



BONNEVILLE POWER ADMINISTRATION

Culture Strategy





Culture Strategy

Millions of people rely on the Bonneville Power Administration to deliver on its mission every day. And the BPA workforce delivers. We come together no matter the circumstances to meet the needs of our customers and power the Northwest.

But in this dynamic energy industry, our customers' needs are ever-changing, and so are the demands on our workforce. As the pace of change accelerates, our customers are relying on us more than ever to anticipate their needs and respond with a sense of urgency so that they can meet the demands of their own customers. We will rise to this challenge while carrying on the agency's legacy of affordable, reliable and clean power.

Through an ambitious strategic plan, BPA is carrying out the agency's vision.



We'll not just feel good about the work we do, but how we work together to achieve it.

But a good business strategy achieves nothing without the people and culture to make it happen.

This Culture Strategy is an extension of our BPA 2018–2023 Strategic Plan. It is a two-year roadmap that outlines an intentional investment in our BPA community so that we can deliver on our strategic goals. It describes how we will ★ Take pride in our mission and a job well-done, ★ Take care of and support each other, ★ Innovate, learn and adapt for the future. And we'll not just feel good about the work we do, but how we work together to achieve it.



An aerial photograph of a city, likely New York City, showing a river (the Hudson River) and a dense urban grid. The image is overlaid with a semi-transparent grid pattern. A large orange rectangle is positioned in the lower right quadrant, containing white text.

**Culture is our
mission, vision
and values in
action**



It's not just what we deliver to the region that matters, it's how we deliver it.

We are guided by our core values of safety, trustworthy stewardship, collaborative relationships and operational excellence; and we strive toward a common set of leadership behaviors. We are committed to diversity, inclusion, equity, and respect and dignity.

The culmination of these actions — the way we interact and carry out

our work — is what shapes our workplace culture.

In short, BPA's culture is our mission, vision and values in action.

Delivering on our agency strategy will require each of us working together to provide a safe, positive and inclusive work environment where people feel valued, accountable and enabled to deliver results.

Our culture

No two BPA employees are alike, and our experiences at work are all unique. Yet we all have a role to play that contributes to BPA's shared culture.

This is who we are when we are at our best.



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

We hold ourselves to the highest standards in everything we do. We come together and connect to the mission under difficult circumstances — whether that's keeping the lights on during a natural disaster or pandemic, having the courage to stop work to address a safety concern or being willing to have difficult conversations to get the best possible outcome for our customers, all within a safe environment that allows for honest dialogue.

*We serve our customers
and our customers serve the
great Northwest.*

It takes a massive team to power our region, and I take my part seriously. Customers rely on me to listen to their business and technical needs, to offer cost-effective solutions and to provide prompt responses to their requests.





2 We support and look out for each other.

We have each other's backs. That means being comfortable and willing to say something and do something when we see potential safety hazards. It means doing the hard work of creating a work environment that truly values people by encouraging feedback, respect and dignity, honest dialogue and follow-through. It means making our work environment safe — not only physically safe, but also emotionally safe — so that we feel free to speak up, even when it's unpopular.

*I depend on my crew
and my crew depends
on me.*

My crew and I have a job briefing every morning along with our equipment operator. The morning meeting allows people to voice any concerns. This allows us to set the tone for the day and gives everyone clear direction.





3 We innovate, learn and adapt for the future.

As we build on BPA's long history of innovation, we work together to be responsive to customer needs and resilient in a changing environment. We are constantly evolving the way we work. We learn from our mistakes and encourage personal and professional development. When new ideas are suggested, we listen more than talk and respond with thoughtful questions to find the best solution.

*Every day brings
new challenges.*

My manager relies on us for new ideas and creative solutions. My team and I purposefully pilot new ways of doing business. We start small and assess the risk. When things don't go as planned, we don't see it as a failure because learning is part of the process and that informs our next steps.



We're building on a strong foundation

At BPA, we are very purposefully building a culture of positivity, inclusivity and productivity. This journey began when we adopted safety as our top core value in 2014. We learned to work together in new ways and focused on putting people first. We understand that safety is everyone's responsibility.

Our focus on safety naturally led to other behaviors that are bringing out the best in us. The leadership behaviors were put into place to raise the bar and clarify what success looks like at BPA. These everyday practices are turning into habits that are having a positive impact in our daily work experiences.

