



Strategic Roadmap 2024

FY 2016 Annual Performance Plan

Western Area Power Administration

Introduction

Western Area Power Administration, a power marketing administration within the Department of Energy, markets and transmits more than 40 billion kilowatt-hours of federal hydropower through an integrated 17,000-plus circuit mile transmission system across 15 central and western states. Western's challenge and opportunity as an organization is to prepare for changes in the energy frontier.

Western published its latest strategic plan in May 2014, which is comprised of Strategic Roadmap 2024 and an appendix, the Tactical Action Plan. This annual performance plan summarizes the specific actions we will perform in Fiscal Year 2016 and how we will evaluate their success toward meeting Western's strategic goals. The figure to the right illustrates how tactical actions and performance measures fit with the elements of the Roadmap and Western's mission.

How it all fits together



Summary of FY 2016 Annual Performance Plan

The table briefly describes the Strategic Target Area measures, targets and related initiatives for FY 2016. The first column reiterates our Key Performance Indicators, or KPIs, which define the expected results or desired outcomes within each of the seven Strategic Target Areas. KPIs often endure for multiple years. The second column lists the specific performance areas we want to measure. These measures are used to determine progress toward desired outcomes. The third column contains Western's targets, or the quantifiable desired performance level. Targets change over time. Lastly, the fourth column catalogues specific tactical initiatives aimed at achieving the desired performance level and are linked to the Tactical Action Plan.

Strategic Target Areas	Measures	Targets	Initiatives	TAP
Power and Transmission Related Services				
KPI 1 – Enhance value of services KPI 2 – Provide flexibility KPI 3 – Develop capabilities and capacity	1. Customer service performance	1. Baseline (with quarterly milestones)	<ul style="list-style-type: none"> • “Markets” analysis and initiatives • Power marketing business system improvements (IRP, PRS) • Customer service evolution analysis • BAL-003 frequency response strategy • Planning coordinator services strategy 	PTS 2 PTS 1 PTS 3 PTS 1 PTS 3
Energy Infrastructure				
KPI 1 – Improve performance and reliability KPI 2 – Foster culture of compliance KPI 3 – Sustain event-free operations	1. NATF-integrated Performance Index 2. Accountable Outage Index 3. Repeat violations of Reliability Standard requirements	1. > NATF member average 2. < 1 standard deviation from historical norm 3. <= 7 repeat violations	<ul style="list-style-type: none"> • Critical Infrastructure Protection v5 • Real-time contingency analysis • Power operations systems improvements (TOA) 	EI 1 EI 1 EI 2
Partnership and Innovation				
KPI 1 – Cultivate strategic partnerships KPI 2 – Investments produce improvements KPI 3 – Foster culture of innovation	1. TIP Borrowing Authority 2. Continuous Process Improvement benefits 3. FEVS Innovation Index	1. 20% reserved via loan applications 2. \$450K gross 3. 1% increase over FY 2015	<ul style="list-style-type: none"> • FY 2016 IT Projects: operational and business systems • Transmission Infrastructure Program “go to market” strategy • Continuous Process Improvement program plan • Electric Power Training Center stakeholder engagement 	P+I 1 P+I 4 New P+I 6
Asset Management				
KPI 1 – Improve asset value KPI 2 – Sustain sufficient funding KPI 3 – Promote sound risk management	1. Rate, Recovery and Return dashboard 2. Reclamation Fund receipts and return	1. Baseline (with quarterly milestones) 2. \$512M gross receipts; \$193.5M net return	<ul style="list-style-type: none"> • Transmission Asset Management program (5 focus areas) • Sustainable funding strategies <ul style="list-style-type: none"> • Long-term purchase power • Debt refinancing options • Unobligated balance strategy 	AM 1 AM 2
Safety and Security				
KPI 1 – Reduce physical security risk KPI 2 – Mature cyber security capabilities KPI 3 – Maintain high levels of personal safety KPI 4 – Improve emergency response / readiness	1. Physical Security Risk Index 2. Cyber Security response 3. OSHA Recordable Incident Rate 4. OSHA Days Away, Restricted or Transferred	1. Baseline (with quarterly milestones) 2. 90% resolved within 3 days 3. <= 5yr average 4. <= 5yr average	<ul style="list-style-type: none"> • Physical security risk assessment program (3 focus areas) • Emergency management program – regional implementation • Cyber security program (11 focus areas) • Human Performance and Just Culture 	S+S 3 S+S 4 S+S 3 S+S 1
Communication				
KPI 1 – Facilitate trust and understanding KPI 2 – Effectively participate in external forums KPI 3 – Empower employees	1. Stakeholder Engagement and Communication 2. FEVS Managerial Communication Index	1. Baseline (with quarterly milestones) 2. 1% increase over FY 2015 results	<ul style="list-style-type: none"> • Public relations (customers, congressional, employees) • Marketing strategy (branding, media, market research) 	CM 2 CM 2
Human Capital Management and Organizational Structure				
KPI 1 – Develop high-performing workforce KPI 2 – Optimize workforce levels KPI 3 – Reduce hiring and retention barriers KPI 4 – Increase performance and engagement	1. HCM Plan 2. FEVS Inclusion Index 3. Days to hire 4. FEVS Engagement Index	1. Baseline (with quarterly milestones) 2. 1% increase over FY 2015 results 3. Baseline (with quarterly milestones) 4. 67% (White House target)	<ul style="list-style-type: none"> • PMA-shared service center – business advisor function • Westernwide HCM plan (succession management) • Follow-up to leadership development survey • Engineer special pay rates • Diversity & Inclusion Committee • Organizational assessment projects 	HCM 1 HCM 4 HCM 3 HCM 2 HCM 2 HCM 1

