

June 7 - 12
2019 | THE ACADEMY
National
Conference
Austin, Texas



Training Programs to Bring In and Keep the Best

Charles Dickerson

Chief Operating Officer and Deputy General Manager, Austin Energy

Who is Austin Energy? A Full-Service Utility

Unlike Deregulated Utilities, Austin Energy Provides Full Range of Services to Texas Grid plus 437-Square-Mile Austin-area Region



Power for the ERCOT Market

Across the state, a balanced portfolio of wind, solar, nuclear, and fossil-fuel burning provides up to 4,217 megawatts.



Transmit and Distribute Power

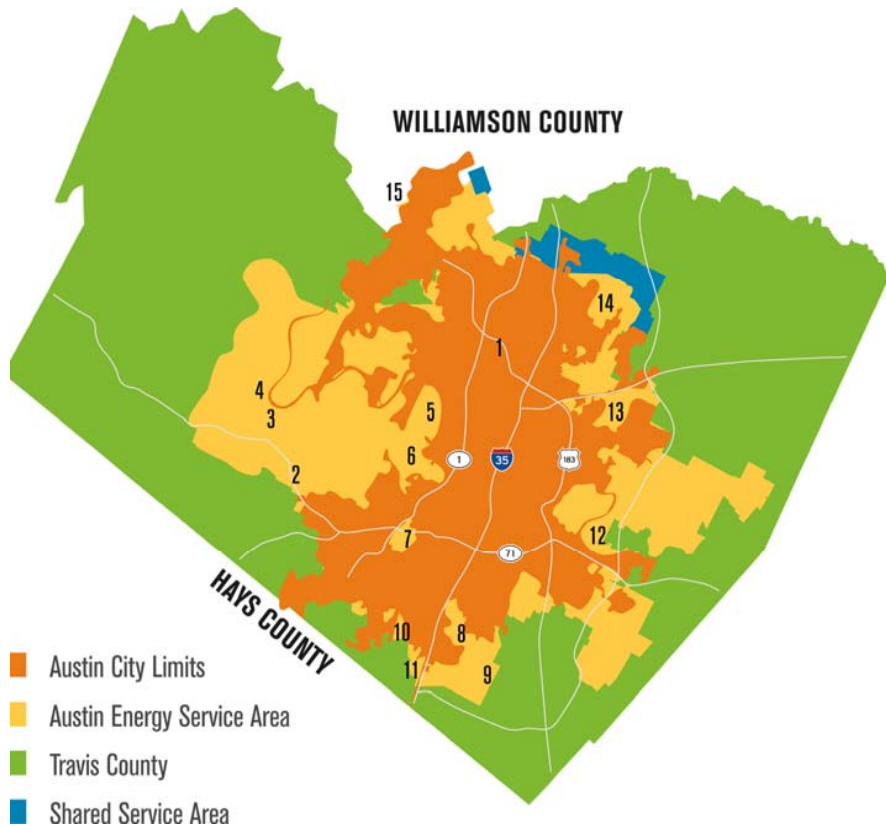
With 624 miles of transmission lines and nearly 12,000 miles of distribution lines, Austin Energy keeps the system energized.



Residential and Commercial Markets

39 percent of Austin Energy's customer energy needs are met with renewable resources.

Austin Energy



- Nation's 3rd largest municipal electric utility.
- It bills for the City of Austin utilities, including 7 other city services.
- Austin 3-1-1 is a customer information department that services all city departments and citizens with any questions and/or concerns.



\$1.4 billion

Annual Revenues

485,000

Customers; 88% Residential

\$3.4 billion

Capital Assets

1,774

Team Members

Austin's strong job market has meant continuous growth in Austin Energy assets and revenues, in spite of declining per-customer sales as energy-efficient buildings are constructed or refurbished.

AUSTIN ENERGY STRATEGIC PLAN

STRATEGIC GOALS

FINANCIAL HEALTH
Long-term financial resiliency that ensures cost recovery, provides market competitiveness, delivers operational excellence and creates value for customers and the Austin community.

CUSTOMER COLLABORATION
New heights in customer satisfaction through increased collaboration, varied and high-quality services, programs, and delivery methods and competitive pricing that strengthen customer loyalty.

GRID MODERNIZATION
Innovative two-way grid utilizing customer and company infrastructure to deliver superior reliability and customer experience at the lowest reasonable cost.

EMPLOYEE ENGAGEMENT
Employees are safe, healthy and engaged and equipped with tools and training to effectively perform their work.

BUSINESS EXCELLENCE
Best Managed Utility culture where customer needs are thoroughly and efficiently achieved through optimal use of resources.

ENVIRONMENT
Minimized environmental footprint throughout Austin Energy's value chain.

VISION: Drive customer value in energy services with innovative technology and environmental leadership.

Austin Energy & Employee Engagement

Talent Recruitment:

- Partnerships
 - Human Resources
 - Community Events
 - Staffing Firms
 - Educational Institutions

Talent Retention:

- Intern & Existing Staff Rotations
- Training & Development Programs
- Networking Channels

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AMERICAN PUBLIC
POWER ASSOCIATION

Recruiting Top-Notch Talent

External Relationships



Culture and Diversity:

Austin Energy is committed to creating an environment that supports and encourages diversity in the workplace. The Culture and Diversity Council (CDC) is an employee group that promotes the value of diversity. The CDC provides opportunities for all employees to learn and develop an awareness of the impact of diversity, both personally and professionally.



Gary Job Corps

Apple One

Texas State Technical College

Austin Community College

Northwest Lineman's College

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Retaining Top-Notch Talent

Welcome to Austin Energy: Austin Energy University (AEU)



- Corporate University umbrella brands learning.
- Training staff and support are decentralized.
- Collaboration is cross-functional by design.





