

# Strategic Roadmap 2024

FY 2017 Annual Performance Plan

October 2016



**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. WAPA's challenge and opportunity as an organization is to prepare for changes in the energy frontier.

WAPA refreshed its latest strategic plan in October 2016, which consists of the Strategic Roadmap 2024 and an appendix, the Tactical Action Plan. This annual performance plan summarizes the specific actions we will perform in Fiscal Year 2017 and how we will evaluate their success toward meeting WAPA's strategic goals. The figure to the right illustrates how tactical actions and performance measures fit with the elements of the Roadmap and WAPA's mission.

# How it all fits together



# Summary of FY 2017 Annual Performance Plan

The table briefly describes the Strategic Target Area measures, targets and related initiatives for FY 2017. The first column lists the specific performance area we want to measure and the target measure. The second column provides a description of the measurement and its use. The third column identifies the frequency of reporting for the measure. The fourth column identifies the Key Performance Indicator, or KPI, which define the expected results or desired outcomes within each of the five Strategic Target Areas. KPIs often endure for multiple years. The last two columns list the organizational lead for the target area and other organizations responsible for collaborating on the target area.

Strategic Target Areas	Measures	Targets	Initiatives	TAP
<b>Mission Critical Customer Services in an Evolving Industry</b>				
KPI 1 - Enhanced value of services	1. Targeted Services Participation / Utilization	1. Baseline	1. Markets and Transmission Strategy 2. Power Repayment Study (PRS)	MCCS 3 MCCS 1
<b>Asset Management 2.0</b>				
KPI 1 - Improve performance and reliability	1. Tier I Asset Analysis	1. >= 70% of Tier I Assets	1. Complete Strategic Asset Management Plan (SAMP)	AM2 1.1
KPI 2 - Promote sound risk management	2. Program Tier I Data Use	2. >= 95% of Tier I Data Use	2. T-line assessment and analytics	AM2 1.2
KPI 3 - Sustain sufficient funding	3. NATF Integrated Performance Index	3. > NATF Member Average	3. Unobligated balances strategy	AM2 1
	4. Accountable Outage Index	4. < 1 Standard Deviation from Historical Norm		
	5. Reclamation Fund Receipts and Return	5. Quarterly Milestones		
<b>Technology Performance</b>				
KPI 1 - Investments produce improvements	1. Systems Availability (GSS Network) 2. Systems Availability (SCADA/EMS)	1. >= 99.95% availability 2. >= 99.95% availability	1. FY17 Technology Projects 2. Data architecture maturity 3. Financial Information Management System (FIMS) enhancements	TP 1 TP 2 TP 3
<b>Security - Physical &amp; Cyber</b>				
KPI 1 - Reduce physical security risk	1. Mitigation Strategies Complete	1. >= 95% completed	1. Physical security program	S/P&C 1
KPI 2 - Mature cyber security capabilities	2. Site LOP-RISK Spread 3. Cyber Security Response	2. Risk reduction across top 10 CIP sites 3. 90% resolved within 3 days	2. Cyber security program	S/P&C 2
<b>People and Organization</b>				
KPI 2 - Develop high-performing workforce	1. Number of Qualified Interviewees	1. Baseline	1. Stand-up Human Resources Advisory Office (HRAO)	P&O 1
KPI 3 - Reduce hiring and retention barriers	2. Use of Alternative Hiring Methods	2. >= 12 uses of alternative methods	2. Implement Acquisition Management assessment recommendations	P&O 4.1
KPI 4 - Increase performance and engagement	3. Internal Customer Awareness	3. >= 80% awareness / satisfaction	3. Continuous improvement program	P&O 5
KPI 5 - Investments produce improvements	4. FEVS Engagement Index 5. FEVS Inclusion Index 6. Continuous Process Improvement Initiatives	4. 67% (White House target) 5. >= 62% 6. >= 7 projects originating out of CPI program	4. Inclusion and Diversity committee	P&O 6
<b>Safety Enablers</b>				
KPI 1 - Maintain high levels of personal safety	1. OSHA Recordable Incident Rate (RIR) 2. OSHA Days Away, Restricted, or Transferred (DART)	1. RIR <= 1.5 2. DART <= 0.7	Enduring Program	Enduring Program

