaders to produce an effective and results-driven organization and improve individual performance. It provides guidance for proactive improvement of employee performance and develops process and tools to fully execute the Agency-wide performance management and accountability process.

- **Performance Management Process:** Establish an integrated and consistent performance management process that leverages core competencies and skills, creates and tracks individual development and training, provides valuable feedback and improvement opportunities, and establishes clear goals, expectations, and accountability.

- **Performance Management Capacity:** Build manager capacity to facilitate high-value guidance and feedback for employees regarding their skills, competencies, performance and accountability.

- **Reward and Recognition**: Facilitate BPA's reward and recognition programs to build a culture that appropriately rewards and recognizes employee's contributions and enhances employee engagement.

- **Employee Relations:** Support BPA managers in effectively identifying and resolving employee conduct and/or performance problems.

Talent Sustainment

Talent Sustainment ensures all employee support programs (e.g., medical benefits, retirement, compensation, medical, surveillance, drug and alcohol testing, wellness, and reasonable accommodation) are developed, maintained, and compliant with federal requirements. It also collaborates with HCM, ESO's, and SBPs to develop, deploy, and assess talent sustainment programs that result in the retention and effectiveness of the valuable BPA workforce.

- **Employee Benefits, Retirement, and Leave/Pay Administration:** Process and manage offerings efficiently.

- **Medical Program:** Develop better cost projections for OWCP and offer return-to-work options for injured employees. Proactively and reactively manage occupational health.

- **Safety/OSHA, Incident Management/COOP:** Focus will be on preventative safety versus curative.

- **Wellness and Work / Life:** Expand wellness and preventative offerings and strengthen the Agency's focus on work/life balance.

Labor Relations

Labor Relations represents BPA's business interests in all dealings with unions by negotiating and administering BPA's labor agreements, and by representing BPA in any third-party labor relations disputes. It partners with line management to optimize achievement of business objectives, providing direction and counsel to ensure compliance with negotiated agreements and other applicable rules.

- **Contract Administration and Negotiation:** Continue to carry out responsibilities in a manner that effectively meets BPA's business interests.

- **Pipeline Strength:** Continued emphasis on succession planning within the work unit, through effective development of staff, to address any significant turnover that might occur and optimize the success of any subsequent transition.

Internal Operations

Internal Operations is responsible for the design of easy-to-use automated and manual processes that provide back-office operational support. It coordinates and collaborates with IT and provides oversight and strategic management of HCM automation, communications, and staffing needs (e.g., performance appraisals, mandatory training, HCM staff development), and HCM internal operational management (e.g., budget, FTE, and property management).

- **HR Help:** Enhancements to assist with more complex questions, reducing requests to Expert Service Organizations (ESOs) and increasing adoption of the self-service delivery model.

- **Personnel Actions and Record Maintenance:** Process personnel actions efficiently and accurately.

- **Automation/Technology Improvement:** Leverage technology improvements to reduce time and increase quality where ROI makes sense.

- **Process Improvement:** Focus will emphasize lessons learned and standard analysis of work processes.

