

To comment on this straw proposal, please visit the [comment form](#). The comment period ends November 2, 2020.

Task Force Assignment

The WECC Board of Directors directed the Stakeholder Engagement Task Force (SETF) to:

1. Develop potential structures for the organization that will improve the stakeholder engagement model;
2. Consider whether stakeholder groups should either disband or go on hiatus if no current analysis or work product is needed;
3. Consider how WECC team members should engage with stakeholders to improve WECC's ownership of work products; and
4. Develop metrics to track whether implemented changes are improving stakeholder engagement.¹

Task Force Straw Proposal

A straw proposal is a draft plan that serves as a starting point in the evolution of a project. A straw proposal is not expected to be the last word; it is refined into a final product that resolves the issues within the scope and nature of the project. A straw proposal is intended to generate discussion of the advantages and disadvantages of the key elements of the proposal and to provoke new and better ideas. The SETF offers this straw proposal as a potential means of improving stakeholder engagement at WECC. The straw proposal's organizational outline includes five elements:

1. **Standing Committees:** Retain the Reliability Assessment Committee (RAC). Disband the Operating Committee (OC) and the Market Interface Committee (MIC), and create a new Operations, Security, and Market Interface Committee (OSMIC). The membership of the RAC and the OSMIC should be limited to a fixed number of stakeholders serving staggered terms.
2. **Performance Review Board:** Disband the Joint Guidance Committee (JGC) and create a new Performance Review Board (PRB) to ensure the RAC and OSMIC are delivering relevant and timely work products to the appropriate audiences.
3. **Standing Committee Project Management:** Require every project or initiative of a Standing Committee that will produce a work product to have WECC project management support assigned by WECC Executive Team.

¹ [Section 4.9 Committee Final Report and Recommendations](#), May 29, 2020 at page 6.

4. **Subcommittees, Work Groups and Task Forces:** Disband all subcommittees, work groups, and task forces that are not directly involved in the development of Standing Committee work products. All stakeholder gatherings to share information, discuss issues, and network will be managed through the WECC Strategic Engagement team and will take the form of trainings, workshops, and forums.
5. **Performance and Stakeholder Metrics:** The Performance Review Board will establish performance metrics for project management and stakeholder engagement of the Standing Committees.

Rationale for Straw Proposal Elements

Element 1: Standing Committees

The WECC Board of Directors directed this task force to consider whether stakeholder groups should either disband or go on hiatus if work products are not being produced. We believe that the primary purpose of the Standing Committees should be the delivery of seasonal, quarterly, annual, or bi-annual work products. Stakeholder networking and information sharing should be viewed as a secondary benefit of participation on a Standing Committee.

The RAC has developed a study program that provides reliability assessments aligned with the WECC Long-Term Strategy and Reliability Risk Priorities. Because this is a committee focused on delivering impactful work products, we propose to retain this committee.

Although the OC delivers a few periodic work products, it is primarily viewed as a networking and information sharing committee. The MIC has traditionally been a networking and information sharing committee. We propose to disband these two committees and create a new Operations, Security, and Market Interface Committee (OSMIC) that is focused on delivering meaningful and impactful work products.

We recommend that the RAC and OSMIC be limited to a fixed number of stakeholders serving staggered terms to set a clear expectation that members serving on these committees will perform work that leads to the development of work products aligned with the WECC Long-Term Strategy and Reliability Risk Priorities.

Element 2: Performance Review Board

We believe the best way to improve both the quality and quantity of stakeholder engagement at WECC is to give stakeholders the chance to help develop timely, relevant, and meaningful work products. If WECC is producing rigorous and impactful work products, the best and brightest subject matter experts will want to participate.



SETF Straw Proposal for Committee Structure

We propose to create a Performance Review Board (PRB) to ensure the RAC and OSMIC are delivering relevant and timely work products to the appropriate audiences. The PRB will evaluate each committee according to a set of criteria, including:

- Has the committee identified work and specific deliverables that align with the WECC Long-Term Strategy and Reliability Risk Priorities?
- Has the committee identified timelines and specific deadlines that support and coordinate with WECC's goals and work?
- Has the committee worked with (or have plans to work with) WECC's Strategic Engagement team to develop communications and outreach plans for all work products and other stakeholder engagement needs, e.g., data requests, surveys, and webinars?
- Will the committee include all the necessary technical experts and other subject matter experts necessary to produce relevant and timely work?