These performance measures will challenge us to sustain or improve performance and will be used to answer the question “How is WAPA doing?” Similar to last year, we maintain diversity in our performance measures by using 17 quantifiable performance targets and 2 quantifiable baseline measures that cover all strategic target areas. Some important improvements for these performance measures over previous years include:

- Increasing the emphasis on asset management: We have four measures within our Asset Management 2.0 Strategic Target Area that will measure both the reliability of our transmission system, and the analysis and use of the data collected through our comprehensive Asset Management program.
- Striving for improved physical security: Going beyond the baseline of knowing where improvements can be made, we are now positioned to implement significant mitigation strategies and measure the impact of those strategies on our assessed levels of protection and assessed levels of risk at critical sites.
- Re-enforcing the significance of our technology: We have highlighted the importance of our technology performance by introducing measures that ensure our critical systems, such as our GSS network and SCADA/EMS systems, are available and reliable.
- Learning more about what our customers and other stakeholders think: We will evaluate and assess the services our customers use and do not use, so as to ensure our limited resources are put against the most valuable offerings customers need and want.
- Continuing our focus on people with improved employee engagement and a highly qualified workforce: We remain accountable for listening to and acting upon the results of our employee satisfaction survey with emphasis on the Employee Engagement and Inclusion. We will also enhance our recruitment strategies to target a highly qualified candidate pool through the use of additional techniques, including alternative hiring methods.

The attached appendices provide more specific explanations of our FY 2017 performance measures and supporting initiatives. WAPA’s Strategy office can provide more detailed information about each performance measure, target and associated initiative. Please contact [strategicplanning@wapa.gov](mailto:strategicplanning@wapa.gov) with any questions or feedback.

## Mission

Market and deliver clean, renewable, reliable, cost-based federal hydroelectric power and related services

## Vision

Continue to provide premier power marketing and transmission services to our customers, as well as contribute to enhancing America’s security and sustaining our nation’s economic vitality

