



Bonneville  
POWER ADMINISTRATION



# 2024–2028 Culture Strategy



# We are Bonneville

A career at the Bonneville Power Administration is an opportunity to belong to a workforce that serves the greater good, guided by core values of safety, collaborative relationships, trustworthy stewardship and operational excellence. Our steadfast work to deliver reliable, affordable clean power supports the Northwest's quality of life, drives our region's economic prosperity, and bolsters environmental sustainability.



## Invest in people

Foster a positive culture and work environment that supports a resilient, engaged workforce capable of delivering on our public-service mission and responsibilities.

To remain a leader in clean energy, adapt to new demands and to help our customers and the region thrive in an era of change, BPA has established its 2024–2028 Strategic Plan. BPA workforce is the key to the agency's success, which is why the strategic plan begins with the goal, "Invest in people," with objectives that target improvements in workplace culture and workforce capabilities.

BPA, with the leadership of its Culture Office, developed the 2024–2028 Culture Strategy to further guide its investments in people. The culture strategy also includes defining the aspirational culture and positive actions all workforce members can practice every day to achieve the culture vision.

Building on what the agency has learned in recent years, this new culture strategy aligns with the BPA 2024–2028 Strategic Plan and articulates how BPA will invest in people and enable the achievement of all other strategic goals.



# A look back

To support the 2018–2023 BPA Strategic Plan goals, Bonneville issued its first culture strategy in June 2020, just after COVID-19 pandemic took hold of the Nation.

Throughout the pandemic, BPA's workforce showed tremendous resilience by finding new ways to perform critical business functions and advance the agency's major initiatives. While the nation experienced the COVID-19 pandemic, it also experienced a social movement that brought attention to systemic racism and discrimination. We also experienced regional disasters and the stress of climate-related events, including a deadly heat dome, severe wildfires, and debilitating smoke. However, none of these events stopped BPA from achieving our mission. It did change how we engaged with each other to complete our work.

All of these events pushed the boundaries of the workforce's ability to stay physically and psychologically safe at home, in the office and at field sites across our service territory. The BPA workforce learned a lot as an organization during the last three years, including how to deliver mission-essential services safely, as well as how to support employee well-being, work-life balance and workplace preferences.

In 2021, BPA established the Chief Workforce and Strategy Office, recognizing a need for greater connections between the agency's strategic planning and people-related functions, such as Human Resources and the Civil Rights and Equal Employment Office. In establishing the Chief Workforce and Strategy Office, BPA created a Culture Office with dedicated resources to plan, direct and manage a comprehensive set of agency-wide programs and services to foster BPA's aspirational culture.



# Successes

Since BPA issued its first culture strategy, BPA has made advancements toward achieving our aspirational culture. The following are some of the many examples of the range of BPA's cultural activities since 2020:

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## **Advanced leadership capability and enhanced diversity and inclusion**

through the development of the Inclusion Lens toolkit and training. The Inclusion Lens is a tool that employees and teams use to learn about equity and inclusion as well as how to apply the concepts to their work and address systemic barriers to inequities. Ongoing leadership courses help new leaders create inclusive and trusting teams.

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## **Provided opportunities to improve staff wellness and work-life balance,**

including the Leadership and Culture Speakers series. These events offered the BPA workforce guidance on topics that matter to them, such as burnout, assertive communications, effective conversations, emotional resilience and mindfulness.

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**Strengthened workforce resilience** through a variety of manager and staff tools and resources, and emphasized leadership behaviors for use in a hybrid work environment. These efforts helped the workforce and leaders with re-entry and transitions to a new work environment following the pandemic.

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**Created a culture maturity model** to assess progress around the culture management process. BPA used this model to stand up the Culture Office in 2022, where efforts are centralized with a core team driving the programs and services to help BPA achieve long-term strategic objectives and outcomes.

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**Developed the Culture Dashboard** to track and share progress toward BPA culture work. The dashboard conveys information about demographic trends, employee locations, engagement, promotions, details, new-hire trends, separations, awards, recognition and retention. The dashboard is a tool to assess and monitor BPA's progress toward organizational health. The dashboard and an executive summary highlighting trends and insights provided on a bi-annual basis are currently available to the executive team. In 2024, additional dashboards will be more widely shared with managers and supervisors.



