

[Submit Questions Here](#)

Executive Summary

WECC has changed dramatically since becoming recognized as a Regional Entity in 2007. The Board of Directors (Board), once made up of member representatives, now exclusively comprises independent Directors. In line with its broad oversight role, the Board has explicitly recognized that the CEO is responsible and accountable for delivering on WECC's mission by directing all facets of WECC's activities and performance. In addition, the Board, executive leadership, and stakeholders have come to recognize that WECC must be more than a fair and just regulator—WECC is the sole, region-wide, independent body responsible for the reliability and security of the Western Interconnection. It must expand its analytical and outreach capabilities for the benefit of industry, regulators, policymakers, legislators, and other stakeholders across the West. However, what has remained consistent over time is the tremendous effort and expertise brought to WECC by its members and other stakeholders through its technical committees.

Since the beginning of the most recent Bylaws Section 4.9 review in September 2019, the Board, executive leadership, and stakeholders have focused their efforts on enhancing the stakeholder engagement model to answer the following question: **How can we best engage our stakeholders to support the analysis and outreach expected of WECC now and in the future?**

This work over the past two years has culminated in a committee realignment proposal that would:

- Revise the membership, leadership, and the mandate of the Joint Guidance Committee (JGC) to make the JGC responsible for ensuring that the work of the technical committees aligns with the WECC Long-Term Strategy and Reliability Risk Priorities while periodically reviewing (in some cases approving) the organization of the technical committees; and
- Merge the Operating Committee (OC) and Market Interface Committee (MIC) into a Reliability Risk Committee (RRC) that, together with the existing Reliability Assessment Committee (RAC), will act as the technical committee structure through which much of the reliability and security work of WECC will continue to be done by WECC staff and stakeholders.

This is the heart of the proposal to be put to the Board for consideration. It is more of an evolution than a revolution in the way stakeholders will engage with WECC, but it does streamline and focus the

structure to increase WECC's ability to address emergent issues while helping staff perform the work that is the foundation of WECC's delegated responsibilities and strategic priorities.

Introduction

The Section 4.9 Review Committee (4.9 Committee) established the Stakeholder Engagement Working Group (SEWG) in December 2019 with a mandate approved by the Board to address the following questions:

- Could WECC and member companies operate more efficiently and effectively if the standing structure of current committees was replaced by a task force model with subject matter experts engaged on specific tasks rather than being members of a standing committee?
- Are there other models that may enable WECC to optimize stakeholder engagement? What lessons have we learned from the creation of the Reliability Assessment Committee?
- How well does the current structure address emerging risks and threats to reliability?
- Is the current structure nimble enough to address immediate concerns as they arise?
- Should the sheer number of committees, subcommittees, and task forces be evaluated for the possibility of elimination or consolidation?¹

The SEWG in turn began its work with the acknowledgement that—

Today, many WECC stakeholders believe WECC should use its unique interconnection-wide perspective and capabilities to identify, assess, and report on emerging reliability and security issues to inform industry, policymakers, and regulators across the West. This is an additional role to the one WECC performed throughout most of its six-decade history. To accomplish this, WECC must effectively and efficiently leverage the knowledge and experience of its stakeholders. It is therefore imperative that we ask ourselves: **How can we best engage our stakeholders to support the analysis and outreach expected of WECC now and into the future?**²

In June 2020, the Board, acting on the recommendation of the 4.9 Committee and SEWG, directed the WECC CEO to create a Stakeholder Engagement Task Force (SETF) to address the following findings of the Board:

- Access to stakeholder subject matter expertise is critical to WECC's ability to fulfill its reliability and security responsibilities;

¹ Stakeholder Engagement Model Issue Statement, approved by the WECC Board of Directors, December 4, 2019.

² SEWG Report to the Section 4.9 Review Committee, April 3, 2020.