## 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

Initiative	Description	Reporting Frequency	KPI Linkage	Execution Lead	Collaborate
<b>Mission Critical Customer Services in an Evolving Industry</b>					
1. Targeted Services Participation / Utilization <ul style="list-style-type: none"> <li>•Q1: Baseline tracking</li> <li>•Q2: Baseline tracking</li> <li>•Q3: Baseline tracking</li> <li>•Q4: Baseline tracking</li> </ul>	Measures the utilization of select energy services offered to WAPA customers; where we advocate a service as value-add, illustrates the effectiveness of our outreach; were services are underutilized, provides an opportunity to focus resources elsewhere. Baselineing Equipment Loan Program and Full Supply Power Service Contracts for utilization during FY17. Average percent of customer utilization across these services.	Quarterly	KPI 1: Services are value added and customized to achieve customer satisfaction.	PMMC	PSOC, WMMC
<b>Asset Management 2.0</b>					
1. Tier I Asset Analysis <ul style="list-style-type: none"> <li>•Green: &gt;= 70% of Tier I assets (mid-year &gt;= 60%)</li> <li>•Yellow: 65-69.9% of Tier I assets (mid-year 57 - 59.9%)</li> <li>•Red: &lt; 65% of Tier I assets (mid-year &lt; 57%)</li> </ul>	Measures the percent of Tier I assets captured in the asset management program. Tier I assets are defined as circuit breakers, transformers, and transmission lines. "In the asset management program" is defined as an asset having a recorded Health Index and a Consequence Score. The number of assets will be weighted by the estimated replacement value, emphasizing the significance of higher valued assets coming into the program. FY17 targets represent an approximate addition of ~200 transmission line segments into the program.	Annual	KPI 2: Asset management processes reduce risk to improve asset value.	TAMP	TAMSC
2. Program Tier I Data Use <ul style="list-style-type: none"> <li>•Green: &gt;= 95%</li> <li>•Yellow: 90 - 94.9%</li> <li>•Red: &lt; 90%</li> </ul>	Measures the extent at which WAPA emphasizes the use of AM data to support strategic and operational actions. Data includes Health Index, Consequence Score, Probability of Failure, and Risk Score. Uses the count of assets exceeding a program threshold as of the annual Asset Risk Reports; and the count of assets exceeding a program threshold and listed in the Risk Register Report with an active contingency plan or completed mitigation. Percent of those assets having an active contingency plan.	Quarterly	KPI 2: Asset management processes reduce risk to improve asset value.	TAMP	TAMSC
3. NATF Integrated Performance Index <ul style="list-style-type: none"> <li>•Green: Above NATF member average</li> <li>•Yellow: At NATF member average</li> <li>•Red: Below NATF member average</li> </ul>	IPIL 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: Transmission performance is improved to enhance reliable delivery of hydropower and related services.	WMMC	PSOC
4. Accountable Outage Index <ul style="list-style-type: none"> <li>•Green: &lt; 1 STDEV from historical norm</li> <li>•Yellow: 1 to 2 STDEV from historical norm</li> <li>•Red: &gt; 2 STDEV from historical norm</li> </ul>	Measures number of standard deviations from historical norm. Includes customer outages > 1 minute Includes transmission element outages > 5 minutes.	Quarterly	KPI 1: Transmission performance is improved to enhance reliable delivery of hydropower and related services.	PSOC	COO Technical Services
5. Reclamation Fund Receipts and Return <ul style="list-style-type: none"> <li>•Q1: Finalize unobligated funds strategy and receive alignment from appropriate parties</li> <li>•Q2: Finalize tactical action plans and develop targets based on approved and adopted strategy</li> <li>•Q3: Execute on tactical actions at, or within an acceptable margin of, developed targets for Q3</li> <li>•Q4: Execute on tactical actions at, or within an acceptable margin of, developed targets for Q4</li> </ul>	Net Reclamation Fund cash receipts in excess of related commitments (COE, net zero/PPW, alt. financing) 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. Dependent on a final strategy / tactics related to unobligated fund balances in order to execute properly. Source data is based on monthly financial reports.	Quarterly	KPI 3: Sustainable funding is sufficient to support core mission needs.	FLC	

Initiative	Description	Reporting Frequency	KPI Linkage	Execution Lead	Collaborate
<b>Technology Performance</b>					
1. Systems Availability (GSS Network) •Green: >= 99.95% •Yellow: 99.0 - 99.94% •Red: < 99.0%	Measures the extent at which other critical systems, GSS Network, are online and running as expected. Percent of the time these systems are up and running.	Quarterly	KPI 1: Technological innovation investments produce expected improvements to ensure efficiency and sustain innovation.	ITSLT	
2. Systems Availability (SCADA/EMS) •Green: >= 99.95% •Red: < 99.95%	Measures the extent at which significant systems, SCADA/EMS, are online and running as expected (includes underlying infrastructure, network computer systems, communication links, and storage devices). Percent of the time these systems are up and running.	Quarterly	KPI 1: Technological innovation investments produce expected improvements to ensure efficiency and sustain innovation.	ITSLT	
<b>Security - Physical &amp; Cyber</b>					
1. Mitigation Strategies Complete •Q1: Green >= 20%; Yellow 15 - 19.9%; Red < 15% •Q2: Green >= 45%; Yellow 40 - 44.9%; Red < 40% •Q3: Green >= 70%; Yellow 65 - 69.9%; Red < 65% •Q4: Green >= 95%; Yellow 90 - 94.9%; Red < 90%	Measures the ability to execute according to plans with regards to physical security remediation per site risk assessment. There are currently 400+ mitigation strategies to be implemented during the fiscal year. Percent of mitigation strategies from approved remediation completed according to schedule for FY17. Source data for FY17 planned and actual activity as recorded by OS&EM.	Quarterly	KPI 1: The risk of a physical security breach is reduced to provide workplace security.	OSEM	Regions
2. Site LOP-RISK Spread •Green: All sites assessed, observe any increase in LOP-RISK spread •Yellow: One (1) site assessed, observes a decrease in LOP-RISK spread •Red: Two or more (2+) sites assessed, observe a decrease in LOP-RISK spread	Measures the impact of mitigation strategies on the spread between assessed level of protection (LOP) and the assessed level of risk (RISK), at 10 critical infrastructure protection (CIP) sites. Spread is defined as the difference, or distance, between the average LOP and average RISK, across all 30 undesired site events. An increase in distance of LOP over RISK suggests an improved physical security condition at the site. Number of sites re-assessed, with a resulting increase in spread. Dependent on NERC's re-assessment schedule determination.	Quarterly	KPI 1: The risk of a physical security breach is reduced to provide workplace security.	OSEM	Regions
3. Cyber Security Response •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: Organizational cyber security maturity increases to improve business performance.	ITC	