Our approach to the Federal Employee Viewpoint Survey has evolved over the years. We have fine-tuned our understanding of the results to inform employee engagement efforts and prioritize actions. We've made intentional investments in Diversity and Inclusion by dedicating resources and creating the D&I office to build an inclusive culture that leverages the power of diversity, using self-awareness and safe dialogue. We've also put a stronger emphasis on civil rights and leveraging the Equal Employment Opportunity office to encourage a workplace that is free from harassment and discrimination.

As an organization, we have come a long way, but we recognize there is

more work to do toward leveling the playing field, ensuring our workforce reflects the nation's diversity and creating an inclusive environment where everyone can thrive. In our efforts to reach our aspirational culture, we acknowledge the need to look inward at our policies, practices and actions that may appear to perpetuate systemic discrimination and other forms of disparate treatment, substantiated or not. Through feedback, we know there are things we need to approach and do differently. We recognize that everyone has not had a positive experience; we make no excuses for this, and we are seeking to do better.

Our Culture Strategy will serve as a blueprint to move us forward. As we work to attain our aspirational culture, everyone is encouraged to help identify and correct deficiencies and help us grow, as well as help us understand how to maintain the things we already do well.

How will we get there?

In FY 2021–22, we will focus on four key areas: developing our leaders, building on existing programs, measuring our progress and building a resilient culture.


1. Increase leadership capability

Leaders, managers and supervisors play a critical role in any organization's culture. BPA leaders, from the newest to the most seasoned, acknowledge that they must model, support and inspire us all to achieve the culture we want, and get the business results we need. The Culture Strategy will create a comprehensive approach and curriculum to help leaders adapt to change and strengthen their skills to be effective leaders that drive our desired culture.

2. Improve partnerships between existing programs

The critical groundwork of Safety, Diversity & Inclusion, Civil Rights and Equal Employment Opportunity Office, Enterprise Risk, Employee Engagement and BPA's Leadership Behaviors





has provided a strong foundation for our desired culture. We will continue building on current program work plans to better align, support and identify opportunities that foster and encourage us to be our best.

Similarly, the supporting work of Communications, Learning and Development, Hiring and Onboarding, Recognition, Retention, Employee Relations, and Employee Concerns are key partners who will continue to help our desired culture become a reality.

3. Measure our progress

We will use modern tools and methods to track our progress toward achieving our desired culture. A working team led by Diversity & Inclusion will design survey questions that will measure the workforce experience, carefully balancing the data from the FEV annual survey and other program metrics. Focus groups, interviews and other interactive methods will provide additional data to create a cohesive measurement approach that tracks our achievements across the agency.

4. Build a resilient culture that can adapt to change

Culture is owned by everyone at BPA. We want all employees to understand why culture is important and to participate and work together toward our aspirational culture during these times of uncertainty and change. We'll shine a spotlight on real people and real experiences across the agency. We'll invite everyone to find their place in the culture through stories, learning activities and celebrations.

Leadership capability

Improve partnerships

Measure progress

Resilient culture



**Our culture will
continue to be
supported and
reinforced by:**



BPA's safety strategy and expansion to include emotional safety.



Diversity & Inclusion's 5-year strategy of events and learning, including the development of an inclusive leadership curriculum



Civil Rights and Equal Employment Opportunity's concerted efforts to create a work environment that is free from harassment and discrimination



Leadership Behaviors as our foundational actions—that are demonstrated each day and are aligned with the desired culture



Enterprise Risk's structured approach to risk-informed decision-making, continuous learning and accountability



Employee Engagement's data collection and action planning with the annual Federal Employee Viewpoint Survey

Future components: our workforce and capabilities

People and Culture Strategy





The Culture Strategy is the first of three parts that together will make up BPA's People and Culture Strategy.

The Workforce Strategy builds on an existing effort to define the optimal composition and size of BPA's workforce. This effort informs BPA's ongoing federal workforce allocations, as well as BPA's strategy and use of supplemental labor.

The Capability Strategy articulates the capabilities that we must cultivate to deliver on BPA's mission into the future. This strategy enables the workforce to respond to changes in our industry, our business model and our organization. The Capability Strategy draws upon leaders and teams within BPA to define our desired capabilities for BPA leadership, for our multi-talented workforce, and for specific technical functions that are mission critical and in short supply. This work redefines leadership and workforce development at BPA, aligning to the aspirational culture, the needs of the business and emerging best practices. This ensures that our leaders and workforce are among the best in the industry.





Let's continue this journey together

BPA's ongoing and intentional focus on culture, a plan to value people as we strive to meet our strategic goals, is essential to achieving a work environment where everyone can thrive. Together, we will continue to articulate a clear and purposeful culture that unleashes our full potential and one where we all feel safe, valued and connected to our mission and each other. ★



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