- The existing stakeholder engagement structure and processes are not well suited to enable WECC to marshal that expertise to identify and analyze emerging reliability and security issues in a timely manner; and
- Further examination and change are required to streamline the existing committee structure and to create new structures and processes so that stakeholders can more effectively and efficiently support WECC’s reliability and security activities.³

The SETF presented its proposals to the Board in June 2021. The next sections are a distillation of these proposals by WECC executive leadership based on guidance received from the Board in June 2021.

The Proposal—An Overview

This proposal aims to improve stakeholder engagement in the technical committees by:

- Addressing the specific needs of the two main types of committees—those that are actively producing a work product and those that meet to share information, network, and discuss key reliability risks;
- Preserving and expanding opportunities for stakeholders to discuss, network, and share information outside of work product development;
- Transitioning the committee structure to focus on the delivery of meaningful and impactful work products;
- Improving the management of the committees to ensure relevant and timely work is created, produced, and shared with intended audiences;
- Ensuring that committee work supports the WECC mission, Long-Term Strategy, and Reliability Risk Priorities;
- Creating a periodic review cycle to continuously adjust the direction of the committees and avoid large overhauls during Section 4.9 reviews; and
- Clarifying the roles and expectations of committee members and WECC staff.

This is accomplished at a high level by two changes to the WECC technical committees. First, the membership, leadership, and mandate of the Joint Guidance Committee (JGC) are revised to clarify that the JGC is responsible for ensuring that technical committee work is focused on supporting the WECC Long-Term Strategy and Reliability Risk Priorities. It will also require the JGC to periodically review, and direct revisions to, the organizational structure of the technical committees. Second, the Operating Committee (OC) and Market Interface Committee (MIC) will merge into a Reliability Risk Committee (RRC), which, with the Reliability Assessment Committee (RAC), will provide the forums through which staff and stakeholders will perform much of the baseline technical work in support of WECC’s delegated responsibilities, as well as emergent work that may be assigned by the CEO or JGC.

³ Board Resolution, June 17, 2020.

Overseen by the CEO, staff will review the work of the JGC, RRC, and RAC before the work is made available to the wider stakeholder community, but the JGC, RRC, and RAC will continue to periodically report to the Board to ensure that the long-standing and vital connection between the technical committees and the Board is maintained.

Figures 1 and 2 show these process and reporting relationships:

Figure 2: Alignment & Process Coordination Structure

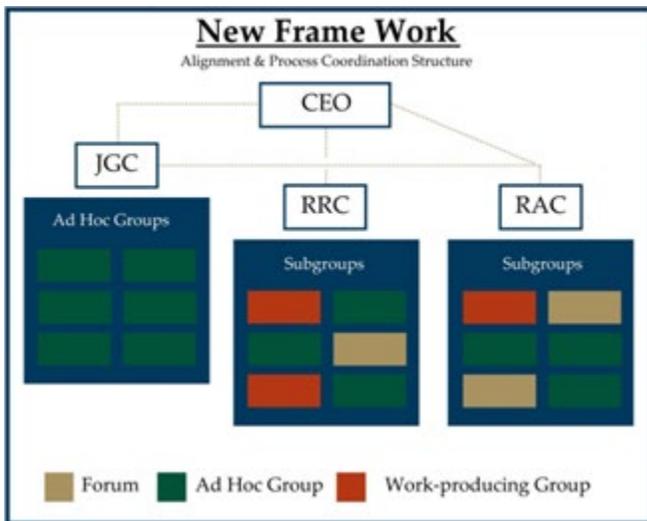
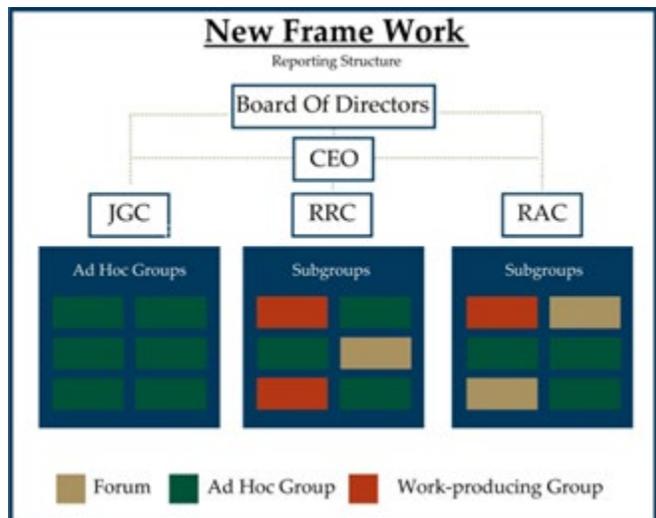


