



Human Resources and Compensation Committee

Meeting Agenda

Salt Lake City, Utah

Meeting [link](#), Password: WECC | Dial-in Number: 1-415-655-0003, Attendee Access Code: 2630 236 2386

June 11, 2024, 10:30 to 11:00 a.m. Mountain Time

- 1. Welcome, Call to Order—Shelley Longmuir**
- 2. Review WECC Antitrust Policy—Jillian Lessner**
[WECC Antitrust Policy](#).
Please contact WECC legal counsel if you have any questions.
- 3. Approve Agenda**
- 4. Review and Approve Previous Meeting Minutes**
Approval Item: Meeting Minutes from December 5, 2023
- 5. Review Previous Action Items—Jillian Lessner**
- 6. HR Annual Review and Update—Jillian Lessner**
- 7. Employee Engagement—Melanie Frye and Jillian Lessner**
- 8. Public Comment**
- 9. Review New Action Items**
- 10. Review Upcoming Meetings**

December 10, 2024..... Salt Lake City, Utah

June 10, 2025..... Salt Lake City, Utah

December 9, 2025..... Salt Lake City, Utah

- 11. Adjourn**





Human Resources and Compensation Committee

Meeting Minutes

December 5, 2023

Salt Lake City, Utah

1. Welcome, Call to Order

Shelley Longmuir, Human Resources and Compensation Committee (HRCC) Chair, called the meeting to order at 10:00 a.m. MT on December 5, 2023. A quorum was present to conduct business. A list of attendees is attached as Exhibit A.

2. Review WECC Antitrust Policy

Derek Zumwalt, WECC Human Resources Director, read the WECC Antitrust Policy. The meeting agenda included a link to the posted policy.

3. Approve Agenda

Ms. Longmuir introduced the proposed meeting agenda.

On a motion by Felicia Marcus, the HRCC approved the agenda.

4. Review and Approve Previous Meeting Minutes

Ms. Longmuir affirmed the minutes from the meeting on June 13, 2023, were previously circulated and approved by unanimous consent.

5. Review Previous Action Items

Derek Zumwalt, Human Resources Director, stated there were no previous action items carried over from the HRCC meeting on June 13, 2023.

6. 2024 Corporate Scorecard

President and CEO Melanie Frye and Vice President and Chief Financial and Administrative Officer Jillian Lessner presented the proposed 2024 Corporate Scorecard. Ms. Lessner reminded the committee that they have seen the scorecard in previous HRCC meetings and highlighted areas she thought would be of interest to WECC stakeholders.

Ms. Longmuir introduced the following resolution:

Resolved, that the Human Resources and Compensation Committee (HRCC), based on the recommendation of the CEO at its meeting on December 5, 2023, recommends that the WECC Board of Directors approve the 2024 Corporate Scorecard as presented and attached.



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Ms. Longmuir noted that the HRCC engaged in considerable review and discussion of the scorecard and requested that the resolution be amended to state that the scorecard had considerable review and discussion prior to approval.

On a motion by Jim Avery, the Board, approved the following motion, as amended:

Resolved, that the Human Resources and Compensation Committee (HRCC), after considerable review and discussion, based on the recommendation of the CEO at its meeting on December 5, 2023, recommends that the WECC Board of Directors approve the 2024 Corporate Scorecard as presented and attached. Additional information is attached as Exhibit B.

7. HRCC Charter

Ms. Longmuir and Jeff Droubay, WECC General Counsel, affirmed the HRCC will maintain the charter language as it exists.

8. Public Comment

No public comment was made.

9. Review New Action Items

There were no new action items created during this meeting.

10. Upcoming Meetings

June 11, 2024.....Salt Lake City, UT

December 10, 2024.....Salt Lake City, UT

June 10, 2025Salt Lake City, UT

11. Adjourn

Ms. Longmuir adjourned the meeting without objection at 10:28 a.m.