Initiative	Description	Reporting Frequency	KPI Linkage	Execution Lead	Collaborate
<b>People and Organization</b>					
1. Number of Qualified Interviewees <ul style="list-style-type: none"> <li>•Q1: Baseline</li> <li>•Q2: Baseline</li> <li>•Q3: Baseline</li> <li>•Q4: Baseline</li> </ul>	Targets a select group of occupations that are considered a current need for WAPA. Measures HR's ability to improve the number of highly qualified interview candidates available for hiring and the success at which the identified pool of interviewees meet the desired qualifications, based on post-interview evaluation. FY17 will be a baseline development year. Occupations of focus for FY17 are: Real Time Engineers, Security, Information Technology, SCADA, Asset Management, Linemen, Electricians, and Craftsmen.	Quarterly	KPI 2: Budget and full time equivalents are strategically managed to secure and maintain an optimal workforce. KPI 3: Barriers to hiring and retention of highly qualified, diverse employees are addressed to attract and maintain a high performing workforce.	HRAO	
2. Use of Alternative Hiring Methods <ul style="list-style-type: none"> <li>•Q1: Green &gt;= 3; Yellow 1 - 2; Red = 0</li> <li>•Q2: Green &gt;= 6; Yellow 2 - 5; Red &lt; 2</li> <li>•Q3: Green &gt;= 9; Yellow 3 - 8; Red &lt; 3</li> <li>•Q4: Green &gt;= 12; Yellow 4 - 11; Red &lt; 4</li> </ul>	Targets the increased use and success of a select group of alternative employment mechanisms. Measures HR's ability to increase the use of alternative employment mechanisms to reach a larger number and more highly qualified set of candidates and the success of these alternatives in acquiring and hiring talent. FY17: On the Spot Hiring, Open and Continuous Announcements, Pathways Program, and Schedule A. Number of times an alternative method was used in lieu of the conventional method.	Quarterly	KPI 2: Budget and full time equivalents are strategically managed to secure and maintain an optimal workforce. KPI 3: Barriers to hiring and retention of highly qualified, diverse employees are addressed to attract and maintain a high performing workforce.	HRAO	
3. Internal Customer Awareness <ul style="list-style-type: none"> <li>•Green: &gt;= 80% awareness AND &gt;= 80% satisfaction</li> <li>•Yellow: 70-79.9% awareness OR 70-79.9% satisfaction</li> <li>•Red: &lt; 70% awareness OR &lt; 70% satisfaction</li> </ul>	Measures internal customer awareness of Human Resources' and Procurement's expanded capabilities and overall satisfaction with these particular functions. Deploy an Annual survey in Q4 related to HR and Procurement. Target survey audience may include all types of customers; for example, hiring managers and/or newly on-boarded employees for HR. Awareness of 80% and top tier rating of customer satisfaction of services of 80% (i.e. good / very good)	Annual	KPI 4: Workforce performance and employee engagement are increased.	HRAO, Procurement	
4. FEVS Engagement Index <ul style="list-style-type: none"> <li>•Green: 67% or higher (Administration's FY16 Goal)</li> <li>•Yellow: FY 16 results to 66.9%</li> <li>•Red: Below FY16 results</li> </ul>	Measures the degree to which our employees feel engaged in the workplace. 15 FEVS questions, OPM-defined. Percent of respondents indicating they agree (un-weighted average of all questions).	Annual	KPI 4: Workforce performance and employee engagement are increased.	HRAO	All managers
5. FEVS Inclusion Index <ul style="list-style-type: none"> <li>•Green: &gt;= 62%</li> <li>•Yellow: 60 - 61.9%</li> <li>•Red: &lt; 60%</li> </ul>	Measures the degree to which our employees feel Western has an inclusive workplace. 17 FEVS questions, OPM-defined. Percent of respondents indicating they agree (un-weighted average of all questions).	Annual	KPI 3: Barriers to hiring and retention of highly qualified, diverse employees are addressed to attract and maintain a high performing workforce.	HRAO	OEID
6. Continuous Process Improvement Initiatives <ul style="list-style-type: none"> <li>•Green: &gt;= 7 projects</li> <li>•Yellow: 5 - 6 projects</li> <li>•Red: &lt; 5 projects</li> </ul>	Measures the degree to which management has created an environment where employees can innovate and improve processes through a cadre of trained green belt specialists. Number of process improvement initiatives completed during the fiscal year, originating out of the Continuous Process Improvement (CPI) Program.	Quarterly	KPI 5: Technological and innovation investments produce expected improvements to ensure efficiency and sustain innovation.	CPI Program	All business functions