Figure 1: Reporting Structure



The Proposal in Detail

Joint Guidance Committee

The JGC, along with the RAC and newly created RRC, will continue to report to the Board and advise the CEO in delivering on WECC's mission. The JGC will be changed to ensure it is responsible and accountable for aligning the work of the technical committees with WECC's strategic direction, objectives, and priorities. Specifically, the JGC will have the following responsibilities (*italicized items represent new or expanded responsibilities*):

1. Ensure technical committee work aligns with WECC's strategic objectives and reliability risk priorities;
2. *Advise technical committees on three-year work plans and ensure plans adequately outline how the group plans to support strategic objectives;*
3. *Ensure existing reliability issues are being adequately addressed, and, if not, begin work to address them;*
4. Identify reliability issues that require cross-functional strategies and begin work to address them;
5. *Manage processes and oversee governance of the technical committees to ensure prompt work completion and minimize time spent on matters of process and governance;*

6. Create and oversee ad hoc groups;
7. *Ensure continuous improvement of technical committee structure. Regularly assess WECC's stakeholder committee structure and make recommendations for necessary change.*

The JGC will inform the WECC CEO and report on these responsibilities to the Board.

Strategic Alignment

One of the main roles of the JGC is to align the work of the committees with WECC's strategic direction and risk priorities. Each year, the JGC will hold a strategic alignment meeting with the leadership of the RAC, RRC, and their subgroups to discuss how the technical committees' work plans align with the Board's strategic direction and priorities, identify key work areas and potential gaps, and share expectations for group work plans. The meeting will cover topics relevant to the creation of work plans, including:

- Results of the JGC's gaps and overlaps analysis and committee review work;
- Changes to WECC's Long-Term Strategy or Reliability Risk Priorities; and
- New and emerging risks to the reliability of the Bulk Power System (BPS).

The RRC and RAC will develop priorities for work products based on the discussion at this meeting. Groups will develop work plans based on these priorities and submit them to their parent technical committee. From there, the JGC will review, modify if appropriate, and accept the work plans.

Gap and Overlap Analysis

The JGC will analyze the gaps and overlaps in the technical committee structures. This may be a standalone analysis carried out periodically or on a rolling basis as the JGC reviews groups. The gap analysis will show areas in which WECC's committee structure can add value and may start work based on WECC's Long-Term Strategy, Reliability Risk Priorities, and other emerging reliability risks. The overlap analysis will uncover instances in which more than one committee is working on the same product and the work should be merged (or the duplicative work stopped) or when groups are doing complementary work and should work together. The JGC will make a list of recommended changes to the committees based on the gap and overlap analysis and coordinate with the RAC and RRC to make changes.

Committee Process and Governance Management

The JGC will monitor and manage committee processes to ensure they are efficient and not burdensome. The JGC will ensure that governance issues are addressed promptly and consistently for both existing and new groups, including matters like charters, voting, quorum, and related requirements.