Draft HRCC Meeting Minutes—December 5, 2023

Exhibit A: Attendance List

Members in Attendance

Felicia Marcus Member
Jim Avery Member
Kristine Hafner..... Member
Shelley Longmuir Chair



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Exhibit B: 2024 Corporate Scorecard

FA1: Innovate and expand risk-based focus in all standards, compliance monitoring, and enforcement actions

Outcome	Metrics	2024 Targets	2024 Initiatives
Western viewpoints represented and incorporated in the development of NERC Reliability Standards, regional standards, and regional variances to NERC Reliability Standards	<ol style="list-style-type: none"> 1. % of standards drafting teams that have Western representation 2. % of standards under development on which WECC comments 	<ol style="list-style-type: none"> 1. 100% 2. 100% 	<ol style="list-style-type: none"> 1. Develop a data-driven process based on feedback from CMEP activities for evaluating effectiveness of Standards and as a mechanism to submit feedback on Standards that may be ineffective, inadequate to risk, unclear, unenforceable, or unnecessary.
Effective and efficient implementation of risk-based monitoring and enforcement activities	<ol style="list-style-type: none"> 1. % change in violation inventory that is over two years old as of 1/1/24 2. % of Compliance Oversight Plans created within 6 months following new registrations. 	<ol style="list-style-type: none"> 1. -40% 2. 80% 	<ol style="list-style-type: none"> 1. Enhance CMEP oversight strategies to deliver a more holistic oversight approach across all registered entity types, informed by NERC's Appendix 4A audit consolidated recommendations, with ongoing and tailored outreach and assurance activities. 2. Implement strategies to promote self-logging that results in at least 10 new applicants to the program in 2024. 3. Develop and implement an outreach and engagement strategy with initial registration and compliance expectations for newly identified GO IBR and GOP IBR registrants.

FA2: Assess and initiate action to mitigate known and emerging risks to the reliability and security of the Western Interconnection

Outcome	Metrics	2024 Targets	2024 Initiatives
Clear understanding of emerging risks to the BPS and associated mitigation strategies, particularly for WECC Reliability Risk Priorities (RRP). High precision of information and models used to assess the reliability of the BPS	<ol style="list-style-type: none"> 1. % completion of vetted mitigation strategies identified during the year to address RRP's 2. % of power flow model shortcomings resolved versus total number of identified power flow model shortcomings 	<ol style="list-style-type: none"> 1. 80% 2. 20% 	<ol style="list-style-type: none"> 1. Publish a Risk Report developed by WECC staff with review and input from the RRC 2. Develop data requirements, reporting procedures, and a roadmap for creating datasets and models for use in long-term transmission planning 3. Implement a data management software solution to increase the security of our data and modernize how we collect, manage, store, and report it.
Use of advanced tools, techniques, and industry subject matter experts to identify system performance trends and vulnerabilities	<ol style="list-style-type: none"> 1. # of best practices/guidelines created and reliability and security risk events held 2. # of reliability assessments performed 	<ol style="list-style-type: none"> 1. 15 2. 6 	<ol style="list-style-type: none"> 1. Develop and publish the revised System Performance Data Portal including stakeholder feedback 2. Implement improvements in resource adequacy assessments by enhancing tools and techniques used for resource adequacy analysis and include an assessment of transmission impacts 3. Enhance in-house capacity to perform transfer capability reliability assessments.



Draft HRCC Meeting Minutes—December 5, 2023

FA3: Strengthen engagement with the reliability and security community in the Western Interconnection

Outcome	Metrics	2024 Targets	2024 Initiatives
Effective relationships with industry groups, WECC technical committees; ERO Enterprise; federal, state, and provincial regulators; policy- and decision-makers; national labs and educational institution; and the broader reliability and security community	<ol style="list-style-type: none"> 1. # of strategic connections/touchpoints 2. # of requests for input/advice/opinion 	<ol style="list-style-type: none"> 1. +20% 2. +10% 	<ol style="list-style-type: none"> 1. Implement engagement strategies based on 2023 stakeholder mapping work, including knowledge gained through the 2023 Annual Meeting interactive session. 2. Improve products on wecc.org by creating digitally dynamic experiences with enhanced user interactions. 3. Develop an outreach and engagement strategy targeted specifically for new state officials. 4. Enhance the development of the Reliability Risk Priorities by incorporating the risk work from the RRC and WECC's Risk Analysis Department.

