

# Exhibit to Agenda Item #1

Discuss the monitoring report for **Strategic Direction SD-8, Employee Relations.**

Board Policy Committee and Special SMUD Board of Directors Meeting  
Wednesday, May 8, 2024, scheduled to begin at 6:00 p.m.  
SMUD Headquarters Building, Auditorium

# Strategic Direction 8 (SD-8) Employee Relations 2023 Board Monitoring Report

Developing and maintaining a high quality, diverse and inclusive workplace that engages and inspires employees to commit to SMUD's purpose, vision and values is a core value of SMUD.

SMUD is committed to diversity and inclusion and will foster and support a workplace that values employees representing a variety of backgrounds, including but not limited to, race, ethnicity, gender, gender identification and/or expression, sexual orientation and identification, national origin, age, physical abilities, veteran status, socio-economic status, life experiences, talents, and thinking styles.

Therefore:

- a) SMUD shall attract and retain a highly qualified and diverse workforce.
- b) SMUD shall promote inclusion and diversity and engage its workforce in activities that demonstrate and support inclusion and diversity across the organization.
- c) SMUD shall engage its workforce in personal and professional development.
- d) SMUD's percentage of engaged employees as measured through the Engagement Index shall exceed 80%.
- e) SMUD shall use a broad mix of communication and outreach channels to ensure its recruitment activities reflect the diversity of the communities it serves.
- f) SMUD shall maintain and communicate written policies that define procedures and expectations for staff and provide for effective handling of grievances.
- g) Annually, and consistent with State and Federal law, the Board shall receive a report detailing the demographics and trends of the SMUD workforce, the available workforce, and the Sacramento region. The report shall also provide information on veterans as a part of SMUD's workforce.

# Creating Awareness of SMUD & Energy Careers

## Requirements A, B, E



### Education Outreach

- Engaged **13,200+** students in SMUD's Zero Carbon effort and related energy careers
- 2023 partners included:
  - Sacramento Employment and Training Agency (SETA)
  - Girl Scouts
  - People Working Together
  - Sac State & Los Rios Community Colleges
  - Aerospace Museum



### Career Ambassador Program

- Reached **11,370+** people at **128** Ambassador outreach events
- Total events increased by **64%**
- 2023 partners included:
  - Employment Development Department
  - Greater Sacramento Urban League
  - La Familia
  - WEAVE
  - Schools from districts representing all SMUD wards

# Developing Entry-level Pipeline Requirements A, B, E

## Regional Workforce Development

- Partnered with **48** orgs to develop & train our community
- Reached **1,900+** youths and adults
- Trained **750+** in work readiness & technical skills
- Placed **850+** trainees into new careers

## Sacramento Power Academy Programs

- Lineworker Training Scholarship: Received **680+** applications, awarded **35** scholarships, **25** graduates
- Powering Careers: Received **200+** applicants, **16** program graduates