Creation and Retirement of Groups

The JGC will develop criteria and requirements for creating new groups other than those created by WECC management. These requirements will include both substantive matters, e.g., scope and membership, and procedural matters like coordination between the chair and the JGC. The criteria will include a requirement that the work of the new group aligns with WECC's Reliability Risk Priorities. The JGC may create new groups as needed to address known or emerging risks to reliability. The JGC will ratify the creation of a new group approved by the RAC or RRC. The JGC will ensure that its timeline for ratifying new groups does not delay the creation of the groups.

The JGC will approve the retirement of groups in the following ways:

- As part of its analysis of gaps and overlaps within the committees;
- By decision of the RRC or RAC;
- By decision of the group being retired;
- When an ad hoc group has finished its work and it has no further purpose.

The JGC will coordinate the retirement of the group with the parent technical committee (RRC or RAC).

Charters

The JGC will create a boilerplate charter for all committees. This will reduce the time a group must spend drafting and revising its charter. The boilerplate charter will cover governance issues such as voting, membership, and notice requirements. The JGC will review and change these elements upon request from a group, based on special circumstances. The JGC will work with a group's proposed leadership and parent committee to draft the parts of the charter regarding purpose, scope, work production, and retirement date (if applicable).

The JGC will ensure that group charters provide clear expectations for the group. The JGC will develop these expectations in coordination with the parent group and will include the following:

- Purpose and scope;
- Expectations about the production of work (i.e., is there an expectation that the group produce a product or is it a forum?);
- Work plan expectations (milestones and deadline); and
- Retirement date (for ad hoc groups and task forces).

Committee Structure Review

The JGC will be responsible to regularly review, adjust WECC's committee structure as appropriate, and advise the Board and CEO of the results. The JGC will work with the technical committees, WECC management, and the Member Advisory Committee to identify changes that need to be made to ensure the committee structure meets the measures of success.



The JGC will document its committee review process and perform a rolling review of all technical groups over a three-year period. This is to ensure the groups in WECC's committee structure are aligned with WECC's strategic priorities and focused on reliability risks. The timing of the rolling review will ensure the committee structure is constantly being evaluated to identify opportunities for improvement. The JGC's committee review may uncover issues to consider, including those in the scope of future Section 4.9 reviews.

The review schedule will be drafted and shared in advance to allow ample time for groups to formulate and vet their responses. The JGC is not limited to this schedule, though, and can review groups as necessary, e.g., at the request of the parent committee or WECC management.

Implementation Review

One year after WECC's new technical committee structure is fully in place, the JGC will review the elements of this proposal and associated metrics. The purpose of the review is to determine whether the new technical committee structure meets the objectives and measures of success of the restructuring effort and identify necessary adjustments. The JGC will determine the method of review and report its findings to the CEO who will review them independently based on the experience and observations of WECC staff. The JGC and CEO will then collaborate to determine what changes, if any, are necessary and present joint findings and recommendations to the Board for any necessary approval.

JGC Membership and Governance

The JGC will comprise —

- Technical committee (RRC and RAC) chairs or their delegates;
- The MAC chair or delegate;
- Two WECC vice presidents assigned by the CEO;
- A WIRAB representative; and
- Six, at-large members, one for each member class and one representing international members.⁴

WECC Vice President Members

The two WECC vice presidents are non-voting members of the JGC. These individuals represent the voice of WECC leadership and executive management, in line with WECC's strategy, mission, and priorities as set by the Board. As such, their role is essential to creating a strong partnership between the JGC and WECC leadership.

⁴ The group discussed the possibility of adding a Mexican representative but noted that Mexico does not participate actively on the MAC, on which it also has a seat.

At-Large Members

At-large members will bring a diversity of thought and technical expertise to the JGC. Though the JGC will not review or approve technical work, this technical and industry expertise will give context to the JGC to help align the committees with WECC’s strategic direction. The at-large member for each class will be nominated by the MAC representatives from that class (e.g., Class 1 MAC members nominate JGC Class 1 at-large member) and elected at the annual class meetings. At-large members may serve several terms. Nominees must be members of the class they represent. Vacancies will be left open until filled. Empty seats do not count toward quorum.