The PRB will be a small committee consisting of members from WECC management, stakeholder leadership, and the Board of Directors. A member of the Board will chair the PRB and report to the Board. The composition of the group will ensure objectivity in evaluating the performance of the Standing Committees. The PRB will meet as needed, but at least annually, to evaluate the performance of the Standing Committees.

The PRB should provide guidance and leadership direction to the Standing Committees. It should not simply monitor the Standing Committees. The PRB should be an "active" not a "passive" body that scrutinizes the work of the Standing Committees. The periodic review of the Standing Committees' performance should also improve the Section 4.9 Review that occurs every five years.

Element 3: Standing Committee Project Management

The WECC Board of Directors directed this task force to consider how WECC team members should engage with stakeholders to improve WECC's ownership of work products. There are three areas in which WECC staff should interact with the Standing Committees and their subgroups:

1. Subject Matter Expertise: WECC staff possesses a great depth and breadth of subject matter expertise that should be used in partnership with its Standing Committee member subject matter expertise. WECC subject matter experts should contribute this expertise to the committee as partners, separating this role from that of providing administrative assistance.
2. Administrative Support: WECC would continue to provide administrative support as necessary to the Standing Committees.
3. Project Management: We believe that every project or initiative of a Standing Committee should have a WECC-assigned project manager who is responsible for project management and ensuring all work meets WECC's high standards of quality and rigor. WECC staff is best



SETF Straw Proposal for Committee Structure

positioned to understand and communicate the organization's goals, requirements, processes, tools, information, and capabilities. The project manager would ensure these elements are aligned with the work of the group. The project manager would also coordinate administrative support and WECC SME participation.

Element 4: Subcommittee, Work Groups, and Task Forces

The WECC Board of Directors directed this task force to consider whether stakeholder groups should disband or go on hiatus if work products are not being produced. We believe that WECC should disband all subcommittees, work groups, and task forces that are not directly involved in the development of Standing Committee work products. All stakeholder gatherings to share information, discuss issues, and network should be managed through the WECC Strategic Engagement team and take the form of stand-alone trainings, workshops, and forums.

Element 5: Performance and Stakeholder Metrics

The WECC Board of Directors directed this task force to develop metrics to track whether implemented changes are improving stakeholder engagement. We propose that the PRB establish performance metrics for project management and stakeholder engagement of the Standing Committees.

- **Performance Metric:** This metric should focus on the quantity and timeliness of the Standing Committee work. Performance metrics might include the number of work products produced and variance between actual date and planned date of delivered work products.
- **Stakeholder Metric:** This metric should focus on the quality and dissemination of the Standing Committee work. Stakeholder metrics might include the number of downloads of Standing Committee work products by outside organizations and the number of requests for presentations of Standing Committee work products by outside organizations.

Increasing the Value of Stakeholder Engagement

We believe the key to improving stakeholder engagement at WECC is to increase the value of WECC work products to the members and stakeholders that engage at WECC. We believe this straw proposal and organizational outline will improve stakeholder engagement at WECC by:

- Transitioning the Standing Committees to focus on the delivery of meaningful and impactful work products and off of committees that simply provide networking and information sharing opportunities;
- Ensuring Standing Committee work supports the WECC mission, Long-Term Strategy, and Reliability Risk Priorities;
- Improving the management of the Standing Committees to ensure relevant and timely work is created, produced, and socialized with intended audiences;



SETF Straw Proposal for Committee Structure

- Creating a periodic performance review cycle to continuously adjust the direction of the Standing Committees and avoid large Section 4.9 Review overhauls; and
- Clarifying the roles and expectations of Standing Committee members and WECC staff.

To comment on this proposal, [click here](#) and fill out the comment form.