These performance measures will challenge us to sustain or improve performance and will be used to answer the question “How is Western doing?” Some important improvements for these performance measures over previous years include:

- **Expanding diversity in our performance measures:** Previously, our performance metrics focused primarily on the Safety and Security Strategic Target Area. We have increased the number of quantifiable performance targets from 6 to 19 across all target areas.
- **Increasing emphasis on reliability:** We have three interrelated measures within our Energy Infrastructure Strategic Target Area that will measure the reliability of our transmission system and associated compliance with reliability standards.
- **Striving for continuous improvement:** In addition to quantifying the cost avoidance benefits from our continuous improvement efforts, we have tightened up our measurement in areas where we already perform well (such as safety) so that we can improve even further.
- **Learning more about what our customers and other stakeholders think:** We will use several data collection methods to improve our evaluation of our customer service, communication and transparency efforts.
- **Including employee satisfaction:** We will hold ourselves accountable for listening to and acting upon the results of our employee satisfaction survey with emphasis on the Employee Engagement, Inclusion, Managerial Communication and Innovation indices.

The attached appendices provide more specific explanations of our FY 2016 performance measures and supporting initiatives. Western’s Strategy office can provide more detailed information about each performance measure, target and associated initiative. Please contact strategicplanning@wapa.gov with any questions or feedback.



Critical Pathways

Strategic Results

Business, Technology and Organizational Excellence

Expanding on organizational excellence by applying knowledge, technology, and innovation and engaging internal and external partners to optimize operational effectiveness.

Mutually Beneficial Partnerships

Building and sustaining productive relationships that enhance trust, operational effectiveness, and business opportunities for all parties.

Evolution of Services

Evolving Western’s power and transmission services in response to the needs of a diverse customer base and the demands of a changing industry and technology environment through operational excellence and the application of cost containment and proper cost allocation principles.

Powering the Energy Frontier

Provide premier power and transmission services to our customers by applying business, technology and organizational excellence; building mutually beneficial partnerships; and enhancing the nation’s economic security and stability.