Leadership

The JGC will have two co-chairs. One WECC vice president will serve as co-chair to help ensure the group’s agenda and focus are supported by WECC management. The chairs of the RAC, RRC, and MAC, or their delegates, will rotate through the other co-chair position.

Terms

The co-chair position filled by the RAC, RRC, or MAC representative will rotate every year. The WECC CEO will determine the rotation of the co-chair position filled by the WECC vice president.

At-large members will serve staggered, two-year terms and may be reelected.

Voting

The JGC will strive to make decisions by consensus. If the JGC cannot come to a consensus, a vote will be required, and all voting members of the JGC will have an equal vote. The WECC vice presidents will not be voting members.

The table below shows these changes compared to the current JGC.

Topic	Current JGC	Proposed JGC
Membership	<ul style="list-style-type: none"> • Standing committee chairs • MAC⁵ chair • RPPA⁶ VP 	<ul style="list-style-type: none"> • Technical committee chairs • MAC chair • WIRAB⁷ representative • WECC VPs • Six at-large members (Five classes and international)
Membership Term	<ul style="list-style-type: none"> • While holding position 	<ul style="list-style-type: none"> • While holding position • Two-year staggered term (at-large)

⁵ Member Advisory Committee

⁶ Reliability Planning and Performance Analysis

⁷ Western Interconnection Regional Advisory Body



WECC Technical Committee Proposal

Topic	Current JGC	Proposed JGC
Leadership	<ul style="list-style-type: none"> Co-chairs— WECC VP and rotation of committee chairs (MAC, MIC,⁸ OC,⁹ RAC¹⁰) 	<ul style="list-style-type: none"> Co-chairs— WECC VP and rotation of committee chairs (MAC, RAC, RRC¹¹)
Leadership Terms	<ul style="list-style-type: none"> Committee co-chair rotates yearly 	<ul style="list-style-type: none"> Committee co-chair rotates yearly WECC VP co-chair rotates at CEO’s discretion
Voting	<ul style="list-style-type: none"> Mostly by consensus Members have an equal vote 	<ul style="list-style-type: none"> Mostly by consensus WECC VPs do not vote All other members have an equal vote
Strategic Alignment	<ul style="list-style-type: none"> Host the Reliability Workshop every other year 	<ul style="list-style-type: none"> Host the Reliability Workshop every other year Annual strategic alignment meeting to identify work needed to address Reliability Risk Priorities and identify gaps and ways to fill them
Committee Work Plans	<ul style="list-style-type: none"> Review the template for work plans Discuss the standing committee work plans Look for opportunities for collaboration 	<ul style="list-style-type: none"> Create the template for work plans Review work plan activities for alignment with strategic objectives, risk priorities Review for adequate detail in the work plan (not just “monitoring,” but “doing”) Identify opportunities for collaboration Perform a gap analysis of the work plans to identify reliability risk priorities that are not being addressed Assign work to existing or new groups to address gaps, except for work assigned by, or groups created by, WECC management

⁸ Market Interface Committee

⁹ Operating Committee

¹⁰ Reliability Assessment Committee

¹¹ Reliability Risk Committee; see the [Reliability Risk Committee section](#)



Topic	Current JGC	Proposed JGC
Committee Reviews	<ul style="list-style-type: none"> Standing committees are not obligated but use best efforts to inform JGC of any new activities Charters only go to the parent committee 	<ul style="list-style-type: none"> Rolling review every three years Develop questionnaires for the reviews (work plans, status of work, alignment with strategic objectives, coordination with other groups) Ensure no “scope creep” for groups Review committee and group charters, recommend JGC, RRC, and RAC charter revisions for Board approval Review any concerns with the group and parent committee, and advise WECC management and Board as appropriate
Group Creation and Retirement	<ul style="list-style-type: none"> Standing committees are not obligated but use best efforts to inform JGC of any new groups Charters only go to the parent committee 	<ul style="list-style-type: none"> Create criteria for starting a new group (ensure alignment with WECC’s strategic direction), except for groups created by WECC management Ratify new groups created by the technical committees Identify groups that should be retired during reviews
Other		<ul style="list-style-type: none"> Prepare and administer boilerplate charters for each type of group (more consistency, fewer decisions for groups to make, creating more focus on reliability issues and less on administrative matters)