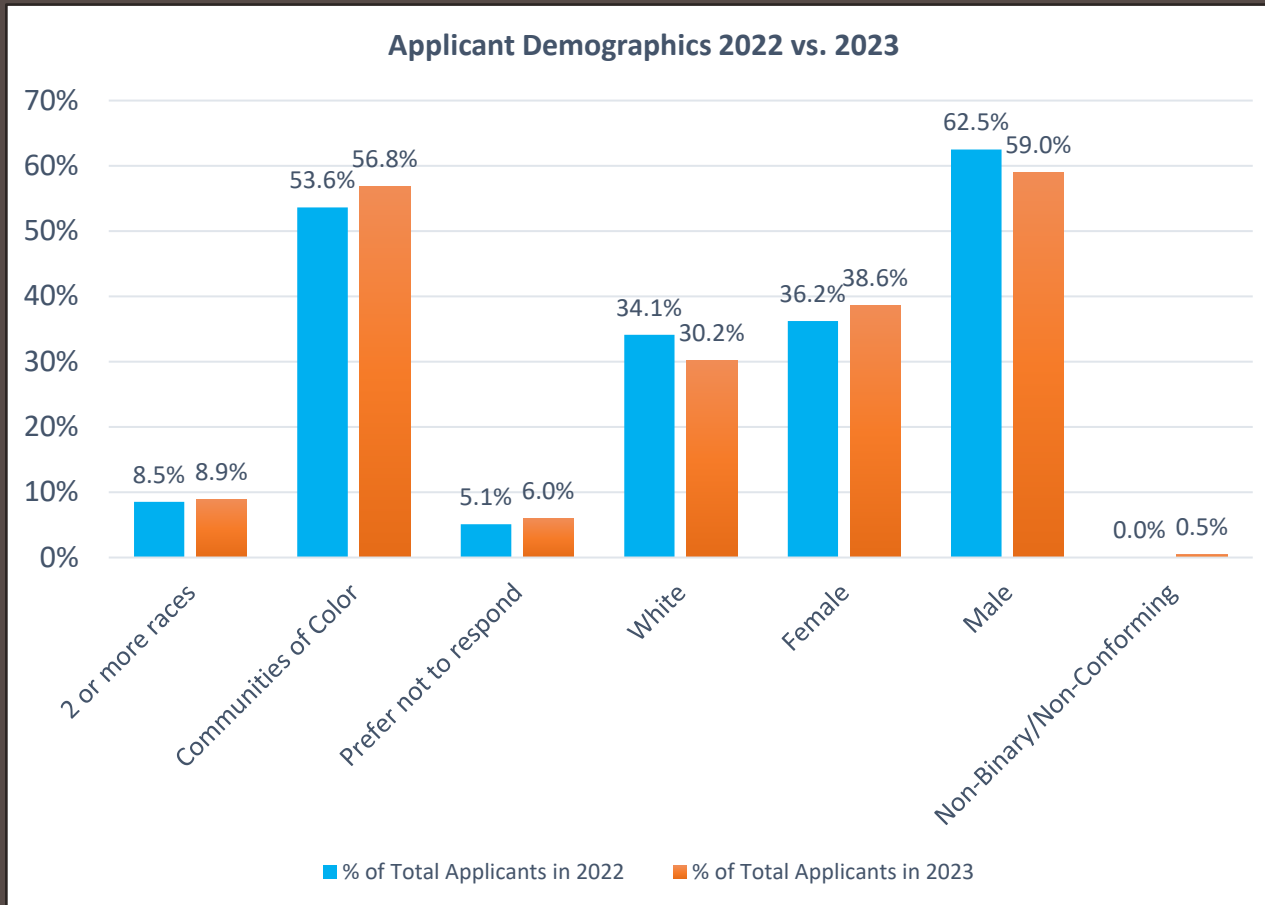
## Internships

- Received **3,140+** college intern applications, hired **58** students
- Received **300+** high school intern applications, hired **11** students



# Attracting Qualified, Diverse Talent

## Requirements A, B, E



### Hiring Activity

- Managed **800+** internal & external hiring requisitions
- **Most diverse** applicant pool ever! Marked increase in communities of color & females
- Screened nearly **30,000** applications
  - External apps more than doubled! **25,000** in 2023 vs. 12,500 in 2022



# Developing Qualified, Diverse Talent

## Requirements A, B, C, D

### Skilled Trades Apprenticeship Programs

- Managed training for **75** apprentices in 2023

### Corporate Learning & Development Curriculum

- Employees averaged **70** hours of training with a marked increase in non-mandatory learning

### Internal & External Leadership Programs

- **24** graduates from **9** different local and regional development programs

### Education Assistance Tuition Reimbursement

- **136** employee participants, up from 102 in 2022



# Retaining Qualified, Diverse Talent

## Requirements A, B



### Social, Mental, Physical, Financial Wellness

- Mental Health First Aid for leaders
- Reopening of on-site fitness centers
- One SMUD Stroll
- Wellness-themed Employee Resource Group activity
- Vanpool relaunch

### Health Assessment Program

- Participation increase of **4%**

### Hybrid Workforce

- Policy update to support a culture of flexibility, in-person collaboration, and relationship building

### In-person Benefits support

- Open Enrollment & Pre-retirement seminars

### Medical Renewal

- Cost-saving renewal under **5%**

# Workforce Culture Requirements A, B, C, D

## Employee Resource Groups

- ERG Handbook and guidelines update
- Hosted **72** events, up from 45 events in 2022

## Employee Engagement

- Engagement Action Planning for all SMUD leaders
- Next survey scheduled for Fall 2024

## Inclusive Culture Implementation Plan

- Updated SMUD's core competencies
- Exceeded enterprise goal of increasing non-mandatory training by 5%
  - Learning@SMUD (**32%** increase)
  - LinkedIn Learning (**18%** increase)
  - Mentoring Program (**81%** increase)
  - Field employee learning (**46%** increase)