Appendix 1 – FY 2016 Performance Measures

Measures/Target	Description	Reporting Frequency	KPI Linkage	Execution Lead	Collaborate
Power and Transmission Related Services					
1. Customer Services Performance: Baseline <ul style="list-style-type: none"> Q1: Conduct survey and gather results Q2: Isolate opportunities and begin analysis Q3: Complete analysis Q4: Finalize recommendations and identify future metric 	Measures customer's feedback on performance of existing services. Service performance questions included in customer services survey in Sept 2015. Analysis and recommendations from the survey results will include a performance baseline and a proposed target for future measurement.	Quarterly	KPI 1	PMCC	PSOC, WMMC
Energy Infrastructure					
1. NATF Integrated Performance Index <ul style="list-style-type: none"> Green: Above NATF member average Yellow: At NATF member average Red: Below NATF member average 	IPII is a reliability measure tool to track member reliability performance changes over time and comparatively across the membership. Uses data collected and classified by NERC from the transmission availability database. Includes 14 cause codes collected by NERC in addition to 2 added by NATF.	Annual	KPI 1	WMMC	PSOC
2. Accountable Outage Index <ul style="list-style-type: none"> Green: < 1 STDEV from historical norm Yellow: 1 to 2 STDEV from historical norm Red: > 2 STDEV from historical norm 	Measures number of standard deviations from historical norm. Includes customer outages > 1 minute. Includes transmission element outages > 5 minutes.	Quarterly	KPI 1	WMMC	COO Technical Services
3. Accountable Repeat Violations of Reliability Standards Requirements <ul style="list-style-type: none"> Green: 0-7 cumulative Yellow: 8-22 cumulative Red: Greater than 22 cumulative 	Number of repeat violations at the requirements level (not standards level or sub-requirements level). Aimed at improving the reliable operation of the Bulk Electric System through increased monitoring of repeat violations of reliability standard requirements.	Quarterly	KPI2	COO Reliability Compliance	All regions
Partnership and Innovation					
1. TIP Borrowing Authority <ul style="list-style-type: none"> Green: 20% (\$650M) Yellow: > 7% - < 20% Red: <= 7% Note: Year-end ranges reflected above. Interim targets exist.	Total % of Western Borrowing Authority that will be requested via loan application submittals. Loan application submittals reflect active partnerships to build transmission infrastructure.	Quarterly	KPI 1	TIP	
2. Continuous Process Improvement Benefits <ul style="list-style-type: none"> Green: >= \$450K Yellow: \$400K - \$449K Red: < \$400K Note: Year-end ranges reflected above. Interim targets exist.	Cumulative gross cost savings or cost avoidance identified through the Continuous Process Improvement Program, which includes Lean Six Sigma and other process improvement initiatives Westernwide during the current fiscal year.	Quarterly	KPI 2	CFO CPI Program	All business functions
3. FEVS Innovation Index <ul style="list-style-type: none"> Green: 1% increase over FY15 results Yellow: -1% to <1% over FY15 results Red: >= 1% decrease over FY15 results 	Measures the degree to which management has created an environment where employees can innovate. 5 innovation FEVS questions are Western defined. % of respondents indicating they agree (un-weighted average of all questions). FY 2015 result: 55.9%.	Annual	KPI 3	Innovation Program Leader	All managers
Asset Management					
1. Rate, Recovery and Return Dashboard: Baseline <ul style="list-style-type: none"> Q1: Discuss dashboard at a senior management meeting Q2: Discuss dashboard at a senior management meeting Q3: Discuss dashboard at a senior management meeting Q4: Refine prototype methodology and establish FY17 metric 	Rate, recovery and return metrics will track the ability of rates to recover annual costs and capital repayments, in addition to providing an early warning on potential rate recovery issues. Prototype is currently under development and will be refined in FY 2016 in order to have solid metrics in place for FY 2017.	Quarterly	KPI 2	FLC	PMCC, ITC
2. Reclamation Fund Receipts and Return <ul style="list-style-type: none"> Green: >=\$512M gross receipts, \$193.5M net return Yellow: >= \$319M to < \$512M gross; > \$0 to < \$193.5M net Red: < \$319M gross; \$0 net Note: Year-end ranges reflected above. Interim targets exist.	Quarterly cumulative Reclamation Fund cash receipts, gross of commitments (COE, net zero/PPW, alt. financing). Net Reclamation Fund cash receipts in excess of related commitments that are available for return to Treasury at year end (reported at end of year). Demonstrates receipt sufficiency to repay annual needs, customer advances and sufficient Treasury return. Source data is based on monthly financial reports.	Quarterly	KPI 2	FLC	N/A

