



BOARD OF DIRECTORS

Reporting Item

August 17, 2021

ITEM

Best Places to Work for YOU Survey Results

PURPOSE

Quantum Workplace to provide an overview of the 2021 Best Places to Work for You survey results.

FACTS

- a. The employee response rate was 86.0%.
- b. The overall engagement score for OPPD was 74.5% for 2021.
- c. The survey data is being shared across all team levels. Action plans for improving employee engagement are in development across the organization.
- d. Board Policy SD-8 establishes a goal to achieve top-quartile performance for employee engagement for similar sized companies. Our 2021 results put us at the top of the 2nd quartile; we did not achieve the SD-8 goal for this year.

ACTION

Reporting item.

RECOMMENDED:

APPROVED FOR REPORTING TO BOARD:

DocuSigned by:

0AC6CF8F91D3458...
 Martha L. Sedky
 Vice President – Human Capital

DocuSigned by:

AC399FDCE56247E...
 L. Javier Fernandez
 President and Chief Executive Officer

Attachment: 2021 Best Places to Work for You Engagement, Insights & Results



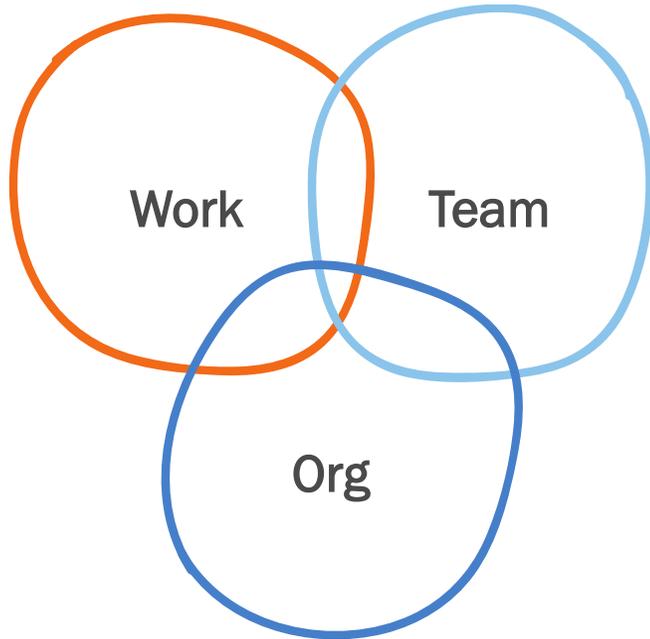
2021 – Best Places to Work for YOU

Engagement Insights & Results

Prepared by



Engagement Defined



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

Executive Summary

> Overall Strengths:

- **Overall engagement (favorability) and participation remained stable** from 2020 to 2021. Many organizations saw a bump in engagement last year, however 2021 results have been lower.
- Areas related **to flexibility, well-being, and recognition continue to trend upwards**. These areas have become even more important as COVID-19 continues to impact communities, workplaces, and personal lives.
- **Employees indicate strong relationships with their immediate supervisor**. These relationships are important to continue increases in favorability and to drive actions for improvement

> Key Opportunities for Improvement:

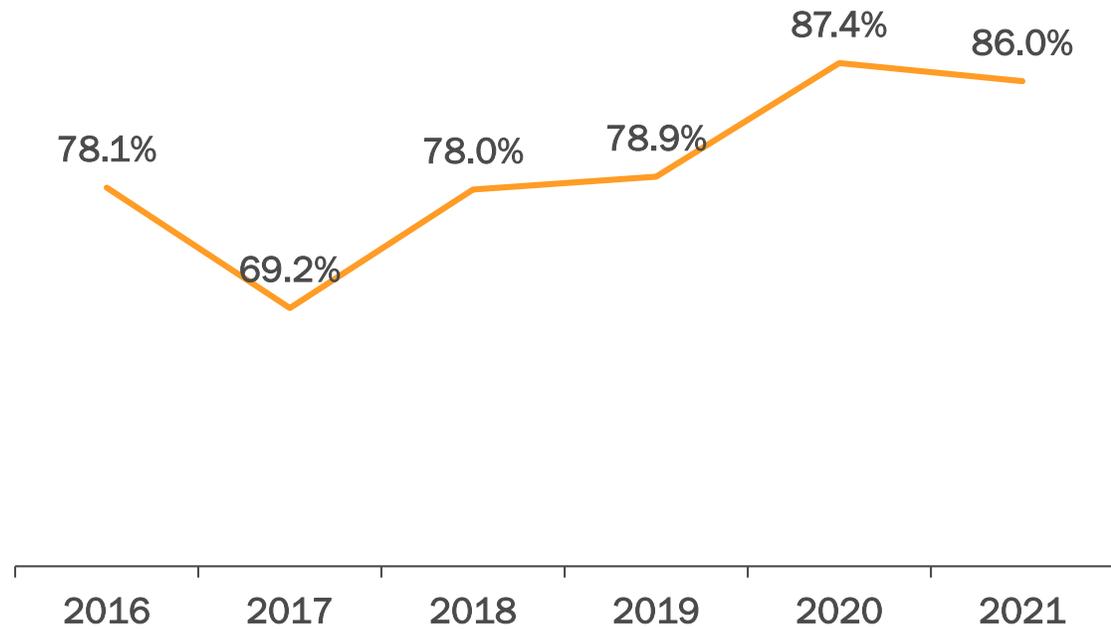
- Perceptions related **to Decision Making and Professional Growth/Development declined since 2020**.
- While work-life-balance perceptions have increased, we see comments indicating less connection to teams and peers - **employees have expressed a loss of connection with their teammates**.
- While overall favorability among different ethnic groups remains similar. **We do see differences in responses to specific DEI items**. Employees that are Black or Asian are significantly less likely than other groups to say that everyone is treated fairly at OPPD.

Response Rate and Overall % Favorable Trends

Both participation and overall engagement held relatively steady compared to 2020.

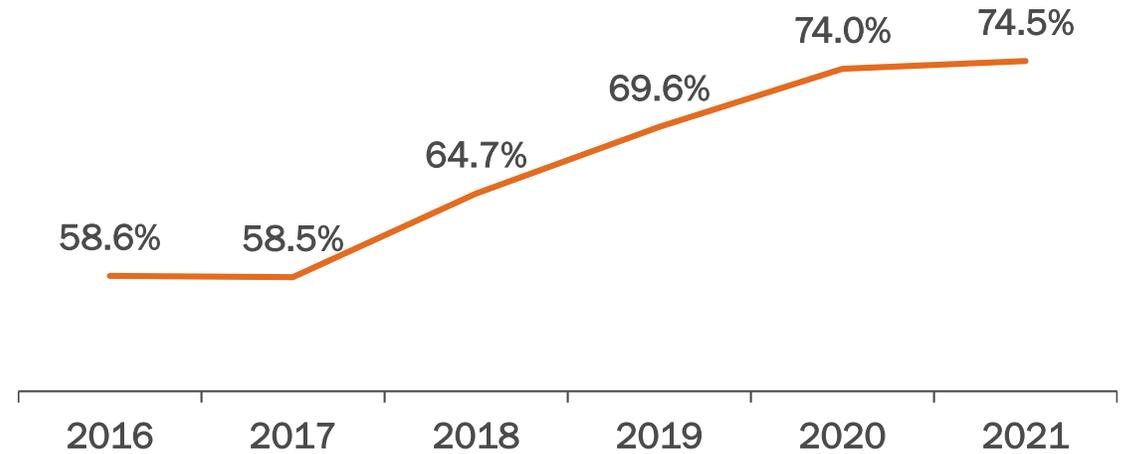
Response Rate

(n=1,581 of 1,838)