FA4: Seize opportunities for effectiveness, efficiency, and continuous improvements

Outcome	Metrics	2024 Targets	2024 Initiatives
Delivery of quantitative and qualitative results for WECC scorecard items, and development of methods and metrics for ongoing evaluation of effectiveness and efficiency	<ol style="list-style-type: none"> 1. % of statutory budgeted expenditures 	<ol style="list-style-type: none"> 1. +/-3% 	<ol style="list-style-type: none"> 1. Increase effectiveness of future two years' budget forecasts for the 2025 budget planning process via the continuation of the three-year resource planning project. <ol style="list-style-type: none"> a) Refinement of forecasting process for tools and systems for the future two years.
Continuous improvement of organizational processes and tools to adapt to changes in the industry	<ol style="list-style-type: none"> 1. % of new WECC products focused on current RRP's or emerging risks 2. # of processes improved (e.g., # of days to produce reports/work products (from issue identification to issuance of reports/work products)) 	<ol style="list-style-type: none"> 1. 75% 2. 20 	<ol style="list-style-type: none"> 1. Further the work on improving clarity and alignment on the Denison Organizational Learning index scores; build upon WECC's continuous improvement framework to help foster an innovative mindset that helps us address our response to industry changes and increases the effectiveness of our work. 2. Evaluate current human capital management system and determine effectiveness based on our needs; identify areas for improvement; determine if a new system will better meet needs, and if so, develop a needs analysis for a new system, issue an RFP, evaluate responses, and select a new software solution with a target implementation of 2025.



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FA5: Build the capability and culture that enable WECC to deliver on its critical reliability mission

Outcome	Metrics	2024 Targets	2024 Initiatives
WECC is considered an employer of choice, with highly skilled, collaborative, and engaged employees who are committed to WECC's mission	<ol style="list-style-type: none"> Voluntary employee turnover % of critical skills covered by staff expertise % of the critical positions that have successors identified and development plans are in place 	<ol style="list-style-type: none"> <15% 75% 40% 	<ol style="list-style-type: none"> Develop and implement a dispersed workforce engagement strategy and program to align with the new workforce model introduced in 2023. Program will include components such as: management tools for accountability and engagement, productivity measures, work recognition, inspirational moments, and leadership tools. Evolve the work begun with the Knowledge Transfer Program and KAM charts by creating formalized and structured competency-based career planning. This program will create strong analytics and robust learning and development opportunities to help employees gain new skills in a reasonable timeframe
WECC is respected as a partner and trusted by stakeholders, NERC, and FERC to produce high-quality, credible, and influential work	<ol style="list-style-type: none"> # of new collaborative projects with external partners # of external citations of or references to our technical work (recognition) 	<ol style="list-style-type: none"> 7 7 	<ol style="list-style-type: none"> Establish an organization-wide rotation program to provide increased internal training and development opportunities and build bench strength. Done in conjunction with Outcome 1, Initiative 2.