APPENDIX C

Risk Analysis of Workforce Gaps

Risk Statement	Rating	Supporting Rationale
1A: Inadequate management of poor performance results in erosion of workforce productivity and quality	Likelihood: 5	• Lack of consistently applied performance expectations • Staffing allocations based on incumbent staffing • Lack of automated performance management system
	Consequence: 5	• Loss of productivity
2A: Significant time to acquire federal talent results in a loss of candidates and inappropriate use of supplemental labor	Likelihood: 5	• BPA Time-to-Fill record for federal is greater than Time-to-Fill for supplemental labor • BPA Time-to-Fill record exceeds OPM goals
	Consequence: 3	• Substituting contingent labor instead of federal labor results in inappropriate use • Possible circumvention of merit system principles • Possible loss of quality candidates • Loss of productivity
2B: A cumbersome application process results in a loss of good candidates and inappropriate use of supplemental labor	Likelihood: 3	• BPA Time-to-Fill record for federal is greater than Time-to-Fill for supplemental labor • BPA Time-to-Fill record exceeds OPM goals
	Consequence: 4	• Substituting contingent labor instead of federal labor results in inappropriate use • Possible circumvention of merit system principles • Possible loss of quality candidates • Loss of productivity
2C: Uncompetitive compensation results in an inability to attract top talent	Likelihood: 1	• Limitations on federal compensation
	Consequence: 4	• Possible loss of quality candidates • Loss of productivity
3A: Inadequate identification of skill/competency needs compromise talent acquisition, development, and management	Likelihood: 5	• Identification of critical skills only • Little evidence of right skills • Workload shifts based on variability and program needs • Reliance on supplemental labor use
	Consequence: 4	• Increased supplemental labor spend motivated by quicker on-boarding, special skills, and workforce constraints • Violation of IRS regulations regarding employee-employer relationships Low training spend across business units
3B: Inadequate planning for current and future "green" skills will limit the Agency's ability to keep pace with industry and region requirements	Likelihood: 4	• Little evidence of right skills • Changing energy landscape • Critical skills identified via FY10 Workforce Plan
	Consequence: 4	• Climate Change legislation and executive orders pending • Obama/DOE direction • Smart Grid funding • ARRA funds (increase in borrowing authority), funding for Wind and REV
4A: Inadequate depth of bench results in high risk exposure to skill loss and increased dependency on supplemental labor	Likelihood: 5	• Lack of established succession planning practices • Re-hiring of retired employee's at a premium • Lack of adequate executive corps development program
	Consequence: 3	• Substituting the use of contingent labor instead of federal labor results in inappropriate use • Possible circumvention of merit system principles • Loss of knowledge before it can be transferred • Loss of productivity • Relatively high retirement eligibility in Power and Transmission
5A: Inadequate prioritization results in suboptimal workforce performance	Likelihood: 3	• Federal workforce remains flat despite changes in the environment • Lack of clarity around future Agency strategies prevents ability to prioritize
	Consequence: 1	• Relatively Low levels of engagement

Risk Statement	Rating	Supporting Rationale
5B: Culture does not always value or promote diversity of thought, potentially resulting in substandard work products	Likelihood: 4	• Heavy reliance on tenured employees • Relatively low turnover • Diversity gaps as compared to regional civilian labor force
	Consequence: 4	• Substandard work products • Possible loss of quality candidates
6A: Lack of formal supplemental labor usage results in potential inappropriate work, as well as possible neglect of federal workforce development, underutilization of federal employees, and possible sanctions	Likelihood: 5	• Supplemental labor used when Federal employee more appropriate • Compliance issues stemming from lack of guidance or policy
	Consequence: 3	• Increased risk of liability
6B: Supplemental labor policy is not consistently applied, resulting in non-compliance	Likelihood: 5	• Lack of supplemental labor management policy
	Consequence: 3	• Possible Title 5 compliance issues • Possible employer/employee regulatory compliance issues
6C: Supplemental labor costs are not centrally managed, resulting in an increase in workforce spend and possible negative publicity	Likelihood: 5	• Lack of centralized pricing structure • Insufficient cost data (bill rate vs. pay rate)
	Consequence: 4	• Increased supplemental labor spend • Lack of Agency guidance established regarding supplemental labor cost • Lack of transparency regarding supplemental spend rates
6D: Supplemental labor inappropriately integrated into work teams resulting in either co-employment (over integration) risks or safety or efficiency issues (under integration)	Likelihood: 1	• Inequity in federal employee and contingent labor safety standards • Lack of integrated systems to manage total workforce
	Consequence: 1	• Increased safety violations • Lack of Agency guidance established regarding total workforce management
7 A: Lack of position management and inefficient use of total workforce	Likelihood: 5	• Lack of integrated systems (WPSS-HRMIS-SLIM) workforce to mange the total current workforce efficiently
	Consequence: 3	• Violation of 5 U.S.C.

Risk Map

CONSEQUENCE	Rare	Unlikely	Possible	Likely	Almost Certain
Extreme					**1A**: Inadequate management of poor performance **5A**: Inadequate prioritization
Major	**2C**: Uncompetitive compensation		**2B**: Cumbersome application process	**3B**: Inadequate understanding and planning for future and critical skills and competencies **5B**: Culture does not always value or promote diversity of thought	
Moderate				**6C**: Supplemental labor costs not centrally managed **3A**: Inadequate identification of skills / competency needs **4A**: Inadequate depth of bench	**2A**: Significant time to acquire federal talent **1B**: Accessibility of hiring process
Minor			**7A**: Lack of integrated systems and ineffective position management **6A**: Lack of formal supplemental usage **6B**: Supplemental labor policy is not consistently applied		
Insignificant	**6D**: Supplemental labor inappropriately integrated into work teams				

LIKELIHOOD

APPENDIX D

See following pages.