Measures/Target	Description	Reporting Frequency	KPI Linkage	Execution Lead	Collaborate
Safety and Security					
1. Physical Security Risk Index: Baseline <ul style="list-style-type: none"> Green: 100% approved/initiated; FY 2017 metric est. Yellow: 75% to < 100% approved/initiated; FY 2017 metric est. Red: < 75% approved/initiated; FY 2017 metric est. Note: Year-end ranges reflected above. Interim targets exist.	Cumulative percentage of CIP-014 sites with approved Physical Security and Remediation Plans (PSRP) and initiated project plans. Establish FY 2017 metrics focused on reducing the levels of site physical security risk. Source data: Physical Security Risk Assessment (PSFA) and Physical Security Remediation Plan (PSRP). Success of this KPI relies heavily on collaboration between OSEM, OCIO and the Regions to execute their Physical Security and Remediation Plans for each CIP-014 site.	Quarterly	KPI 1	OSEM	OCIO, All regions
2. Cyber Security Response <ul style="list-style-type: none"> Green: 90% or more resolved within 3 days of identification Yellow: 80% - <90% of threats resolved within 3 days Red: <80% of threats resolved within 3 days 	% of cybersecurity threats resolved within 3 days of being identified by the QRADAR system/incident logs. Quarterly figures represent running weekly averages.	Quarterly	KPI 2	ITC	N/A
3. OSHA Recordable Incident Rate <ul style="list-style-type: none"> Green: ≤ 5-yr rolling average Yellow: Within 1 STDEV higher than historical norm Red: Within 2 STDEV higher than historical norm 	Measures the rate of Westernwide recordable illnesses and injuries per 100 full-time employees in a year. Calculations are OSHA defined, and quarterly calculation (hours/incidents) resets to 0 at the start of each fiscal year and are cumulative throughout the fiscal year. Uses incident data compiled from the regions and HQ on OSHA 300 incident logs.	Quarterly	KPI 3	S&OH	N/A
4. OSHA Days Away, Restricted or Transferred <ul style="list-style-type: none"> Green: ≤ 5-yr rolling average Yellow: > 0.5 - 0.8 (w/in 1 STDEV higher than historical norm) Red: > 0.8 - 1.1 (w/in 2 STDEV higher than historical norm) 	Measures the Westernwide rate of occupational injuries that led to days away from work, job restriction and job transfers during the fiscal year. Calculations are OSHA defined, and quarterly calculation (hours/incidents) are reset to 0 and are cumulative for each FY. Uses incident data compiled from the regions and HQ on OSHA 300 incident logs.	Quarterly	KPI 3	S&OH	N/A
Communication					
1. Stakeholder Engagement and Communication: Baseline <ul style="list-style-type: none"> Q1: Develop a high-level action plan for top 3 stakeholder engagement targets. Start collecting baseline data. Q2: Finalize plans. Continue to procure tools/develop processes to measure outreach/communication effectiveness in priority areas. Analyze baseline data. Q3: Test and refine tools/processes. Finalize baseline data. Q4: Identify which metrics will be part of the FY 2017 Western Scorecard, establish FY 2017 targets. 	Develop Westernwide stakeholder communication and engagement plan that focuses on key initiatives and stakeholder groups and defines relevant performance metrics. Collect baseline data for key metrics in FY 2016.	Quarterly	KPI 1	PAO	All councils, All regions
2. FEVS Managerial Communication Index <ul style="list-style-type: none"> Green: 1% increase over FY 2015 results Yellow: -1% to <1% over FY 2015 results Red: ≥ 1% decrease over FY 2015 results 	Measures the effectiveness of internal management and employee, and work group communication. 9 communication FEVS questions are Western defined. % of respondents indicating they agree (un-weighted average of all questions). FY 2015 result: 68.8%.	Annual	KPI 1	PAO	All managers