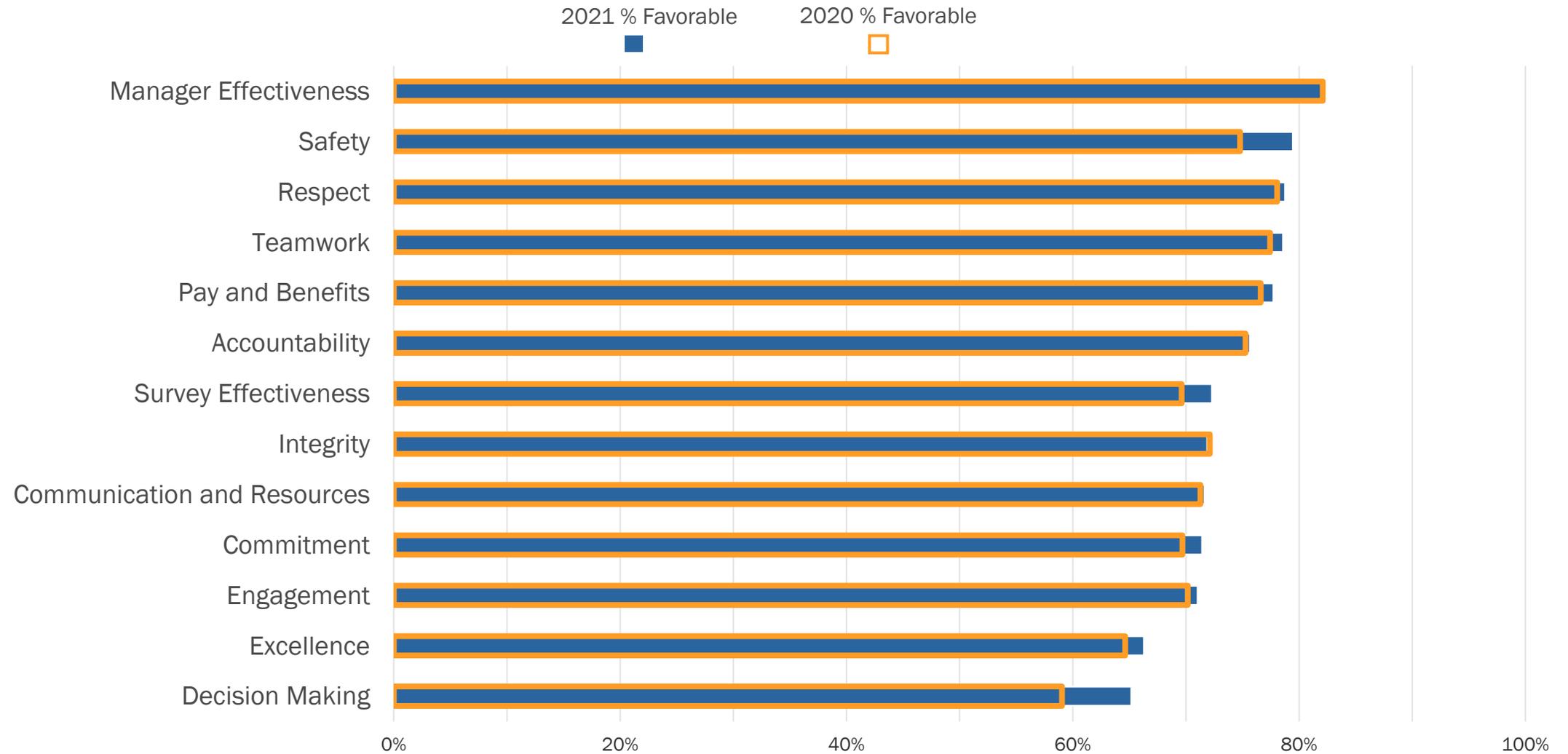


Overall % Favorable

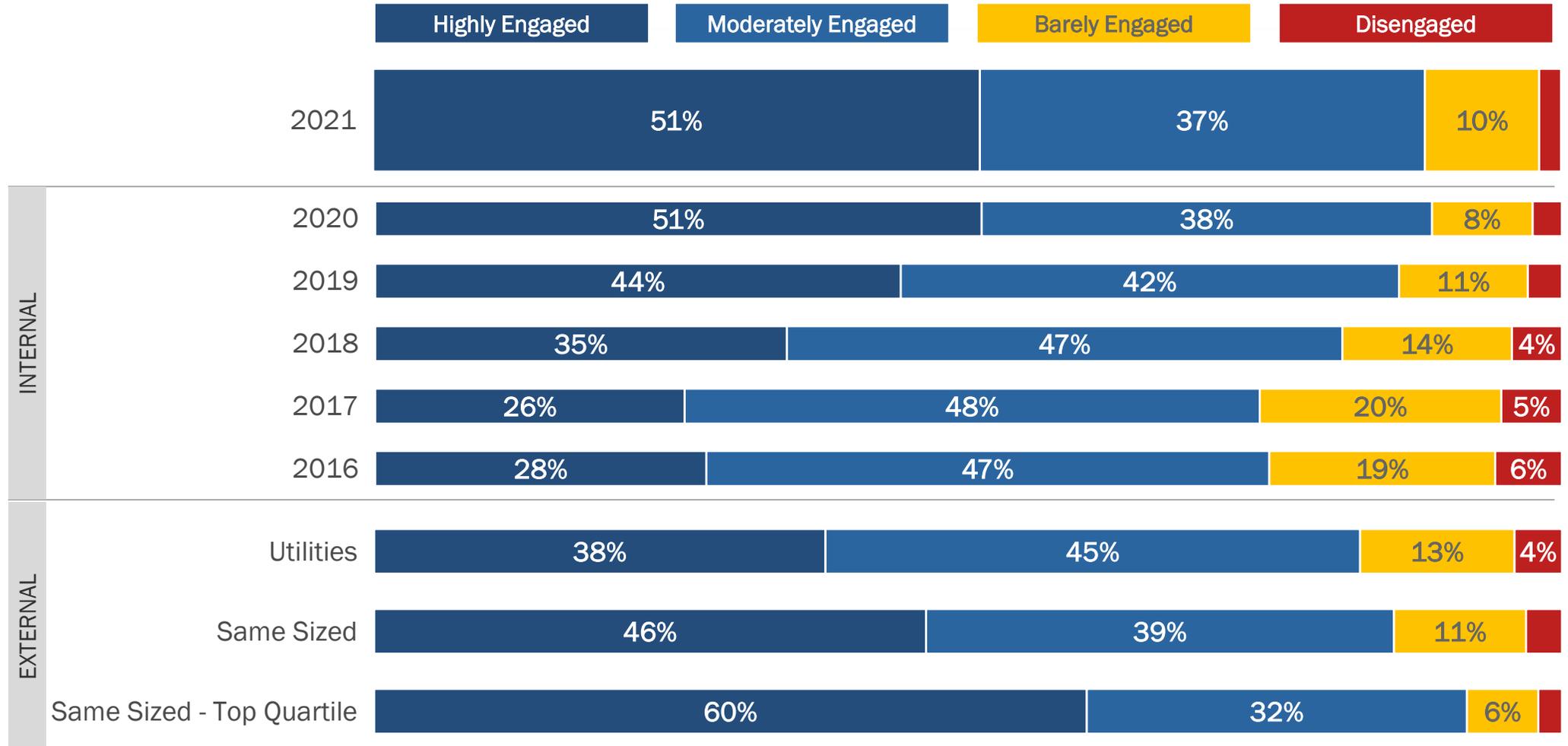
(% Agree / Strongly Agree)



Favorability across all categories continued to increase in 2021 vs 2020



The proportion of Highly Engaged individuals held steady - more than half are considered Highly Engaged!