Initiative	Description	Reporting Frequency	KPI Linkage	Execution Lead	Collaborate
<b>Safety Enablers</b>					
<p>1. OSHA Recordable Incident Rate (RIR)</p> <ul style="list-style-type: none"> <li>•Green: RIR &lt;= historical average x 110% (FY15 = 1.5) [current 3-yr historical average will build to 5-yr]</li> <li>•Yellow: RIR &gt; average (1.5) and &lt;= average + 1 std. dev. (1.8)</li> <li>•Red: RIR &gt; average + 1 std. dev. (1.8)</li> </ul>	Measures the rate of Western-wide recordable illnesses and injuries per 100 full-time employees in a year (calculations are OSHA-defined). Calculations are OSHA-defined and quarterly calculation (hours/incidents) reset 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	Strategic Enabler: Safety and Occupational Health program excellence is maintained to achieve high levels of personal safety.	S&OH	Regions
<p>2. OSHA Days Away, Restricted, or Transferred (DART)</p> <ul style="list-style-type: none"> <li>•Green: DART &lt;= historical average x 110% (FY15 = 0.7) [current 3-yr historical average will build to 5-yr]</li> <li>•Yellow: DART &gt; average (0.7) and &lt;= average + 1 std. dev. (1.1)</li> <li>•Red: DART &gt; average + 1 std. dev. (1.1)</li> </ul>	Measures the Western-wide 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	Strategic Enabler: Safety and Occupational Health program excellence is maintained to achieve high levels of personal safety.	S&OH	Regions