Measures/Target	Description	Reporting Frequency	KPI Linkage	Execution Lead	Collaborate
Human Capital Management and Organization Structure					
1. Human Capital Management Plan: Baseline <ul style="list-style-type: none"> • Q1: Acquire subscription/service to HCM leading practices, research, tools and analytics • Q2: Begin analysis • Q3: Complete analysis and develop draft the HCM plan • Q4: Coordinate and finalize Westernwide HCM plan (includes proposed metrics) 	Develop Westernwide Human Capital Management plan. Initial focus may emphasize workforce planning and succession management. In addition to the plan, we will baseline and identify relevant performance metrics.	Quarterly	KPI 1, KPI 3	HRO	All councils, All regions
2. FEVS Inclusion Index <ul style="list-style-type: none"> • Green: 1% increase over FY 2015 results • Yellow: -1% to <1% over FY 2015 results • Red: >= 1% decrease over FY 2015 results 	Measures the degree to which our employees feel Western has an inclusive workplace. 17 FEVS questions are OPM defined. % of respondents indicating they agree (un-weighted average of all questions). FY 2015 result: 58.5%.	Annual	KPI 3	EI&D	HRO
3. Days to Hire: Baseline <ul style="list-style-type: none"> • Q1: Start accurately tracking the time from vacancy to job posting. Develop days to hire dashboard by end of Q1. • Q2: Post/implement days to hire dashboard. • Q3: Refine the dashboard, if needed. Continue to implement CPI recommendations. • Q4: Establish FY 2017 days to hire targets. Determine the impact (if any) on the days to hire metric of the HR transition to a Shared Service Center. 	Focuses on reducing the number of days from the time a position is vacated until the position is filled. Reporting mechanisms will be put in place, baseline data collected and Lean Six Sigma changes recommended in FY 2016.	Quarterly	KPI 3	HRO	All councils, All regions
4. FEVS Engagement Index <ul style="list-style-type: none"> • Green: 67% or higher (White House goal) • Yellow: FY 2015 results to 66.9% • Red: Below FY 2015 results 	Measures the degree to which our employees feel engaged in the workplace. 15 FEVS questions are OPM defined. % of respondents indicating they agree (un-weighted average of all questions). FY 2015 result: 66.2%.	Annual	KPI 4	HRO	All managers

Appendix 2 – FY 2016 Initiatives

Initiative	Description / Benefit	Tactical Action Plan	Critical Pathway	Execution Lead	Collaborate
Power and Transmission Related Services					
1. "Markets" initiatives	Markets continue to form around us with historical bi-lateral trading partners contemplating or deciding to join. We must continue to assess the business case for joining and what role we should play in organized markets to continue to reliably deliver our firm power commitments. Multiple Westernwide and regional scenarios will be evaluated in FY 2016.	PTS 2	MBP	PMMC	PSOC
2. Business system improvements	The Power Marketing Management Council has identified to following high priority business system improvements:	PTS 1	BTOE		
a. Integrated Resource Planning program	Initiate development of a software tool to increase the efficiency and level of certainty for complying with the objectives of the Energy Policy and Management Program. A key component includes supporting our customers' integrated resource planning needs.			ITC	PMMC
b. Power Repayment Study	Initiate development of a standard PRS platform Westernwide to increase the consistency in developing rates, increase the accuracy of tracking repayments and reduce IT maintenance costs.			ITC	PMMC
3. Customer services evolution analysis	As a follow-up to the customer survey issued in Sept 2015, we will analyze responses and make recommendations for new or enhanced service opportunities. In addition, we will baseline a performance metric for our service delivery.	PTS 3	EOS	PMMC	PSOC, WMMC
4. BAL-003 strategy (frequency response)	FERC Reliability Standard BAL-003-1, Requirement R1, mandates an annual Frequency Response Measure (FRM) that is equal to or more negative than it's Frequency Response Obligation. Enforceable April 2016, we will develop and implement systems and procedures to comply.	PTS 1	BTOE	PSOC	ITC
5. Planning coordinator services strategy	In response to an ongoing WECC "Planning Coordinator Function Task Force," in addition to specific customer inquiries, we will begin evaluating opportunities to serve as a Planning Coordinator within the WECC regional territory.	PTS 3	EOS	PSOC	PMMC
Energy Infrastructure					
1. Critical Infrastructure Protection v5	Continue to implement security protections required by FERC under CIP Version 5 in Order 791. Standards become enforceable effective April 1, 2016.	EI 1	BTOE	COO	WMMC, PSOC, ITC
2. Real-time contingency analysis	NERC Standard TOP-001-3 requires a real-time assessment of transmission systems conditions every 30 minutes as a means to mitigate future cascading outages. Likely enforceable by Spring 2016, we're focusing on maturing Energy Management System advanced applications to ensure confidence in a real-time solution and comply with the standard.	EI 1	BTOE	PSOC	ITC
3. Transmission outage application	Implement a single, Westernwide tool to accomplish outage coordination, tracking, TADS reporting and real-time operator logging requirements. Aimed at improving cross-regional information sharing, increased productivity and decreased maintenance.	EI 2	BTOE	PSOC	ITC