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Human Resources Update

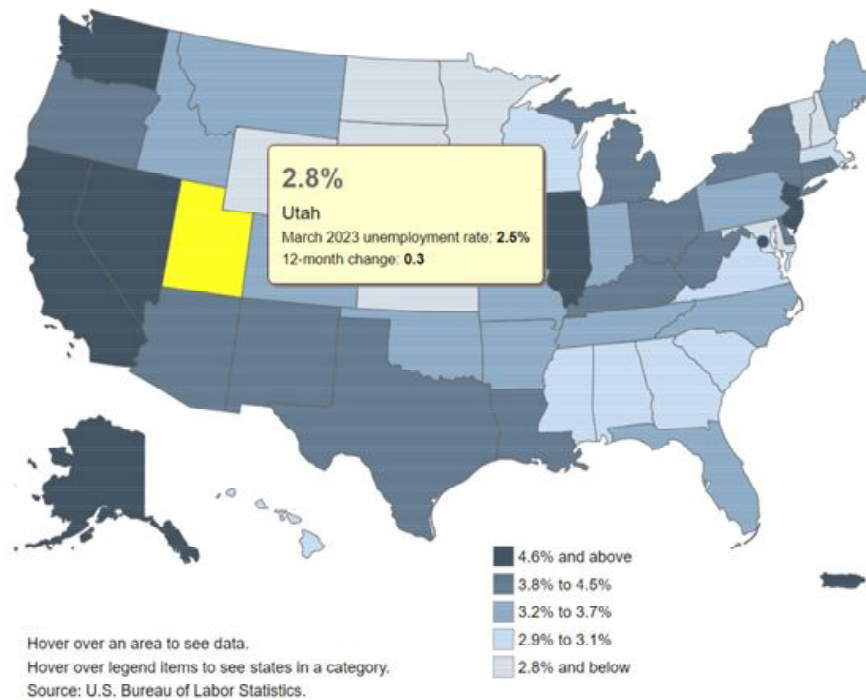
June 11, 2024

Jillian Lessner
Chief Financial and
Administrative Officer

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U.S. Labor Market—March 2024

State unemployment rates, March 2024, seasonally adjusted



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Utah Labor Market



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Voluntary Turnover Trending

- 2023 Voluntary Turnover Rate: 14.6%
 - Reliability Planning and Performance Analysis: 3.2%
 - Reliability & Security Oversight: 6.3%
 - Corporate Services: 5.1%
- 2024 Year-to-Date Voluntary Turnover Rate (as of May 13): 4.4%
 - Reliability Planning and Performance Analysis: 1.3%
 - Reliability & Security Oversight: 2.5%
 - Corporate Services: 0.6%

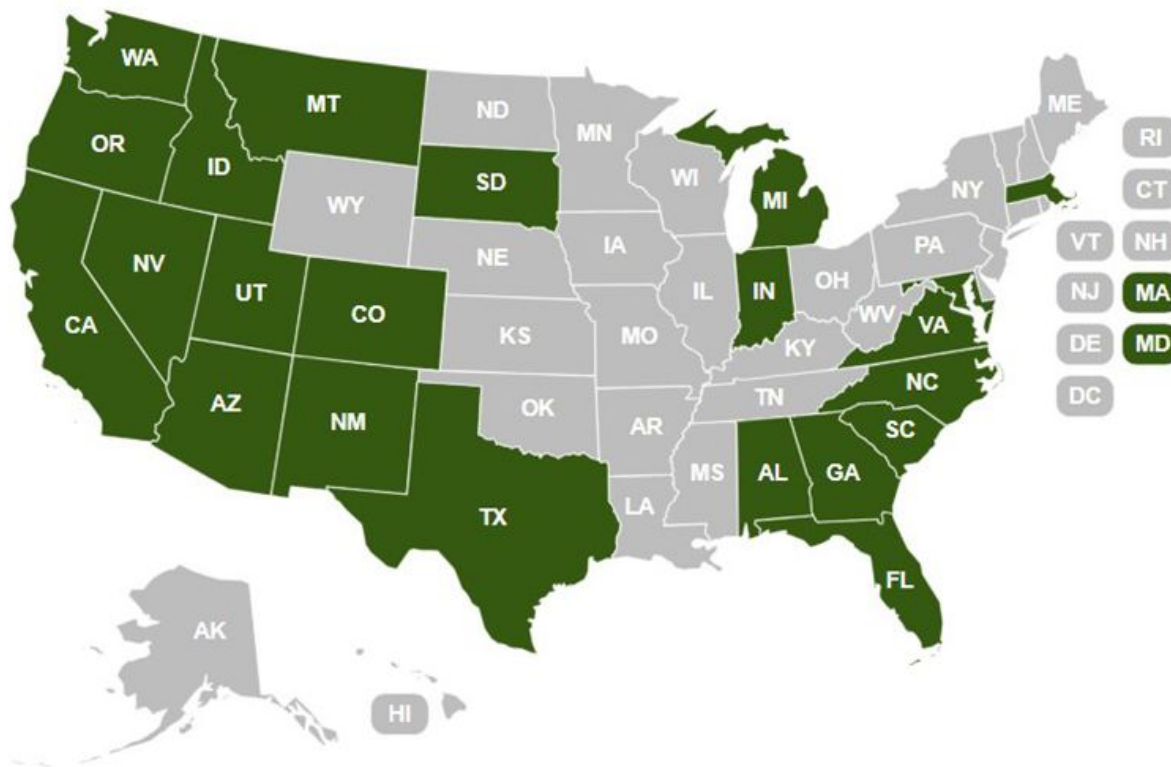
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Hiring