Two Year Implementation Roadmap

		FY10 Q4	FY 2011 Q1	Q2	Q3	Q4	FY 2012 Q1	Q2	Q3	Q4
ACTIVITY #1: Drive High-Performance in the Federal Workforce	**Build Manager Capability to Better Manage Performance**									
	1. Provide performance management instruction to management teams		■	■	■	■	■	■	■	■
	2. Develop and implement performance management framework	■	■	■	■	■				
	3. Automate performance appraisal process by implementing e-Performance system						■	■	■	■
	4. Support timely development of performance plans and the periodic conduct and documentation of performance reviews by managers with their employees		■	■	■	■	■	■	■	■
	Increase Consulting Capability in Performance Management									
	1. Develop and implement training program to improve employee relations' consulting capabilities		■	■	■	■	■			
	2. Define employee relations data collection, analysis, and reporting processes		■	■	■	■	■	■		
	3. Develop employee relations' ability to use the performance management framework	■	■	■	■	■	■	■	■	■
ACTIVITY #2: Improve Accessibility, Efficiency, and Effectiveness of Federal Hiring Process	**Improve Hiring Process**									
	1. Leverage Service Connection to identify efficiency opportunities		■	■	■	■		■	■	■
	2. Respond to or implement "Hiring Reform" guidelines per OPM		■	■	■	■				
	3. Implement Candidate Gateway (online applications / applicant tracking system)								■	■
	4. Monitor and optimize process based on feedback, performance, and benchmarking		■	■	■	■				
	Acquire, Retain, and Sustain Talent									
	1. Identify recruiting sources for top qualified candidates		■	■						
	2. Determine ROI on recruiting sources and tools				■	■	■	■	■	■
	3. Use targeted recruiting to increase diversity of applicant pool		■	■						
	4. Monitor and optimize process based on feedback, performance, and benchmarking		■	■	■	■	■	■	■	■
ACTIVITY #3: Improve Ability to Anticipate and Meet Agency Skill and Competency Needs	**Launch Leadership Development Program**									
	1. Launch Leadership Development Program cohorts	■	■							
	Establish Organizational Core Competency Framework									
	1. Develop competency model		■	■						
	2. Identify and define agency competencies (core, functional, position)		■	■						
	3. Develop a strategy for embedding core competency framework into HCM programs			■	■	■				
	4. Develop robust communications and training plans			■	■	■				
	Implement Organizational Alignment									
	1. Revise methodology after HCM pilot and package for roll-out to other organizations		■							
	2. Design roll-out strategy by prioritizing organizations most in need of in-depth analysis		■							

Two Year Implementation Roadmap

	FY10 Q4	FY2011 Q1	FY2011 Q2	FY2011 Q3	FY2011 Q4	FY2012 Q1	FY2012 Q2	FY2012 Q3	FY2012 Q4
ACTIVITY #4: Improve Sustainability of talent in Critical Skill Sets — Coordinate At-risk Critical Skills Identification and Treatment									
1. Assess critical skill and risk and oversee treatment efforts		■	■	■	■				
2. Develop critical skills, competencies and bench strength for critical or at-risk positions or roles		■	■	■	■				
ACTIVITY #5: Align the Federal Workforce to the Employee Value Proposition (EVP) — Embed EVP and Engagement									
1. Embed EVP into Agency initiatives; EVP language library consistently used		■	■	■	■	■	■	■	■
2. EVP and employee engagement philosophy is embedded into HCM programs		■	■						
3. Champion phased EVP and engagement development through executives		■	■						
4. Champion phased EVP and engagement development through managers						■	■		
5. Develop engagement monitoring framework and index						■	■		
Demonstrate Diversity Leadership									
1. Educate executives and managers about Agency Diversity Plan		■	■	■	■				
2. Engage Cross-Agency Diversity Work Team		■	■	■	■	■	■	■	■
Develop a Positive Work Environment									
1. Define and embed intercultural competence		■	■	■	■				
ACTIVITY #6: Improve Management of Supplemental Labor — Define Total Workforce Approach to Talent Acquisition									
1. Determine supplemental labor relationship through risk analysis and focus groups		■	■						
2. Establish guiding principles through benchmarking and trend analysis		■	■						
3. Draft guidelines for implementation and engage pilot organizations				■	■				
4. Measure effectiveness with lessons learned and identification of policy shortcomings				■	■				
Create Policies that Support and Ensure Compliance of the Total Workforce Approach									
1. Identify supplemental labor policy gaps, and address barriers to policy compliance				■	■				
2. Draft policies						■			
3. Assess policies through peer review						■			
4. Issue policies using a phased approach						■			
Perform Market Cost Analysis									
1. Draft and implement policy directive to perform cost management		■							
2. Perform benchmarking and analysis			■						
3. Audit vendor costs and overhead				■	■				
4. Establish cost standards through policy and operations				■	■				