# 5 Priorities

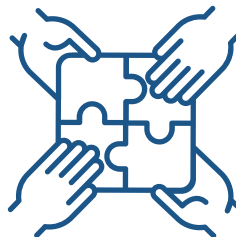
The following five culture strategy priorities further define and expand on how BPA will achieve the culture aspects of the invest in people goal of the BPA 2024–2028 Strategic Plan.



## Enhancing workforce resilience by embracing hybrid work

*Hybrid work offers flexibilities and efficiencies that support well-being and work-life balance while strengthening workforce resilience, which is the ability to continue delivering on our mission in the face of a major workplace disruption.*

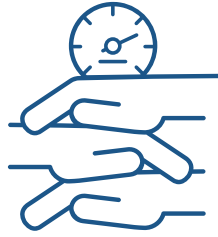
- BPA will continue to embrace hybrid work while ensuring a balanced approach that allows for critical on-site work and meaningful collaboration. We recognize and value the ongoing commitment of staff across our service territory to keep the lights on.
- The Culture Office will focus on ways to help employees learn, grow and adapt to hybrid work through coaching, training, peer mentorship and well-being services to reinforce a workplace that supports and enables everyone's success.
- A hybrid workplace requires placing a greater importance on many existing values, including collaboration, communication, connection, trust and leadership. BPA will also leverage its leadership behaviors to reinforce these values in a hybrid work environment.



## Supporting intentional collaboration

*The Culture Office will enhance collaboration across new and existing programs to improve their effectiveness.*

- This includes strengthening relationships with organizations that perform specific culture and work environment related efforts, including BPA's offices for Transmission, Civil Rights and Equal Employment Opportunity, Human Resources, Risk, Safety, and Technology Innovation and Strategy. Greater collaboration will assist in faster, more efficient problem-solving and support sustainable change. It will also support learning and growth, create a stronger sense of belonging and lead to better outcomes.



## Accelerating diversity, inclusion and accessibility

*Increasing workforce diversity is integral to BPA's role as an industry leader and to improving our ability to deliver on BPA's mission.*

- BPA will work with partners across the U.S. Department of Energy to implement a Diversity Equity Inclusion Accessibility Strategy designed to reinforce key behaviors of inclusion, safety, trust, and engagement.
- BPA will also follow multiple executive orders, including the requirement of Executive Order 14035 that the federal government be a model for diversity, equity, inclusion and accessibility — and to strengthen its ability to recruit, hire, develop, promote and retain our nation's talent and remove barriers to equal opportunity. This executive order is likely to drive very specific actions that BPA will need to prioritize.
- As BPA continues to implement its existing diversity, inclusion and accessibility program by developing a three-year plan that will focus on increasing workforce demographic diversity, empowering leadership at all levels and fostering a culture of inclusion. This includes direction from the Equal Employment Opportunity Commission Management Directive 715 that will help BPA identify and better understand these barriers and the actions needed for mitigation.



## Enhancing leadership capabilities

*BPA cannot achieve this vision without effective leadership by managers and executives.*

- According to Gartner, a leading business research and advisory company, helping leaders focus on flexible work environment, such as flexible work schedules; intentional collaboration; and empathy-based management will boost employee performance, increase intent to stay and reduce fatigue. These leadership capabilities also support employees in feeling that they matter and that they are trusted.
- With the changing landscape, the skills needed to be strong leaders have shifted. BPA's Culture Office, in collaboration with Human Resources Learning and Development, will offer training and programs to aid in skill-building across leadership, providing all crafts and locations the resources to lead in a changing workplace and model our aspirational culture.
- The Culture Office will focus on education, training and coaching to help managers lead diverse teams as well as creating a physically and psychologically safe work environment where people feel connected and a sense of belonging.



## Valuing people

*Valuing people is demonstrated by providing a physically and psychologically safe work environment; fostering equity, diversity and inclusion; and ensuring respect and dignity.*

- Valuing people helps us to maintain a positive workplace culture where employees feel they thrive, have a sense of belonging, have autonomy and actively support teamwork and innovation. And together when we create a strong culture, we are more able to attract talent and retain our skilled staff. Valuing people is an ongoing BPA leadership commitment to create strong connections to our people, aligning to BPA's mission, vision and culture, and listening to what matters most to the workforce to create a better employee experience for all throughout their career in public service.
- How leaders treat members of the workforce and how members of the workforce treat each other is key to valuing people. It's also about how we attract and retain our talented workforce so that we can all champion a culture that fully leverages the intrinsic values that each person brings to BPA. When we take care of our people, our people will take care of the business.
- Valuing people requires a strong awareness of the personnel needs and perspectives. In order to do that, BPA will continue to regularly ask for feedback and collect quantitative and qualitative data to better understand the employee experiences. This will more accurately inform how we develop programs and services that support how we retain and invest in people. Internal data sources include new employee surveys, stay and exit interviews, and the annual Federal Employee Viewpoint Survey.