Initiative	Description / Benefit	Tactical Action Plan	Critical Pathway	Execution Lead	Collaborate
Partnership and Innovation					
1. FY 2016 IT Projects: operational and business systems	The IT Leadership Council coordinated across the various functional councils and business units to consolidate and prioritize a master list of FY 2016 projects. The selected projects reflect mandatory needs driven by legislative or regulatory mandates and efficiencies gained through operational standardization, automation and reduced maintenance support.	P&I 1	BTOE	ITC	Various
2. Transmission Infrastructure Program strategy	TIP will continue to support existing projects and has identified a pipeline of several projects that may request a loan under Western's Borrowing Authority. To expand marketing efforts, TIP partnered with DOE's Loan Program Office to release 2 solicitations aimed at transmission and utility scale/aggregate storage. Overall, TIP is targeting loan applications totaling 20% of Western's Borrowing Authority.	P&I 4	MBP	TIP	Regions
3. Continuous Process Improvement	Continuous Process Improvement includes formal projects utilizing the Lean Six Sigma process improvement methodology in addition to improvements proactively initiated within work groups. Our Lean6 effort for FY 2016 will encompass 4 black belt level projects, completion of 12 projects from our inaugural green belt class and the selection of additional projects under a second green belt class. In addition, we intend to make strides cultivating a more proactive approach to "localized" innovations.	NEW	BTOE	CFO	Various
4. EPTC stakeholder engagement	Western's EPTC desires to increase collaboration with its internal and external stakeholders to continuously improve and deploy advanced power system simulation and training that is relevant. EPTC will create a more inclusive internal stakeholder steering committee to collaborate on how best EPTC can support Western mission areas with this goal. EPTC will also seek to establish an external stakeholder steering committee to address mutually beneficial partnership opportunities with customers, industry partners, academia and/or other government agencies aimed at the same goal.	P&I 6	MBP	EPTC	ITC, PMMC, PSOC, WMMC
Asset Management					
1. Transmission Asset Management strategy	The TAM program has identified 5 overall objectives consistent with the Roadmap and 4 specific initiatives aimed at achieving those objectives. The specific initiatives include: 1) TAPM office stand-up/staffing; 2) Develop and publish a Strategic Asset Management plan; 3) Initiate an asset lifecycle management project; 4) Plan for adding assets to the TAM program.	AM 1	BTOE	TAPM	TAMSC, ITC
2. Sustainable funding strategies	In addition to continually refining the precision of our data-driven 10-year capital plans, Western is analyzing a variety of scenarios to maintain a sound financial posture:	AM 2	BTOE, MBP		
a. Long-term purchase power analysis	Changes in our operating environment, such as regulations, increasing intermittent resources and hydro volatility, drive the need to analyze whether or not Western's customers would benefit from a long-term purchase power agreement. We will perform analysis and prepare a business case to support a go vs. no-go decision.			PMMC	PSOC, FLC

Initiative	Description / Benefit	Tactical Action Plan	Critical Pathway	Execution Lead	Collaborate
b. Debt refinancing options	Western kicked off an initiative in 2015 to review the portfolio of unpaid obligations and evaluate a variety of options to possibly reduce the effective annual interest costs while controlling negative unintended consequences; thus lowering the power and transmission rates paid by our customers. The team determined 4 options, plans to further refine these in FY16, with the expectation to make a go vs.no-go decision to pursue.			PMMC	FLC
c. Unobligated balance strategy	To provide for continuity of operations under contingency scenarios, Western maintains unobligated balances in the areas of annual operations and maintenance, capital investment, purchase power and wheeling, and cash flow. Based on existing principles and procedures, the FLC will establish FY16 thresholds to ensure there is adequate funding in the event of contingencies. Related strategies and options may also be reviewed to help Western identify the most effective means to fund its operations long-term.			FLC	PMMC
Safety and Security					
1. Physical security risk assessment program	OSEM will continue physical security assessments of Western's substations with 75 planned for the next year. For those already completed, focus will shift to working with the regions to develop and implement risk mitigation plans to include those locations subject to Critical Infrastructure Protection standard 014 (enforceable Oct 2015).	S&S 3	BTOE	OSEM	WMMC, PSOC, ITC
2. Emergency management program - Regional implementation	Order 151.1 established policy for Western's Emergency Management Program. The overarching goal is to integrate emergency and continuity program requirements in a comprehensive "all-hazard" system that provides the capability to seamlessly transition from normal operations to a coordinated Western emergency response. In FY 2016, we will focus on a consistent approach to regional implementation.	S&S 4	BTOE	OSEM	Regions, ITC
3. Cyber security program	Continue to implement a risk-based cyber security program that protects the confidentiality, integrity and availability of both Western's systems and data, while remaining compliant with federal and industry regulatory requirements. In FY 2016, our program will execute 11 specific initiatives consistent with these objectives.	S&S 3	BTOE	ITC	Various
4. Human Performance and Just Culture	Human Performance and Just Culture combines 2 related initiatives. In combination, these initiatives focus on continuous improvement around human error, proactive employee participation and an approach to employee feedback/discipline that is perceived to be fair. We will start to assess and implement these initiatives through a series of 3 surveys that baseline our employees understanding of their work environment in these areas.	S&S 1	BTOE	S&OH	WMMC, PSOC