Engagement Outcomes

| Item | 2021 % Favorable | Δ 2020 |
|---|------------------|--------|
| I am always thinking about ways to do my job better. | 94% | 0.3% |
| My immediate coworkers consistently go the extra mile to achieve great results. | 79% | -0.5% |
| I recommend OPPD as a great place to work. | 75% | 2.0% |
| It would take a lot to get me to leave OPPD. | 74% | -0.7% |

Drivers of Engagement

Opportunity for improvement exists when considering decision making and employee development.

While we saw improvements in most drivers, many % favorable are still much lower than industry benchmarks (70%)

| Theme | Item | 2021 % Favorable | Δ 2020 |
|-----------------------|---|------------------|--------|
| <i>Employee Voice</i> | I am encouraged to find new ways of solving problems. | 86% | 0.1% |
| | Goals and accountabilities are clear to everyone in my immediate work group. | 78% | 1.5% |
| | Perspectives like mine are included in the decision making at OPPD. | 58% | -1.0% |
| <i>Feeling Valued</i> | Our culture supports my health and wellbeing. | 74% | 1.9% |
| | The CEO/VP Team values people as their most important resource. | 63% | 2.6% |
| | If I contribute to OPPD's success, I know I will be recognized. | 62% | 4.5% |
| <i>Career Outlook</i> | I trust the actions and decisions of my Business Unit Leadership Team. | 64% | NEW |
| | I understand OPPD's plans for future success. | 61% | 0.4% |
| | I know how I fit into the OPPD's future plans. | 59% | 1.7% |
| | I see professional advancement and career development opportunities for myself at OPPD. | 54% | -2.6% |

2021 Most and Least Favorable Items

| | Item | % Favorable |
|------------------------------|--|-------------|
| Most Favorable Items | I am always thinking about ways to do my job better. | 94% |
| | My immediate supervisor shared the results of the last survey with our team. | 90% |
| | My immediate supervisor cares about me as a person. | 90% |
| | My immediate supervisor fosters an inclusive work environment. | 87% |
| | My immediate supervisor advocates for positive changes on behalf of our team/department. | 87% |
| Least Favorable Items | I see professional advancement and career development opportunities for myself at OPPD. | 54% |
| | I noticed positive change as a result of the last survey | 54% |
| | Decisions are made at the appropriate level. | 55% |
| | Perspectives like mine are included in the decision making at OPPD. | 58% |
| | I know how I fit into the OPPD's future plans. | 59% |

Top Items Trends: 2021 vs. 2020

| Item | 2021 % Favorable | Δ 2020 |
|---|------------------|--------|
| I feel comfortable challenging others, regardless of level, when I feel something is not in the best interest of our work. (Previously “People here are comfortable challenging each other, regardless of level, when they feel something is not correct.”) | 74% | 9.6% * |
| The OPPD Core Values guide me and the work I do everyday. (Previously “OPPD's Core Values make me feel inspired to do my job.”) | 72% | 7.2% * |
| I noticed positive change as a result of the last survey. | 54% | 5.1% |
| If I contribute to OPPD's success, I know I will be recognized. | 62% | 4.5% |
| My immediate work group responds well to changes in the workplace. | 74% | 3.6% |
| Decisions are made at the appropriate level. | 55% | -4.7% |
| I see professional advancement and career development opportunities for myself at OPPD. | 54% | -2.6% |
| I trust OPPD’s CEO/VP Team to set the right strategy to take us to the next level of success. | 61% | -1.4% |
| The benefits here meet the needs of me and my family. | 81% | -1.3% |
| Customer needs (internal or external) are a top priority at OPPD. | 80% | -1.2% |

* Question transition from last year

Top Focus Areas to increase overall Favorability for Top Quartile

Below are the areas the SMT and organizational leaders will focus efforts for the next year:

- 💡 **Decision Making:** Clarity around decision makers and the “why”
- 💡 **Career and Development:** Connecting people to the future
- 💡 **Work Life Integration:** Continue focus on to build strong teams in a virtual/hybrid environment
- 💡 **DEI:** Continue efforts to create an inclusive environment