APPENDIX E

WORKFORCE			Audience		
			KAT	XAT	BSC
Size/Composition	Federal Workforce Alignment	Alignment of BPA's federal workforce size to "inherently governmental" positions/jobs as well as commercial positions/jobs that are germane to the agency's business			
	Workforce Cost Management	Matching federal and non-federal labor cost to other like kind agencies and commercial business			
	Federal Workforce Size	FTE against allocation and benchmarking top quartile staffing levels for key functions where possible			
	Federal Workforce Cost	Payroll spend and benchmarking top quartile staffing levels for key functions where possible			
	Supplemental Workforce Size	Supplemental labor headcount or CFTE and benchmarking top quartile staffing levels for key functions where possible			
	Supplemental Workforce Cost	Supplemental labor spend and benchmarking top quartile staffing levels for key functions where possible			
	Supplemental FTE Ratio	Supplemental labor headcount or CFTE/FTE			
	Supplemental Cost Ratio	Supplemental labor spend/federal employee spend			
	Grade Distribution	Federal workforce grade distribution by business unit			
	Average Grade	Average GS grade - all grades and GS11-15			
	Supervisory Span of Control	Annual, hourly			
Skills	Skills and Competencies Alignment	Alignment of current workforces' skills and competencies to desired skills and competencies needed to successfully accomplish the agency's business			
	Position Tenure	Average time employees spend in each position (proxy for skill level/learning curve)			
	BPA Tenure	Average time employees have been with BPA			
	Subject Matter Expertise - Internal	Number of individuals identified as subject matter thought leaders within BPA			
	Subject Matter Expertise - External	Number of individuals identified as subject matter thought leaders on a Regional or National scale			
Environment	Engagement Survey Results	Overall level of increase/decrease over prior year in Gallup Q12 grand mean score			
	Safety Records	Align to language in KAT	X		X
Performance	Flexible Workforce to Program Spend indices	Correlation of term fed, supplemental labor and consulting/service contracts to program spend (capex, opex)			
	Return on Contingent Labor spend	Project or consultant specific pilot to test capability and value-based methodology			
	Power Workforce Allocation Performance	Power Workforce Allocation/Business Output			
	Transmission Workforce Allocation Performance	Transmission Workforce Allocation/Business Output			
		T Workforce Allocation /(total cost/available megawatt mile)			

Program					Audience		
					KAT	XAT	BSC
Acquisition	Staffing and Position Management	New hire satisfaction	Survey of new employee at 30, 90, and 180 days				X
		Hiring manager satisfaction	Survey of new employee and hiring manager at 30, 90, and 180 days				X
	Recruiting Services	Quality of candidate	Number of applicants termed "highly qualified" for each vacancy				
		Diversity	Representation of hires and applicant pools - XAT			X	X
Talent Development and Org Effectiveness	Leadership	Leadership Development Program (LDP) participation and completion rates	Participation/completion rate/# of sign-up or starts				X
		LDP Participant Satisfaction	Participant satisfaction with training and development content and enrollment processes				X
		Manager satisfaction	Manager's satisfaction with participant training outcomes				
		Employee satisfaction	Employees' satisfaction with participant training outcomes				
		Participant performance outcomes	Change in participant performance in year after training				
	BPA Training/Training Self Service	Training satisfaction	Employee satisfaction with existing training and development content and enrollment processes				
		Manager satisfaction	Manager's satisfaction with participant training outcomes				
	Organizational Effectiveness	Manager Impact Planning capability	Ratio of manager-hosted impact planning to facilitated impact planning sessions				
		Follow up on Impact Planning	Score on Gallup Accountability index			X	
		Embedded competency model	competency framework embedded into HCM programs and processes				
	Information Management	Satisfaction with information	Satisfaction levels with availability of information and library content				
		Satisfaction with research services	Satisfaction levels with library and research services				
Performance Enhancement	Performance Management	Performance plans quality	Quality of targets in sample				
	Employee Relations	Employee relations satisfaction	Executive/manager satisfaction				
	Recognition Program	Program usage	The shape of usage across the overall agency (understand how and when used and did it help differentiation over time)				
Sustainment	Employee Benefits	Customer satisfaction	Survey of employee satisfaction - transactions, support/help, speed/time				
		New employee satisfaction	Survey of new employees level of satisfaction with understanding and communication of benefits				
	Occupational Health Program	Customer satisfaction	Manager satisfaction with program				
	OWCP	OWCP Return to Work	Increase in % of OWCP claimants being put back to work				
		OWCP Light Duty	Increase in # of light duty positions and placements				