AEU Channels of Engagement

Programming:

- New Employee Orientation
- Training Council
- Leadership School
- Leadership Associate Program
- Utility School
- Apprenticeship Programs
- Corporate Learning Week



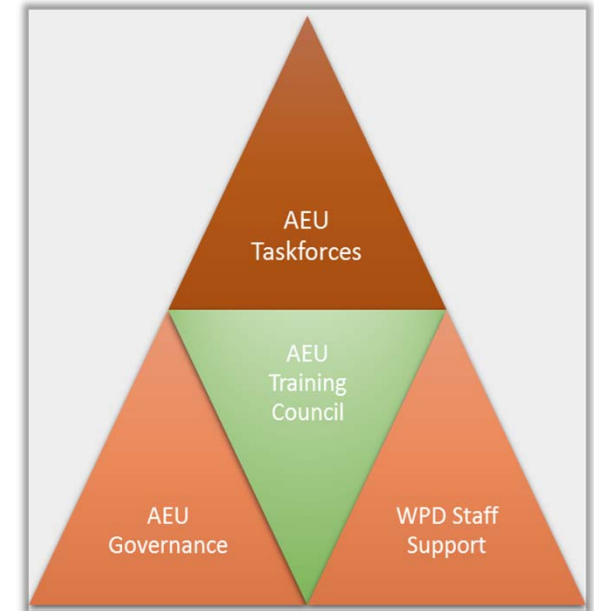
Assessing:

- Career Management Programs
- Birkman Assessments
- Gallup Engagement Survey
- Gallup StrengthsFinder
- Career Progression
- Coaching Workshops

Engagement: AEU Training Council

Mission: Advance value of learning and development in support of diverse staff as they *safely deliver clean, affordable and reliable energy and excellent customer service.*

- 100% Business Unit representation for stronger learning community.
- 5 Task Forces:
 - Technology Training
 - Branding & Marketing
 - Trainer Resources
 - Coaching & Development
 - Strategic Support
- Governance Advisors provide:
 - Oversight of Taskforces
 - Direction of Training Council
- OD/Workforce Planning & Development Staff offer ongoing support.



Engagement:



- ✓ Launched an expanded program in 2017 to support Employee Engagement strategic goal.
- ✓ Three tracks to improve professional & leadership skills.

Everyday Leaders	Principles of Leadership	Principles of Leadership II
Business Writing	Talent Management Foundations	Motivating and Influencing
Presentation Skills	Performance Evaluation & Feedback	7 Habits for Managers
Word, Excel, PowerPoint	Developing Direct Reports	Crucial Accountability
Conflict Management	Crucial Conversations	Career Stoppers & Stagers
Covey's 7 Habits	Speed of Trust	5 Choices for Productivity
Creating a Development Plan	Personnel Policies/Diversity	Inside Out Coaching
Appreciation at Work	Appreciation at Work for Manager	Essential Roles of Leadership



Additional Engagement Channels:

Programming:

- **New Employee Orientation:** Training driven by Human Resources and Safety for effective employee onboarding.
- **Leadership Associate Program:** Recent engineering graduates selected to participate in four, six-month assignments for development of utility-wide knowledge, thus building talent pipeline.
- **Utility School:** Internal utility education program involving ten monthly sessions: *Power Production, Energy Markets, On-site Energy, Customer Care, Energy Efficiency, Electric Service Delivery and Regulatory*. Format is participative, experiential and addresses current business needs through group project design and implementation.
- **Apprenticeship Programs:** Formal curriculum with hands-on training for Distribution Electricians progressing to Journeymen.

Assessing:

- **Career Management Programs:** Employees create detailed career plans based on career interests, strengths, knowledge, skills, experience, and developmental actions.
- **Birkman Assessments:** The Birkman Method assesses personality and perception for improving self awareness and group dynamics.
- **Gallup:**
 - The **Gallup Survey** measures 12 aspects of engagement; Austin Energy earned high scores for specific Gallup questions, such as: "I have had opportunities at work to learn and grow."
 - **StrengthsFinder** identifies greatest talents by participant.
- **Career Progression:** e-learning and on-the-job training for plant employees that progress to higher levels within multiple crafts including maintenance, electrical, instrumentation, and operations.
- **Coaching Workshops:** Seminars on "Searching/Applying for City Jobs", "Interview Skills", "Making Connections/Networking", "Development Planning", "Implementing Your Career Plan".

Apprenticeship Program



Sample Corporate Learning Week Events

- “Compassionate Customer Service”
- “Business Writing for Government Professionals”
- “Leading with Executive Presence”
- “Ratemaking”
- “Innovations in Community Solar & Storage”
- “Understanding the SMART Grid”
- “Switch: The Future of Energy”



Distinguished Speaker Series



Ryan Robinson,
Demographer



Dr. Scott Tinker, Co-
producer



Alexander McCobin, CEO



Skip Collier, Lecturer

2018 Corporate Learning Week Results

1,591

Attendance

- Employee Registrations: 2,092
- Employee Conference AM: 527
- Employee Conference PM: 411

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Conferences

- All Employee Conference: Future of Our Industry & Your Career
- Trainers/Presenters' Summit

56

Events

- Comprehensive development opportunities led by 22 AE presenters with 19 exhibits

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Tours & Speaker Forums

- Two tours each to STP Nuclear plant and ERCOT
- Four Forums from external experts

55

Volunteers

- Event Planning
- Session setup/cleanup
- Speaker hosts

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AE Book Clubs

- "Thirst for Power" - Michael Webber
- "6-Hour Safety Culture" - Tim Autrey
- "The Relentless Search for Better Ways" - Jim Bearden