Collaboration and Coordination

Collaboration and coordination between the technical committees is a key measure of success for the technical committee restructure. As part of the implementation, the JGC will work with the RAC and RRC to establish practices, processes, and tools to support this teamwork and metrics to measure it. These will be included in the implementation of the RRC and should be incorporated into the RAC’s processes, etc. as part of the technical committee implementation.

Reliability Risk Committee

The OC and the MIC will merge into the RRC. The RRC will be responsible for analyzing situations or events, mitigating known risks, and identifying potential future risks to the system, as well as performing emergent work that may be assigned by the CEO or JGC. This will be done the same way the OC and MIC do today—examining issues, analyzing system performance, reviewing and



approving work products for industry use, creating guidelines—and by any other means suitable for identifying, analyzing, and sharing information about risks to the BPS. However, the RRC creates more opportunity for market and operational perspectives to be considered jointly in the analysis of risk. Market impacts on reliability typically manifest in operational terms, making the combination of these two areas of expertise not only efficient but prudent.

Leadership

To ensure that both market and operating perspectives are maintained, the RRC will have a co-chair structure: one chair from the market discipline, one from the operating discipline. The co-chairs will serve staggered two-year terms.

Steering Group

The RRC will have a steering group comprising the RRC co-chairs and chairs of the RRC subgroups to set the direction and develop the committee's work plan. In addition, the steering group will create agendas for RRC meetings. The steering group will ensure that diverse perspectives are included in committee meetings, discussions, and work.

Membership

Membership on the RRC will be open to all WECC members. Members of the committee will be listed on the committee roster. WECC members must identify their representative to have them listed on the roster.

Voting

Members listed on the committee roster are eligible to vote. Each organization will have one vote. All votes will be weighted equally. The RRC will strive for consensus, but in cases in which consensus cannot be reached, a simple majority will be used. Members who vote against a work product must provide an explanation for their vote, and this explanation will be included in the voting record.

Reliability Assessment Committee

The RAC serves an essential purpose in overseeing the work and function of the various subcommittees dedicated to WECC's reliability assessment work. The RAC will continue this work while also taking on the broader scope of reliability assessment activities, like near-term and resource adequacy assessments, as requested by WECC management, the Board, or other bodies.

Structure and Governance Changes

The current RAC structure and governance were implemented in May 2020 after a thorough self-review of the effectiveness of RAC governing bodies, subcommittees, and work groups (including scope, membership, and leadership selection). To allow the RAC time to work under its new structure



and governance, this proposal does not include changes to these elements for the RAC. The RAC will operate under its current structure until one year after the establishment of the revised technical committee structure, except as described below regarding resource adequacy and collaboration with the RRC.

One year after the technical committee restructuring, the JGC will include the RAC in its implementation review (described above). As part of the review, the JGC will evaluate the effectiveness of the RAC's structure and governance and identify needed adjustments. The metrics, which will be developed in the implementation phase, will be used to measure the success of the technical committee implementation, including the RAC. The RAC may create more metrics to measure the success of its new structure and governance.