- Top three source of hires June 2023–May 2024:
 1. Employee referral
 2. LinkedIn/Indeed
 3. WECC.org
- Year-over-year hires:
 - June 2023–May 2024: 40
 - June 2022–May 2023: 37
 - Open positions as of May 31: 14 (One new hire starting in June)

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Distributed Workforce



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Distributed Workforce and State Laws

- Drug and Alcohol Policy Updates
 - Marijuana no longer included in pre-employment screening
 - Reasonable-suspicion testing remains
- EmTrain: new eLearning platform
 - Virtual, on-demand training
 - First trainings to be rolled out in June:
 - Anti-harassment
 - Workplace violence

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PolicyStat

- Cloud-based application to manage policies
- Automated reminders for review cycles
- Approval workflow
- Employee acknowledgements

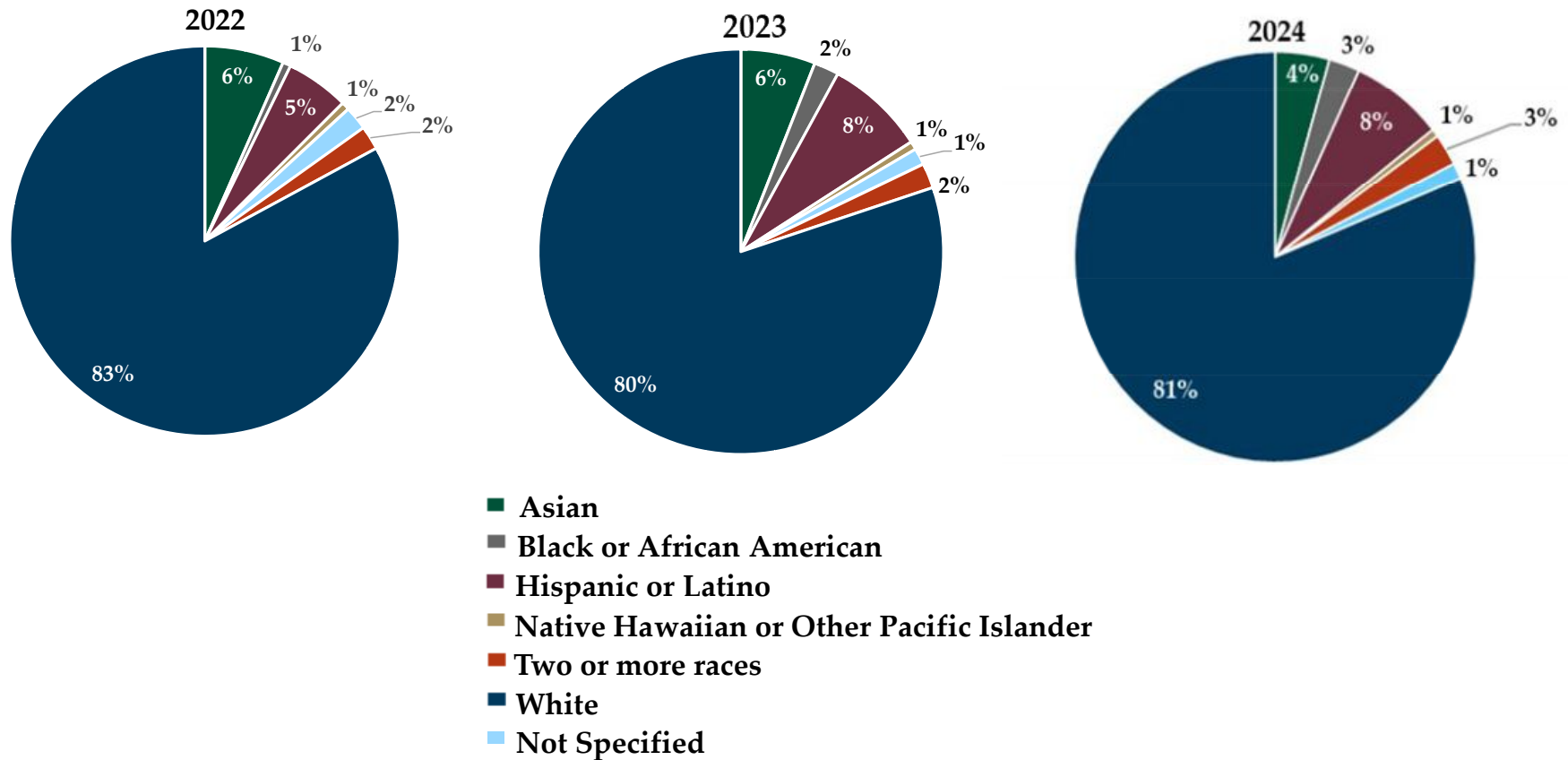
Title	Preview	Area	Last Revised	Effective	Last Approved
Workplace Violence and Intimidation Policy	Policy WECC is committed to a violence-free workplace and has zero tolerance for acts of violence, threats of violence, intimidation, or harassment, intimidation, or any ...	Human Resources	February 6, 2023	April 3, 2024	April 3, 2024
Workforce Model Program	Workforce Model Program Workforce Model Program May 1, 2023 Table of Contents 1. Strategic Intent 2. Applicability 3. Definitions 4. Location of Remote Employees 5. ...	Human Resources	May 21, 2024	May 1, 2023	May 21, 2024
Weapons Policy	Introduction WECC established this Weapons Policy in an effort to foster a safe and secure work environment. The purpose of this policy is to provide ...	Human Resources	February 6, 2023	April 3, 2024	April 3, 2024
Wage and Hour Policy	Policy WECC administers its wage and hour policy in accordance with the Federal Fair Labor Standards Act (FLSA) and other applicable state and local laws. ...	Human Resources	March 9, 2023	April 3, 2024	April 3, 2024