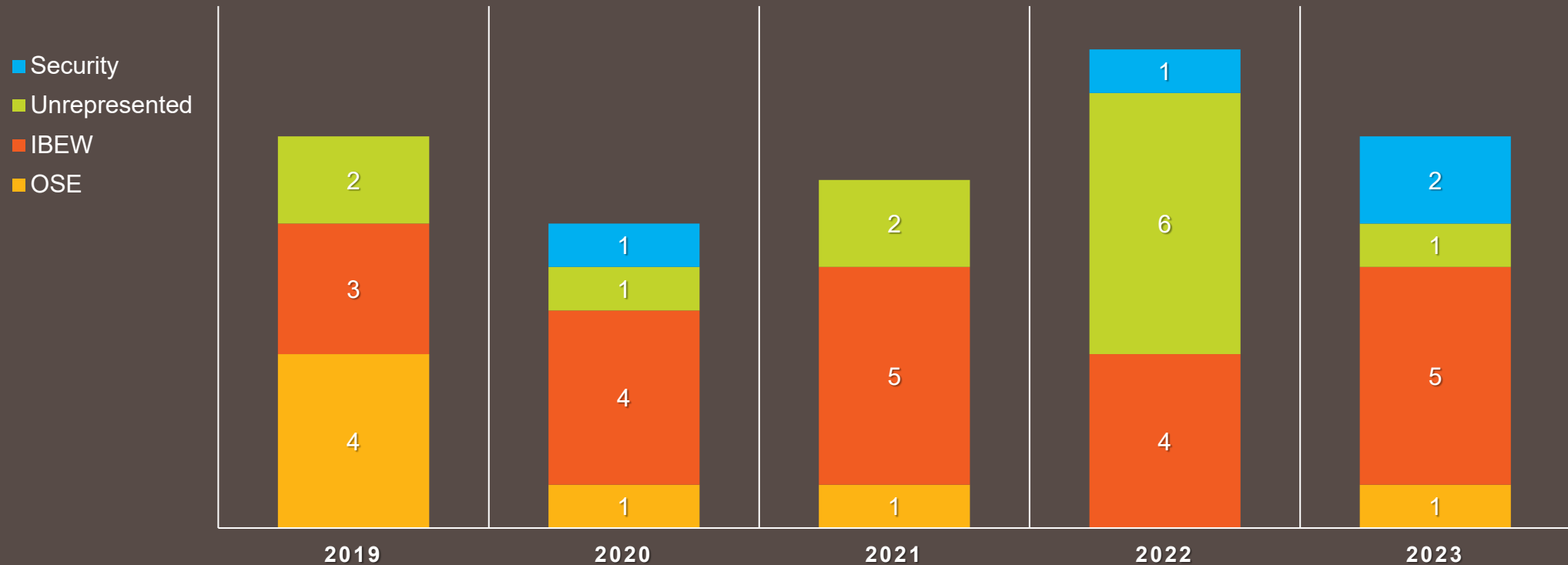




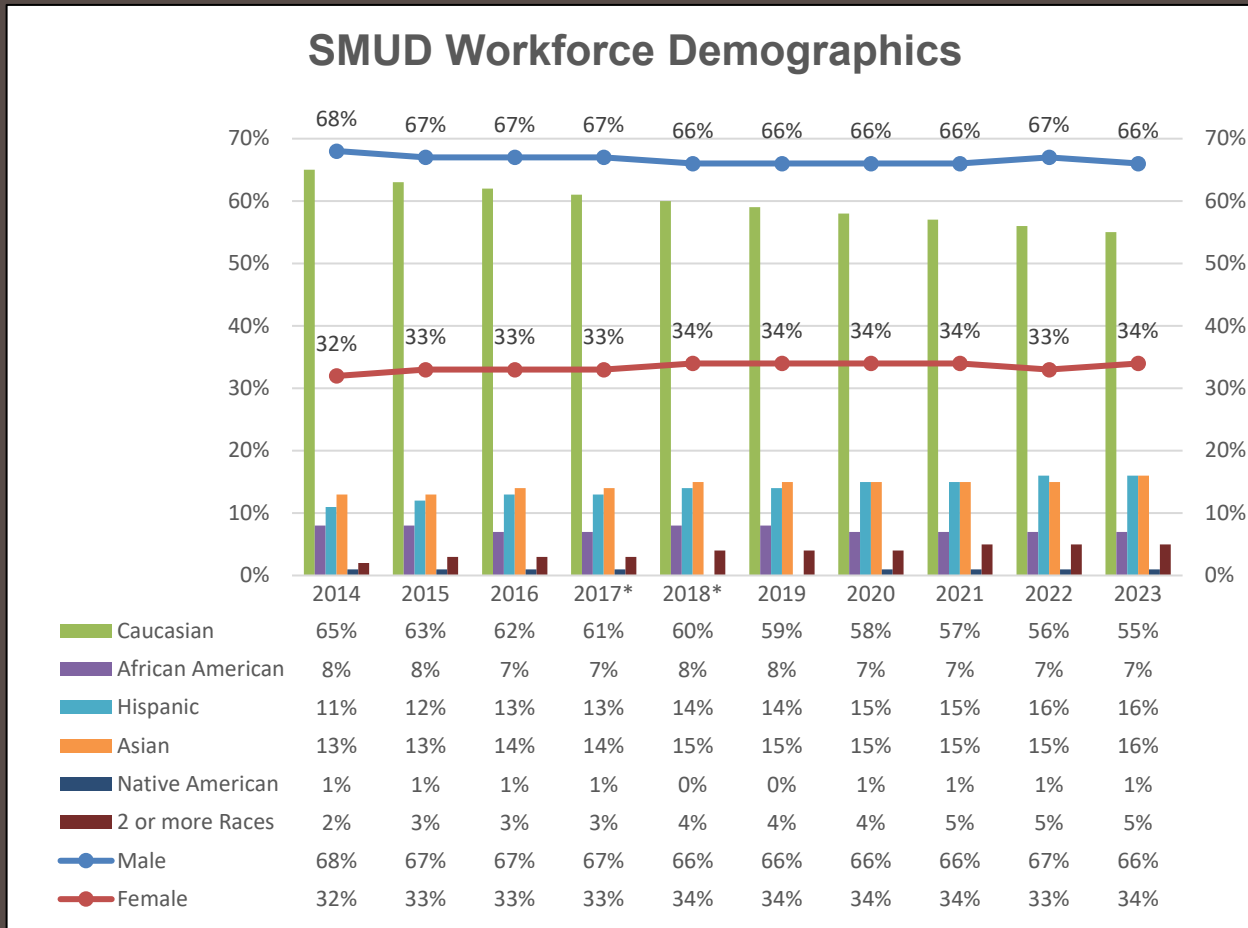
# Conduct & Grievances

## Requirement F

2019-2023 Grievances



# Workforce Demographics Requirement G



Percentages may not add up to 100% due to rounding

## Notable Shifts

- **+0.6%** Hispanic employees
- **+0.4%** Asian employees

## Regional Demographics

	Sacramento, El Dorado & Placer Co. (Civilian) *	Sacramento Co. (Civilian) *	Sacramento Co. (Total Population)**
<b>Caucasian</b>	55%	48%	41%
<b>African American</b>	7%	9%	9%
<b>Hispanic</b>	20%	22%	24%
<b>Asian</b>	14%	17%	19%
<b>Native American</b>	0%	0%	0%
<b>2 or more Races</b>	4%	4%	7%
<b>Male</b>	52%	52%	49%
<b>Female</b>	48%	48%	51%

\*2018 American Community Survey, 5-Year Estimates EEO

\*\*2020 United States Census (April 1, 2020)

# Workforce Demographics

## Requirement G

### Employee Level by Race

Employee Level	Caucasian		African American		Hispanic		Asian		Native American		2 or more Races	
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Executives	50%	50%	10%	20%	0%	0%	30%	30%	0%	0%	10%	0%
Directors*	69%	67%	9%	10%	6%	7%	9%	10%	0%	0%	6%	7%