The JGC's review of the RAC should address the following issues, many of which were identified in the 2019 survey of the RAC:

- The detrimental effect of the subcommittee structure on participation (raised in the RAC survey);
- The time it takes to produce the study program, specifically instances in which process delays cause delays in the production of work (raised in the RAC survey);
- How the RAC interfaces and partners with other stakeholder groups to address new issues promptly (raised in the RAC survey);
- The amount of time and effort the RAC and its subgroups spend on processes, e.g., voting, drafting charters, planning work;
- A review of work products to ensure RAC work 1) meets the needs of the broad stakeholder community, and 2) develops to keep up with rapidly changing reliability challenges; and
- Necessary changes to RAC structure and processes to accommodate near-term reliability assessments promptly, inclusively, and effectively. This may include altering or obtaining new tools, methods, expertise, and data.

Voting

The voting structure remains unchanged, with members listed on the committee roster eligible to vote and each organization having one vote. All votes will be weighted equally. The RAC will strive for consensus, but in cases in which consensus cannot be reached, a simple majority will be used. A record of the majority and minority opinions will accompany all votes. Members voting against a work product must provide an explanation for their vote, and this explanation will be included in the voting record.



Committee Classification

The richness of the WECC Technical Committee structure is in its diversity, which includes not only diversity of experience and expertise, but also diversity of value added for various stakeholders. Stakeholder committees add value by producing work that informs the industry and decision-makers, and by convening expertise from across the stakeholder community to discuss issues, ideas, and information. A single committee may be valuable in many ways at any given time, and, over time, the value of a committee may evolve. For example, today a committee may gather only to discuss issues and share perspectives and expertise, but in a year, the expertise of that committee may be critical to develop a work product in response to an emerging risk.

Using the same governance structures and the same requirements for procedures and documentation for all committees is not effective or efficient. It is reasonable to expect a committee working on a guideline, which must be approved by technical experts, to have more governance and procedural requirements than a committee that discusses a technical topic but produces no product. In the first case, the governance and procedural requirements ensure quality work, inclusiveness, and fairness. In the second, the same governance and requirements dampen inclusiveness and create burdens that lessen the value of the group.

Classification

Since the value, contribution, and needs of WECC committees vary, and to help tailor support from WECC staff, it is essential to recognize each committee's needs. The technical committee structure will include three types of groups:

Forums

These are established groups that focus on specific issues but are not currently producing work products. These groups meet to discuss reliability risks, mitigation, and related issues, share perspectives, and enhance the expertise of the stakeholder community on various issues and risks. These groups may take on work, in which case their classification will be changed to "work-producing groups."

Work-producing groups

These are established groups that are planning and producing work products. Work product is loosely defined and includes items such as reports, guidelines, data and model validation, and analyses. Work products may be a single product or recurring work, e.g., quarterly review of events. When these groups stop producing work, for example, when a project is complete, their classification will be changed to "forum."



Ad hoc groups

These groups are temporary groups that are created to help assess and initiate action to mitigate known and future risks to reliability and security. The groups will be nimble and are formed to deliver a work product or discuss specific issues that are urgent or time sensitive. Ad hoc group composition, governance, structure, etc., will vary depending on the issue and requirements. Once the ad hoc group's work is complete, it will be dissolved. If there is a need to make an ad hoc group permanent, the group will be reclassified as either a forum or a work-producing group.

The JGC, WECC management, or a technical committee can create ad hoc groups. Generally, the ad hoc group will report to the body that creates it.

Matters of governance, process, and support will be determined based on classification. For example, work-producing groups may have project management support (discussed below), while forums may not. Similarly, a forum, for example, may have support from WECC's Strategic Engagement Department to host a series of webinars, while a work-producing group may not.

WECC Staff Support

Support of committees by staff should be tailored as well. Currently, staff provides the same level of support to all committees (e.g., liaison, administrative). This creates delays, and the value is not always proportionate to the time commitment of staff and committee members. Given the proposed addition of project management support (described in the next section), providing the same support to all committees may also become unnecessary. Tailoring staff support of committees according to classification should:

- Free certain groups from unnecessary procedural burdens and allow them to focus on meaningful efforts;
- Reduce unnecessary WECC staff support to some committees, allowing it to be used in other areas, such as project management; and
- Clarify the governance and procedural requirements for all groups.