Solicitation, Distribution, and Bulletin Board Postings Policy	Policy WECC does not allow solicitation of any type from nonemployees on WECC premises without prior approval from the Human Resources Department (HR). Solicitation of ...	Human Resources	February 3, 2023	April 16, 2024	April 16, 2024
Social Media Policy	Introduction Social media can be a highly effective tool for sharing ideas and exchanging information. While WECC believes in open communication and supports employee use ...	Human Resources	January 19, 2024	January 19, 2024	January 19, 2024
Personal Time Donation Program	Introduction WECC recognizes that employees may have family emergencies that have a severe impact on them, resulting in a need for time off in excess ...	Human Resources	November 2, 2022	January 2, 2024	January 2, 2024
Personal Leave of Absence Policy	Policy WECC allows employees to apply for a Personal Leave of Absence if they need an extended time away from work, and they do not ...	Human Resources	February 3, 2023	April 16, 2024	April 16, 2024
Military Leave of Absence Policy	Policy WECC is committed to protecting the job rights of employees absent on military leave for military service, training, or other obligations in compliance with ...	Human Resources	April 16, 2024	April 16, 2024	April 16, 2024
Jury Duty Policy	Policy The Western Electricity Coordinating Council (WECC) will grant employees time off to serve mandatory jury duty and employees will be paid at their regular ...	Human Resources	February 1, 2023	February 9, 2024	February 9, 2024
Gifts Policy	Introduction The WECC Standards of Conduct require each employee and Contractor to avoid conflicts of interest and to refrain from using his or her position ...	Human Resources	February 6, 2023	April 3, 2024	April 3, 2024
Fraternalization Policy	Policy The Western Electricity Coordinating Council (WECC) expects all employees to conduct themselves in a manner that promotes respect, fairness, and trust in the workplace. ...	Human Resources	August 31, 2022	December 15, 2023	December 15, 2023