Managers*	69%	70%	3%	4%	7%	8%	13%	13%	1%	1%	6%	5%
Supervisors	62%	56%	7%	8%	10%	12%	16%	18%	0%	0%	5%	6%
Staff*	54%	54%	7%	7%	17%	17%	15%	15%	1%	1%	5%	5%
SMUD Wide	56%	55%	7%	7%	16%	16%	15%	16%	1%	1%	5%	5%

\* Percentages may not add up to 100% due to rounding.

### Employee Level by Gender

Employee Level	Male		Female	
	2022	2023	2022	2023
Executives	60%	60%	40%	40%
Directors	59%	57%	41%	43%
Managers	62%	64%	38%	36%
Supervisors	66%	62%	34%	38%
Staff	67%	66%	33%	34%
SMUD Wide	67%	66%	33%	34%

### Notable shifts in Employee Level include increases in:

- Female directors, supervisors, and staff
- African American executives, directors, managers, and supervisors
- Hispanic directors, managers, and supervisors
- Asian directors and supervisors
- Directors and supervisors of two or more races

# Workforce Demographics

## Requirement G



### Veteran Outreach & Hiring

- Attended **11** vet-specific events
- Reached **563** vet orgs
- Sent **6,000+** job email announcements
- Saw **20%** increase in vet applicants
- Hired **12** vets in 2023
- SMUD vet population increased to **5.2%**

