

# Western's FY2014 Strategic Targets

Strategic Targets	EOY Success Factors	Key Performance Indicators
<p><b>POWER AND TRANSMISSION RELATED SERVICES:</b> Protect and enhance the value of Western's transmission and power related services.</p>	<p>Rates are cost based and employ cost containment principles.</p> <p>Expand customized and valued services for the customers.</p>	<ul style="list-style-type: none"> <li>Minimize unplanned rate adjustments.</li> <li>Discussions will be held with customers to determine what additional services are warranted.</li> <li>Set rates so that revenue is sufficient to maintain system reliability and repay the operation and maintenance costs and the investment in Federal power facilities as well as other legislated cost obligations.</li> <li>Evaluate potential to standardize transmission and ancillary service rate methodologies.</li> </ul>
<p><b>ENERGY INFRASTRUCTURE:</b> Provide reliable power and transmission to the customer. Facilitate a more resilient and flexible energy delivery infrastructure.</p>	<p>Maintain and operate transmission system reliability and performance according to established metrics and targets.</p> <p>Invest in the energy delivery infrastructure through the application of intelligent, flexible, and secure systems and provide advanced system analysis capabilities for planning and operation.</p>	<ul style="list-style-type: none"> <li>Meet Western's objectives relative to North American Transmission Forum transmission performance metrics for outages.</li> <li>Develop a comprehensive, risk based, data driven capital investment plan.</li> <li>Meet Electric Reliability Standard compliance requirements.</li> <li>Effectively manage accountable outages.</li> </ul>
<p><b>PARTNERSHIP AND INNOVATION:</b> Leverage technological advances and industry partnerships to advance the energy infrastructure.</p>	<p>Integrate technological advancements into business practices.</p> <p>Streamline internal business operations to maximize efficiency and reliability.</p> <p>Cultivate innovation as a key competency across Western.</p> <p>Develop strategic partnerships with customers, DOE, PMAs and industry leaders.</p>	<ul style="list-style-type: none"> <li>Fully implement the Western Power and Transmission Billing System across Western.</li> <li>Ensure positive return on investment on public/private partnership projects.</li> <li>1. Participate in the development of advanced system applications and analysis capabilities for managing, planning, and operating assets that help address infrastructure interdependencies and integration opportunities. 2. Actively participate in energy imbalance market forums.</li> <li>Leverage participation in innovation forums and councils.</li> </ul>
<p><b>ASSET MANAGEMENT:</b> Apply risk-based asset management practices to develop capital investment program needs while improving performance. Utilize Enterprise Risk Management principles to guide risk-based decision making.</p>	<p>Implement a supportable, data-driven asset planning and capital investment program to ensure sufficient capital funding.</p> <p>Implement key Enterprise Risk Management framework components including the establishment of the Enterprise Risk Management Committee, the authorization of the Enterprise Risk Management order, and identification of key agency risks.</p> <p>Demonstrate decision-making based on mitigating high-priority, high-impact risks.</p> <p>Ensure a balanced portfolio of funds sufficient to cover operational requirements, Purchase Power and Wheeling requirements, and cash transfers.</p>	<ul style="list-style-type: none"> <li>Collaborate with customers on Asset Management objectives and build alignment.</li> <li>Develop an improved Western-wide budget formulation process for capitalized investments.</li> <li>Execute key Enterprise Risk Management framework components and asset management activities that actively demonstrate Western's drive and commitment to successfully implement Enterprise Risk Management and Asset Management.</li> <li>Develop an accurate and reliable record of asset condition, risk treatment strategies for breakers, transformers and line sections.</li> </ul>
<p><b>SAFETY AND SECURITY:</b> Every employee demonstrates, through core values and personal responsibility, a commitment to safely perform their jobs and ensure workplace security.</p>	<p>Meet or exceed Western's objectives for workplace safety.</p> <p>Increase the effectiveness of Western's Security and Emergency Management programs.</p> <p>Strengthen cyber security posture.</p>	<ul style="list-style-type: none"> <li>Improve Western's Security and Emergency Management programs through upgrading our processes, refining expertise in our staff and enhancing our policies, in collaboration with our stakeholders.</li> <li>Use a business case approach for investing in risk-reduction initiatives aimed at minimizing incidents.</li> <li>Advance organizational cyber security maturity through continued adoption of the Risk Management Framework and Continuous Monitoring.</li> <li>Enhance the Safety and Occupational Health program excellence through continued integration of industry best practices, policy revision and awareness, safety training and employee development, trend analysis, and proactive preventative measures.</li> </ul>
<p><b>COMMUNICATION:</b> Engage internal and external stakeholders through the purposeful exchange of ideas.</p>	<p>Establish more robust communication across Western, and between Western and external parties to enhance trust and facilitate alignment.</p>	<ul style="list-style-type: none"> <li>Communication processes are defined and proposed to improve communication and transparency between Western, its customers and DOE.</li> <li>Collaboratively discuss financial plans and performance.</li> <li>Expand integration and use of collaboration tools among employees (e.g. SharePoint, Lync, DocuShare).</li> <li>Facilitate robust employee engagement in developing and carrying out Western's roadmap and key priorities through the use of communications tools and leadership engagement.</li> </ul>
<p><b>HUMAN CAPITAL MANAGEMENT:</b> Recruit, develop, and retain a diverse and inclusive high-performing workforce.</p>	<p>Align staff and programs to meet Western's workforce planning goals and strategies.</p> <p>Expand Western's succession planning program, including employee development to address skill gaps.</p> <p>Address barriers to hiring and retention of highly qualified, diverse employees.</p>	<ul style="list-style-type: none"> <li>Fully implement and continuously improve Western's employee development, craft and leadership programs to ensure a customer-focused, fully-performing, competent workforce and expand Western's pool of "ready-now" leaders.</li> <li>Strategically manage budget associated with human capital and maximize full time equivalent execution.</li> <li>Utilize targeted recruitment to improve workforce diversity and utilize development, performance management and inclusion strategies to increase employee engagement and retention.</li> <li>Conduct organizational assessments to ensure business alignment and maximize efficiencies.</li> </ul>

**Perspectives:**

- Customer
- Financial
- Operational and Managerial Excellence
- Organizational Capabilities