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Workforce Demographics

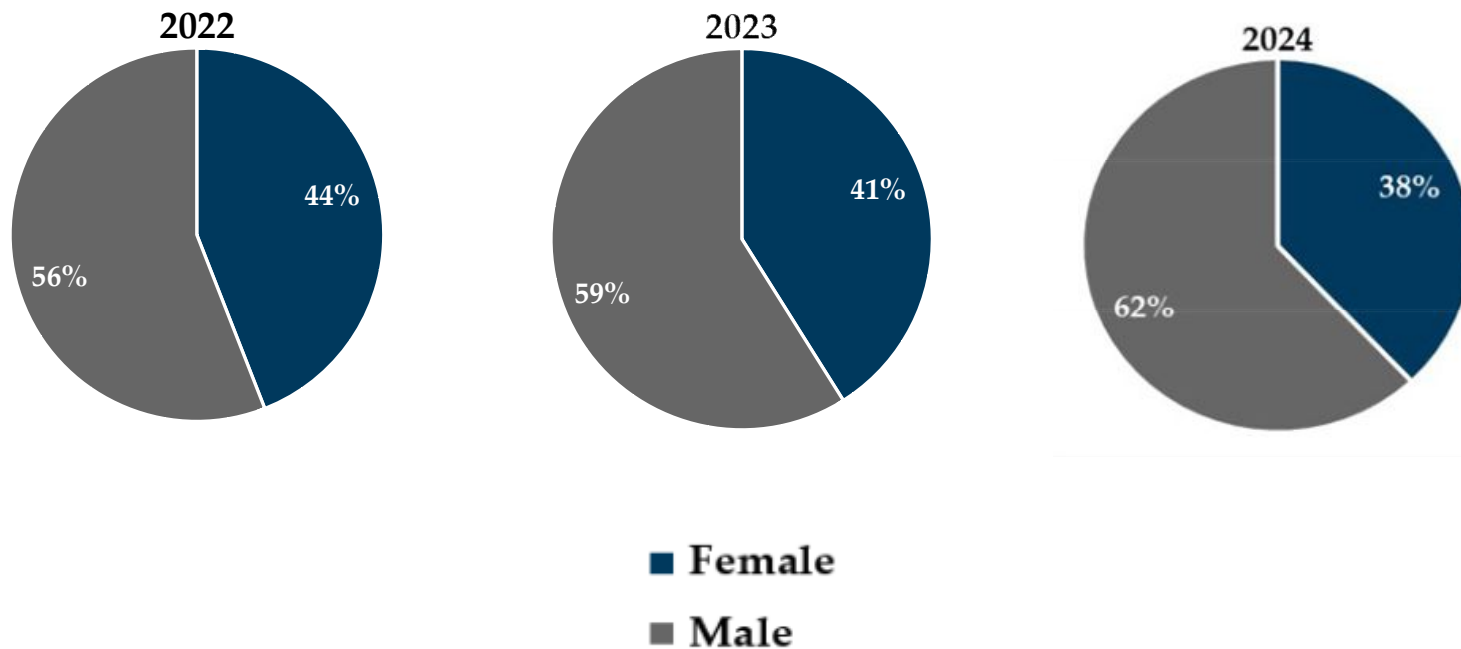
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2022-2024 Diversity Mix