# Outcomes

By focusing on the 2024–2028 culture priorities, we'll achieve the following outcomes.



# Aspirational culture

We are guided by our core values of safety, collaborative relationships, trustworthy stewardship and operational excellence. The culmination of our actions — how we interact and carry out our work — is what shapes our workplace culture. These are the four key characteristics everyone embodies when they support BPA's aspirational culture — keeping us all on the same page, pulling in the same direction, and driving us toward our common goals as we serve our customers across our region.



## We provide a safe, positive and inclusive work environment.

We develop relationships of trust and mutual respect where we celebrate differences and everyone feels safe to bring their authentic self to work. We work together to cultivate an environment that values physical and psychological safety. We empower the workforce to stop unsafe work, without fear of retaliation or negative consequences.



## We take pride in our mission and a job well done.

We strive for the best in everything we do and our work gives us a sense of personal accomplishment. We come together and connect to the mission, even under difficult circumstances, like keeping the lights on during a natural disaster or pandemic. Even when we have different ideas about how the work can be done, we believe in problem-solving and collaborating to drive results.





## We support and look out for each other.

Every day we make strides toward a work environment that encourages new ideas, constructive feedback and where everyone feels seen and heard. We apply fairness and recognize that giving respect and dignity is non-negotiable. We recognize our peers and celebrate one another's successes — large and small. We want our colleagues to know that we are watching out for each other so we can all get home safely.



## We innovate, learn, and adapt for the future.

We are responsive to our utility customer needs and practice resilience in a changing industry. We are not afraid to evolve and adapt our business. When creative solutions are suggested, we listen more than talk and respond with thoughtful questions to find the best solution. We learn from our mistakes and encourage personal and professional development. Innovation, and encouraging it in the workplace, allows us to meet the changing needs of our work and industry.

# Culture Office programs

The Culture Office manages a variety of programs that support the culture strategy priorities and coordinates efforts with several partner organizations including Civil Rights and Equal Employment Opportunity, Human Resources, Risk, Safety, Transmission Services, Technology Innovation and Strategy.

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## Diversity, inclusion and accessibility

The Diversity and Inclusion program drives success and innovation throughout BPA by recognizing and embracing the differences that give the agency a strategic business advantage.

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## Engagement

Engagement refers to an employee's emotional commitment to the organization and its mission and goals. The Culture Office has developed an Agency Employee Engagement Plan that includes building connections among leadership and field districts, workforce growth and development opportunities, and leadership resources and recognition.

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## Outreach

The Outreach Program concentrates on increasing representation across BPA through internal and external relationship-building and presence at outreach events to create awareness of BPA, its job opportunities and employee value proposition.

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## Retention

BPA will retain top talent and reduce employee turnover by creating an environment that values, fosters and empowers the workforce. The Culture Office works in close partnership with Human Resources on a range of methods to strengthen our ability to retain talent while collaborating with the Recognition Council to understand what employees value most.

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## Wellness

The Wellness Program is a comprehensive, integrated wellness approach that will enhance all aspects of employees' well-being, engagement, emotional safety and productivity by providing workshops, training, tools and opportunities to adopt and maintain a healthier lifestyle.

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# Turning our aspirational culture into reality, together

The culture strategy lays out a cohesive direction for the next five years to guide BPA's investments in people and help us achieve our aspirational culture.

The Culture Office will help the entire workforce come together to create a purposeful culture that unleashes our incredible potential and a workplace where we all feel safe, valued and connected to our mission and each other. Leveraging the full and diverse talents, expertise and perspectives of our workforce will allow us to achieve BPA's 2024–2028 Strategic Plan and achieve our vision for the Northwest's clean energy future.

**It's not just what we do that matters, it's how we do it. And that takes each of us working together to achieve the culture we want at BPA.**





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