

# Final FY 2015 Performance Targets

Strategic Target Areas	Key Performance Indicators	Measures	Targets
 <p><b>POWER AND TRANSMISSION RELATED SERVICES:</b> Protect and enhance the value of Western's power and transmission related services.</p>	<p>KPI 1 - Services are value added and customized to achieve customer satisfaction.</p> <p>KPI 2 - Processes associated with transmission services and rates are standardized, where appropriate, and provide flexibility to meet customer needs.</p> <p>KPI 3 - Organizational capacity and capabilities are available to meet evolving product/service offerings.</p>	<p> Customer Service Satisfaction</p> <p> Standardized Processes</p> <p> Number of qualified FTE needed to provide power and transmission services</p>	<ul style="list-style-type: none"> <li>Establish Customer Services Survey in FY 2015 for use starting in FY 2016</li> <li>Process recommendations from the Rates Team</li> <li>OASIS Consolidation</li> <li>Initiate LGIP Revision</li> <li>Complete a review of the power and transmission services currently offered and the level of FTE needed to administer the services</li> </ul>
 <p><b>ENERGY INFRASTRUCTURE:</b> Provide reliable power and transmission to the customer. Facilitate a more resilient and flexible energy delivery system.</p>	<p>KPI 1 - Transmission performance is improved to enhance reliable delivery of hydropower and related services.</p> <p>KPI 2 - Electric Reliability Standard compliance program fosters a culture of compliance to reliably meet customer needs.</p> <p>KPI 3 - Human performance expectations are designed to reduce the likelihood of human error and achieve sustainable event free operations.</p>	<p> North American Transmission Forum Performance Indicator</p> <p> Major project cost and schedule</p> <p> Electric Reliability Standard Compliance performance against reliability standard policy</p> <p> Accountable Outage index using a 12-month rolling average</p>	<ul style="list-style-type: none"> <li>Equal or better performance than the Forum Median Value (mid-point) of the composite NATF</li> <li>Cost Performance Index and Schedule Performance Index established</li> <li>Develop and implement a Western Compliance Program Scorecard with quarterly reporting</li> <li>Develop recommendations for transition to CIP V5</li> <li>Develop a plan to implement recommendations from the CIP V5 Transition Project</li> <li>Accountable Outage Index greater than zero, but less than 1 (standard deviation)</li> </ul>
 <p><b>PARTNERSHIP AND INNOVATION:</b> Leverage technological advances and industry partnerships to advance the energy infrastructure, recognizing the convergence of Information Technology and Operational Technology.</p>	<p>KPI 1 - Strategic partnerships are cultivated to advance the energy frontier and meet future customer needs.</p> <p>KPI 2 - Technological and innovation investments produce expected improvements to ensure efficiency and sustain innovation.</p> <p>KPI 3 - Organizational culture supports innovation and partnership. Organizational capabilities are developed to recognize the convergence of Information Technology and Operational Technology.</p>	<p> Progress against the success outcomes on joint efforts</p> <p> Achievement to the outcome for each investment</p> <p> Innovation recognition</p>	<ul style="list-style-type: none"> <li>Develop and implement a process and template for successful partnerships</li> <li>Defined expected outcomes</li> <li>Complete a Technology Roadmap</li> <li>Develop a process template for the recognition method.</li> <li>Define a method to seek and recognize innovation across Western</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>KPI 1 - Asset management processes reduce risk to improve asset value.</p> <p>KPI 2 - Sustainable funding is sufficient to support core mission needs.</p> <p>KPI 3 - Enterprise Risk Management discipline promotes sound corporate risk management.</p>	<p> Transmission Asset Management Program asset risk levels</p> <p></p> <p> Cash balance for Western's programs</p> <p> Risk controls and treatment</p> <p></p>	<ul style="list-style-type: none"> <li>TAM Program asset risk levels will be reduced to less than risk level 2</li> <li>Cash Flow: Net Reclamation funded receipts to Treasury exceed \$100 million</li> <li>Cash Flow: Net available receipts exceed the current year power system wide financing need The Western portion is documented in Western's 10-year capital plan</li> <li>Identify the controls and treatments of the enterprise risks and potential gaps</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>KPI 1 - The risk of a physical security breach is reduced to provide workplace security.</p> <p>KPI 2 - Organizational Cyber security maturity increases to improve business performance.</p> <p>KPI 3 - Safety and Occupational Health program excellence is maintained to achieve high levels of personnel safety.</p> <p>KPI 4 - Emergency response and readiness capabilities are high to protect employees and increase resiliency of our mission.</p>	<p> Physical Security Risk Index average for high priority facilities</p> <p></p> <p> Western's Cyber Metric: Closure of Offenses or ES-C2M2 Benchmark</p> <p> OSHA Recordable Incident Rate and OSHA DART</p> <p> Emergency Management Program Metrics</p>	<ul style="list-style-type: none"> <li>Baseline established</li> <li>90 percent in 3 days</li> <li>Recordable Incident Rate at 0.0 to 1.7 and Days Away, Restricted, Transferred Rate at 0.0 to 0.5</li> <li>Baseline established</li> </ul>

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 <p><b>COMMUNICATION:</b> Engage internal and external stakeholders through the purposeful exchange of ideas.</p>	<p>KPI 1 - Western's story is told in a timely fashion using strategic methods and messages to facilitate trust and improve understanding and transparency.</p> <p>KPI 2 - Western's participation in customer, industry and other external forums is managed effectively and efficiently and is prioritized and aligned with internal and external stakeholder needs.</p> <p>KPI 3 - Employees are empowered to be ambassadors of Western to be able to tell Western's story.</p>	<p> Source of media coverage Customer discussions/feedback Employee discussion/feedback Timeliness</p> <p> Industry forum participation list and information sharing tool Customer survey results (see Power and Transmission Services)</p> <p> Communication Training</p>	<ul style="list-style-type: none"> <li>Define and develop a 10-year stakeholder engagement and communication plan in place</li> <li>Define, develop and initiate a single tool and process for employees to share information gained from external committees and forums are in place</li> <li>Define, develop and initiate employee training</li> </ul>
 <p><b>HUMAN CAPITAL MANAGEMENT AND ORGANIZATION STRUCTURE:</b> Recruit, develop, and retain a diverse high- performing workforce.</p>	<p>KPI 1 - Employee development ensures a customer-focused, high-performing, competent workforce.</p> <p>KPI 2 - Budget and full time equivalents are strategically managed to secure and maintain an optimal workforce.</p> <p>KPI 3 - Barriers to hiring and retention of highly qualified, diverse employees are addressed to attract and maintain a high performing workforce.</p> <p>KPI 4 - Workforce performance and employee engagement are increased.</p>	<p> Managerial and supervisory competencies</p> <p> FTE Execution</p> <p> Barriers identified and addressed</p> <p> Engagement Index based upon Employee Viewpoint Survey</p>	<ul style="list-style-type: none"> <li>Determine the leadership competency levels and how to tie to leadership development</li> <li>Increase in onboard count by an average of 2 per pay period Western-wide until fully staffed</li> <li>Develop and present proposal to establish a Western-wide, chartered Diversity &amp; Inclusion Council to identify and address diversity barriers and promote engagement</li> <li>Conduct trend analysis and communicate to management</li> </ul>

Perspective

-  Customer: What directly affects our customers and customer satisfaction?
-  Financial: What is important to oversight entities or shareholders?
-  Operational and Managerial Excellence: What processes must we excel at to achieve Strategic Roadmap 2024?
-  Organizational Capabilities: What human capital, tools, IT systems and organizational alignment do we need to be successful?