Initiative	Description / Benefit	Tactical Action Plan	Critical Pathway	Execution Lead	Collaborate
Communication					
1. Public relations strategy	Our public relations strategy is aimed at improving communication, trust, transparency, perception and reputation with our top 3 stakeholder groups: customers, congressional reps, and employees. In FY 2016, we will employ tools to collect baseline data around the effectiveness of our existing communications targeting each of these stakeholder groups.	CM 2	MBP	PAO	Regions, HQ orgs, WLO
2. Marketing strategy	Our marketing strategy, focused on demonstrating the value of our power marketing, transmission services and ancillary services, will emphasize 3 components in FY 2016: 1) a comprehensive branding strategy to include a roadmap for our future website; 2) media relations and campaigns; 3) secondary research identifying the public's opinion of government's role in the utility industry.	CM 2	MBP	PAO	Regions, ITC
Human Capital Management and Organization Structure					
1. Implement PMA-shared service center	As our HR organization migrates to the PMA shared service center, an important component will be building the Business Partner function with a go-live date of Oct 1, 2016. The Business Partner function will remain on-site, providing consultative HR services in the areas of: strategic planning & organization mgt; organization & position mgt; workforce planning & analysis; staffing and recruitment advice; onboarding; labor relations; employee relations advice; compensation mgt; quality of life; training & development.	HCM 1	MBP	HRO	HQ orgs, Regions
2. Westernwide human capital management plan	The HR office will initiate a more robust approach to Western-wide HCM planning in FY 2016. This initial plan may focus on succession planning/management and workforce planning/analysis. In addition, we will develop relevant HCM metrics to measure progress toward our objectives in these areas.	HCM 4	BTOE	HRO	HQ orgs, Regions
3. Follow-up to leadership development survey	In FY 2015, we identified top leadership competencies we expect from Western leaders and conducted a Westernwide survey of all those performing in a leadership capacity. In FY 2016, we will provide training opportunities for the top 3 competency development needs.	HCM 3	BTOE	HRO	
4. Engineer special pay rates	Western partnered with the other PMAs to conduct an analysis to assess the need for special pay rates for the engineering series. The analysis concluded a need for increase pay rates in order to attract and retain engineering talent. We've proceeded with submitting a special pay rate request through the DOE to OPM and are postured to support further analysis, as needed, by DOE and OPM.	HCM 2	BTOE	WMMC	PSOC, HRO
5. Diversity & Inclusion committee	The purpose of the Diversity and Inclusion Committee is to provide Westernwide cohesive leadership toward the objective of recruiting and retaining a high-performing, diverse and inclusive workforce. The committee will research potential barriers to diversity and inclusiveness and then present data-driven recommendations to senior leadership.	HCM 2	BTOE	EI&D	HQ orgs, Regions
6. Organization/ Structural assessment projects	Western will continue with the holistic approach to evaluating organizational structures, governance and processes. Learning from the changes made in OCFO, OCOO and OCIO organizations, we will start by developing criteria and a heat map to reprioritize potential organization assessments identified by the senior management team in 2014.	HCM 1	BTOE	Strategy	Various



WESTERN AREA POWER ADMINISTRATION
P.O. Box 281213
Lakewood, CO 80228-8213
www.wapa.gov



U.S. DEPARTMENT OF
ENERGY