Program				Audience		
				KAT	XAT	BSC
Sustainment (cont)	OWCP (cont)	Employee satisfaction of process	Satisfaction levels with services			X
		Manager satisfaction of process	Satisfaction levels with Services			
	Wellness Program	Program satisfaction	Satisfaction level with Wellness program			
Strategy and Policy	Human Capital Strategic Planning	EVP integration	EVP embedded into HCM programs/processes			
		Stakeholder satisfaction - strategy	Satisfaction levels for key stakeholders for strategy development and execution			
		Impact Planning	Percentage completion of impact plan development/execution		X	X
	Governance, Compliance, and Policy Alignment	Stakeholder satisfaction - policy	Satisfaction levels for key stakeholders for Policy development and execution			
		Policy awareness	Increase in manager awareness of HCM policy			
Operations	HR Operations	HR Help service level	Sampling of service levels for HR Help			
		HR Help satisfaction	Business satisfaction level for HR help			
	Business Analysis	HCM efficiency index	Index based on automation, process improvement, and team engagement			
Labor Relations	Midterm Negotiations and Contract Administration	Client satisfaction	Satisfaction level of key management stakeholders with direction and services provided by staff and negotiation results			
	Term Negotiations	Achievement of bargaining objectives	Extent to which negotiation results meet management's specific bargaining objectives (note: objectives are identified in advance of term negotiations by the management negotiation team, led by the COO)			
CHCO	HCM Program	Overall HCM satisfaction	Customer satisfaction of HCM offerings and services			X
		Operating Expense Per Employee	Operating expense/total employees			
		Labor Cost/Operating Expense	Labor cost (payroll, benefits, supplemental labor)/budget			
	Strategic Partnering	Client satisfaction	Business satisfaction with SBP services and capabilities			
		ESO satisfaction	HCM ESO Manager satisfaction with SBP capabilities, communication and coordination of HCM services			
SLMO		Manager Satisfaction	Satisfaction of managers with quality of contractor			
			Satisfaction of managers with supplemental labor program/process			
		Vendor performance	Performance against contract terms			
			Work performance/quality - TBD			
		Cost management	Deviation from market rate			
			Targeted reduction of straight time bill rate			
			Straight time pay rate			

Operational				Audience		
				KAT	XAT	BSC
Acquisition	Staffing and Position Management	Hiring Reform adoption	Implementation or response to OPM hiring reforms	X		
		Time-to-Fill	Average total time elapsed reform initiated request for hire to time new hire is on premise			X
		First Year Turnover - voluntary	Percentage of employees with less than one year of services who voluntarily leave			
		First Year Turnover - involuntary	Percentage of employees with less than one year of services who leave involuntarily			
		Position Management	Analysis of previous grade and replacement grade full performance level for newly filled positions			
		Selecting officials trained	% of selecting officials trained in interviewing and selection			
		Vacancies using EVP language	# of vacancy announcements incorporating EVP language			
		Vacancies using competencies	# of vacancy announcements incorporating competency framework			
		Staffing throughput	# of positions announced, # of positions filled, # of applicants per vacancy			
	Recruiting Services	Diversity of total applicant pool	% of diversity pools represented in the total applicant pool			X
		Diversity of veteran applicant pool	% of diversity pools represented in the veteran applicant pool			
		Student program placement	# of students, placed vs desired			
		Student program satisfaction—manager	Manager satisfaction with student program and student			
		Student program satisfaction—student	Student satisfaction with program and placement			
		Student program duration	Average duration, # of students who leave before end of contract and reason			
		Student program conversion	Conversion rate of new hires and reasons for non-conversion			
Talent Development and Org Effectiveness	Leadership	Leadership Development Program implementation	Implementation of program and first cohort - KAT	X		X
	BPA Training/Training Self Service	Employee training participation rates	% of employees using/participating in offered training			
		TSS Metrics (SLA)	TBD			
		Employee Development	Index of scores on Gallup Q6: There is someone at work who encourages my development and Gallup Q12: This last year, I have had opportunities at work to learn and grow			
		Learning/Dev hours per Employee	Average hours per employee for learning/development excluding required training			
		Learning/Dev cost per Employee	Average cost per employee for learning/development			
	Organizational Effectiveness	Workforce competencies and proficiency reporting	Percentage of workforce with desired proficiency levels for each competency			
		Competency framework	Competency framework embedded into HCM programs/processes			
		Completion of IDPs	% of workforce with completed individual development plans			