Work Products and Project Management

Work Direction, Review, and Approval

Work products should be broadly defined. Ongoing work is work that is performed repeatedly and may not result in an isolated product such as a report. Examples of ongoing work include recurring analysis, data or model validation, and planning cases. Reports, white papers, and guidelines are examples of discrete products that address specific topics resulting from a specific analysis.



Work Direction

Each group will draft its own work plan based on its purpose and direction from its parent technical committee and the JGC as determined in the annual strategic alignment meeting. Groups will send their work plans to their parent committee for review. As part of this review, the technical committee will discuss any concerns or changes with the group. Once the parent technical committee's review is complete, the parent technical committee will add the work plan to its own work plan. The JGC will review the technical committee work plans as described above.

The RAC, RRC, JGC, or WECC management will assign new work to existing groups. That work will be incorporated into the group's work plan and charter, if necessary. If a new group must be created to carry out the work, it will be created as described above. The JGC may identify new work and assign it to an existing group, which may be a group under the JGC or within a technical committee, or to a new group. For any work-producing group that reports directly to the JGC, the JGC will identify a technical expert body within the technical committee structure to review and approve the group's work. The JGC will name this body in the group's charter.

Review of Work Products

All technical committee work products must undergo review. The nature of this review depends on the type of work. WECC's Document Categorization Policy identifies the requirements for reviewing work products. Generally, ongoing work should have peer review built into the process. White papers, reports, and guidelines created by technical committees will be posted for public comment, which will be announced and managed by WECC staff.

Work Product Approval

Only subcommittees and technical committees can approve work products. A group's immediate parent committee should approve the group's work product unless the parent committee has delegated approval authority. Delegation of this authority will be included in the producing group's charter.

Work products will be approved as follows:

- Task forces reporting directly to a subcommittee or technical committee will have their parent committee approve their work;
- Task forces reporting to a work group will submit their work to the work group. The work group will review the task force's work and incorporate it into its own; and
- Work groups will have their immediate parent subcommittee or technical committee approve their work.

While these groups will approve work products as technically sound, the CEO remains the final authority to decide whether, how, and when work products will be made publicly available as a WECC product.



Work Management

Entities producing discrete work like white papers, reports, and guidelines will be given project management support by WECC staff. Committees may request project management support for their ongoing work if necessary. The JGC can recommend project management support for a group.

In the new structure, WECC staff will interact with the committees in the following ways:

1. **Subject Matter Expertise:** WECC staff possesses subject matter expertise in certain areas. WECC subject matter experts will contribute to the work of each committee as partners.
2. **Administrative Support:** WECC will continue to provide administrative support as necessary to the working committees.
3. **Project Coordination and Project Management Support:** To ensure work is completed promptly, every committee undertaking a project will be provided project coordination and management support by WECC staff. This support will ensure all work is produced in the time frame outlined in the project plan or group's charter and meets WECC's standards of quality and rigor.

Measures of Success

The JGC will track metrics for work product management and stakeholder engagement. The JGC and WECC staff will develop the actual metrics during the implementation phase to provide a complete view of performance based on the following expected outcomes:

- High level of stakeholder engagement;
- Clarity as to where and how in the committee structure specific issues are being addressed;
- High quality committee workplans—specific activities tied to WECC's strategic direction and risk priorities;
- Low level of duplicated work;
- Rapid response time in appropriately identifying and addressing emerging issues;
- Clarity between group work products and WECC's strategic direction;
- Work produced is relevant and used by a broad range of WECC stakeholders;
- Stakeholder clarity regarding which groups are working on issues of interest to them;
- Stakeholders can easily connect to and participate in groups;
- Committee work includes a broader range of perspectives and expertise; and
- Increased enthusiasm within committees to produce meaningful work.

Metrics should be developed as measures of success to determine whether progress is being made toward these outcomes.