# Workforce Demographics

## Requirement G

### Turnover

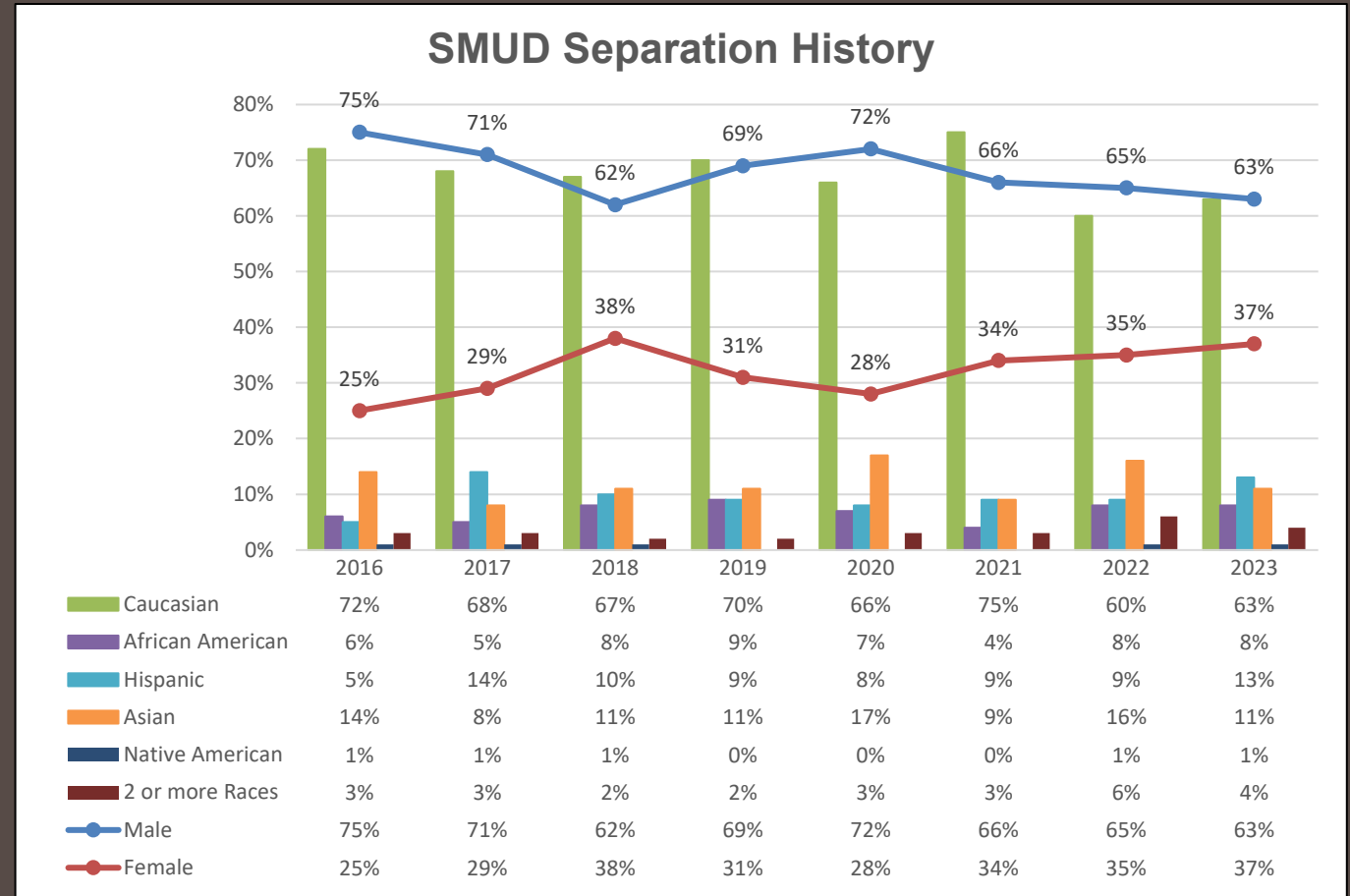
- SMUD turnover decreased to **6.4%** (from 7.0% in 2022)
- SMUD retirements decreased to **63** (from 78 in 2022)

### Separations

- **+3%** Caucasian employees
- **+4%** Hispanic employees
- **-5%** Asian employees
- **-2%** employees of 2 or more races

### Exit Interviews

- **Less than 50%** were dissatisfied with some part of their job
- **90%** would consider returning
- **94%** would recommend SMUD





# A Day in the Life

## Human Resources Professional

▶ 0:10 / 6:42



# Recommendation

SMUD is in full compliance with Strategic Direction 8.  
We recommend acceptance of the SD-8 monitoring report.