Operational				Audience		
				KAT	**XAT**	**BSC**
		Critical occupations succession plans	% of at risk critical occupations that have active succession plans in place			
	Information Management	Library transactions	# of library transactions for a given period			
		Research requests	# of research request for a given period			
Performance Enhancement	Performance Management	Completion of performance plans	Percentage of performance plans completed on time and percentage with at least one progress review - KAT	X		X
		Completion of performance appraisals	Percentage of performance appraisals completed on time			
		Employee performance progress reviews	Score on Gallup Q11: In the last 6 months, someone at work has talked to me about my progress			
	Employee Relations	Performance Improvement Plan (PIP) Numbers	# of PIPs and outcomes, # of written counselings			
	Recognition Program	Rewards and recognition effectiveness	% of budget used			
Sustainment	Employee Benefits	Benefit transaction accuracy	Sampling of transactions for accuracy			
	Occupational Health Program	Medical Program monitoring timeliness	# of incidents of exposure to harmful substances and timeliness of reporting			
		COOP compliance	Creation/maintenance of COOP plan which meets Agency targets		X	X
	OWCP	Lost time	Average time lost due to WC issues			
		OWCP spend	Average spend per year for OWCP			
	Wellness Program	Absenteeism rate	Average number of work days missed due to illness (excluding long-term disability) per FTE			
		Sick leave usage	Sick leave time used			
Strategy and Policy	Human Capital Strategic Planning	Workforce Plans for at risk critical occupations	% of at risk critical occupations that have active workforce plans in place			
		EVP implementation	EVP language embedded in recruiting, performance mgmt, and leadership development programs			X
		Metrics implementation	Implementation of basic reporting per plan			
		Strategy implementation	Achievement of deliverables and milestones in the implementation of prioritized initiatives from the Talent Management Strategy			
		At Risk Critical Occupations	# of at risk critical occupations			
		Turnover rate of critical occupations	% of critical occupation departures/total critical occupations positions			
		Engagement Survey participation	Overall percentage of workforce participating in Gallup Q12			
	Governance, Compliance, and Policy Alignment	Implementation of audit findings	Achievement of key milestones and deliverables in the implementation of key audit findings			
		Policy review rate	Number of Personnel Letters reviewed per year			

Operational					Audience		
				KAT	XAT	BSC
Operations	HR Operations	HR Help - time to closure	Elapsed time from call receipt to issue/need resolution (as part of case mgmt system)			
		HR Help - first response handling rate	% of calls handled with the initial response vs referred (as part of case mgmt system)			
		HR Help - repeat calls	# of repeat calls (as part of case mgmt system)			
		Transactional volume	# of calls and emails			
		Transaction accuracy	Sampling of transactions for accuracy rate			
	Business Analysis	Service Connection deployment	Achievement of key milestones and deliverables from the deployment plan			X
Labor Relations	Midterm Negotiations and Contract Administration	Mid-term issues	# of issues identified during the mid-year negotiations			
CHCO	HCM Program	HR expense %	Total HR expenses/operating expenses against budget			X
		HR FTE ratio	HR staff/federal employees against allocation			X
		HR employee investment	HR expense/federal employees			
			Budgeted dollars and headcount to actual			
SLMO		Incumbent rate increase	% of contractors getting increases and rate of increase			
		Early assignment terminations	# of assignments terminated early by (a) contractor/vendor, (b) BPA, and (c) BPA reason			
		Candidate quality	# of assignments vs candidates submitted			
		Conformance to max rate	Contractors at or below max rate			
		Submission responses	# of responses per vendors			
		Average tenure of contractor	Length of time contractor in the same position			