## Appendix 2 – FY 2017 Initiatives

Initiative	Description / Benefit	Tactical Action Plan	Execution Lead	Collaborate
<b>Mission Critical Customer Services in an Evolving Industry</b>				
1. Markets and Transmission Strategy	WAPA will continue to evaluate WAPA-wide market strategies and options in a coordinated fashion. Net benefits analysis is under way for RMR, CRSP, DSW, and SNR. Our near-term decision facing involved the Mountain West Transmission Group (MTWG) and how to address market alternatives in addition to transmission strategy.	MCCS 3	PMMC	PSOC
2. Power Repayment Study (PRS)	Initiate development of a standard PRS platform, WAPA-wide, to increase the consistency in developing rates, increase the accuracy of tracking repayments, reduce IT maintenance costs, and improve security.	MCCS 1	PMMC	ITSLT
<b>Asset Management 2.0</b>				
1. Complete Strategic Asset Management Plan (SAMP)	Collaborate with asset and resource owners to complete the SAMP that best accounts for the balance between asset class importance to the overall transmission system and our ability to resource the data capture effort.	AM2 1.1	TAMP	TAMSC
2. T-line assessment and analytics	Continue progress with transmission line data capture and analytics at the structure level that will allow Western to have a better understanding of its overall transmission line system health and develop a replacement strategy.	AM2 1.2	TAMP	TAMSC, ITSLT
3. Unobligated balances strategy	Finalize and execute a plan to bolster sustainable funding through a defined unobligated balances strategy. Multi-year strategies and tactics will target minimum contingency levels for WAPA's operating and maintenance, capital, and purchasing power and wheeling carryover purposes while mitigating unplanned rate increases.	AM2 1	FLC	PMMC
<b>Technology Performance</b>				
1. FY17 Technology Projects	The IT Senior Leadership Team coordinated across the various functional councils and business units to consolidate and prioritize a master list of FY17 projects. The selected projects reflect mandatory needs driven by legislative or regulatory mandates and efficiencies gained through operational standardization, automation, and reduced maintenance support.	TP 1	ITSLT	Various
2. Data architecture maturity	As part of our enterprise architecture strategy, WAPA will focus on the importance of data integrity in FY17. We will develop data architecture principles, review processes, technology standards, and governance / assurance processes.	TP 2	ITSLT	Various
3. Financial Information Management System (FIMS) enhancements	Develop and deploy a series of financial system enhancements aimed at avoiding costs and/or meeting compliance requirements. Key enhancements planned for FY17 include: 1) Migrating audit adjustments ledger to production; 2) Prior year accounting reporting compliance; 3) Add miscellaneous income (1099) capability; 4) Database migration.	TP 3	FLC	ITSLT

Initiative	Description / Benefit	Tactical Action Plan	Execution Lead	Collaborate
<b>Security / Physical &amp; Cyber</b>				
1. Physical security program	Continue to execute a risk-based physical security program designed to protect people, property, information, and federal power assets. Key elements involve risk assessments and remediation, performance assurance, and emergency preparedness.	S/P&C 1	OSEM	Regions
2. Cyber security program	Continue to execute a risk-based cyber security program that protects the confidentiality, integrity and availability of both WAPA's systems and data, while remaining compliant with federal and industry regulatory requirements.	S/P&C 2	ITSLT	Regions
<b>People and Organization</b>				
1. Stand-up Human Resources Advisory Office (HRAO)	Implement the HRAO to provide strategic human capital advice and guidance to all levels of management and other business partners in analyzing workforce issues and proposing solutions to HR matters. The transition plan will include redefined roles and responsibilities, training and tools for the assigned staff, and communication / collaboration with business partners.	P&O 1	HRAO	HQ orgs, Regions
2. Implement Acquisition Management assessment recommendations	WAPA completed an assessment of its end-to-end Acquisition Management functions and will implement recommendations covering the following areas: 1) Enhanced capabilities in the areas of spend analytics, category management, and performance management; 2) Operating model / governance approach including a category management framework and an IT purchasing pilot; 3) Multiple continuous improvement projects 4) Multiple human capital needs to support implementing the recommendations and building core competencies to sustain the change effort.	P&O 4.1	Procurement	HQ orgs, Regions
3. Continuous improvement program	Serve as Project Lead for continuous process improvement efforts supporting Roadmap 2024 and WAPA's cost containment philosophy. Collaborate with business unit leaders to identify 7-10 projects per year that provide the most benefit to mission delivery within the context of Roadmap 2024.	P&O 5	CPI PROGRAM	HQ orgs, Regions
4. Inclusion and Diversity committee	Chartered in FY16, the committee will complete initial analysis and provide recommendations to senior leadership in the following areas: Leadership programs; Performance plan elements; Recruitment and hiring; Sustainability.	P&O 6	OEI&D	HQ orgs, Regions





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U.S. DEPARTMENT OF  
**ENERGY**