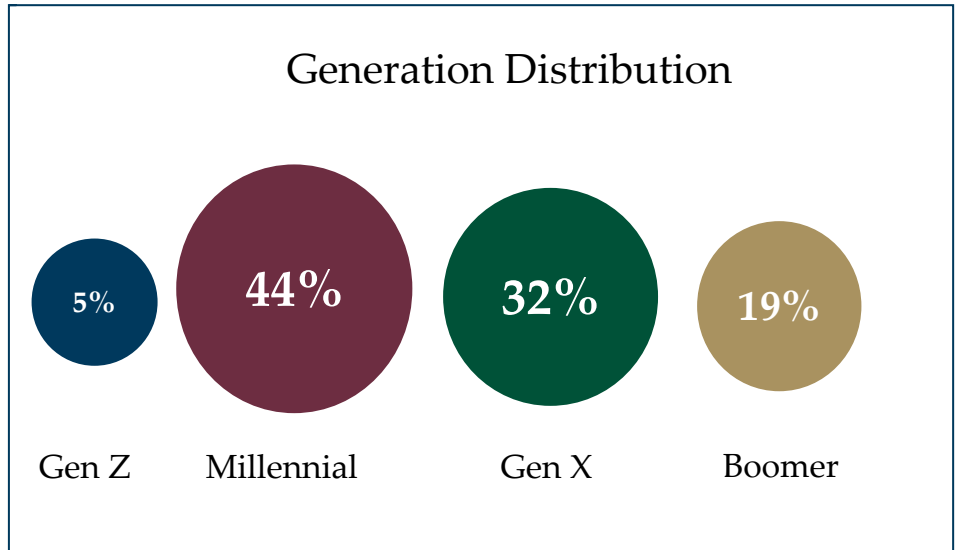
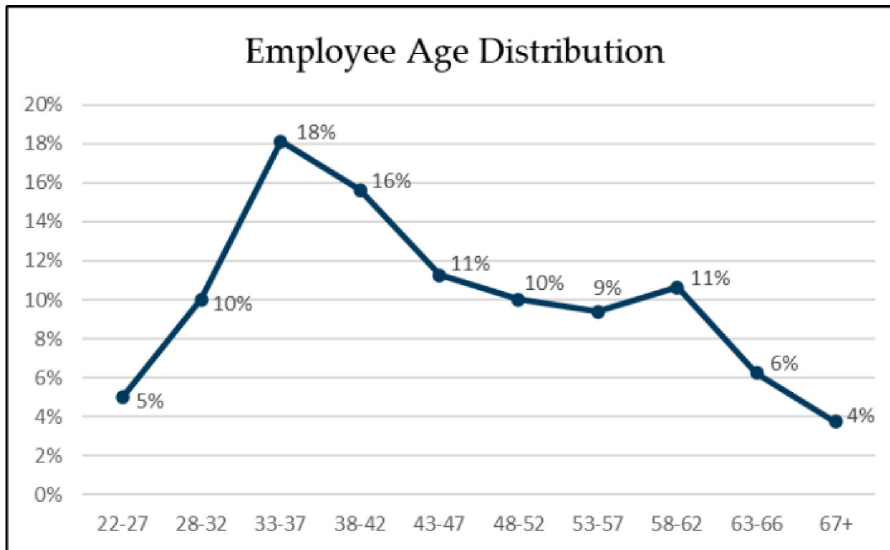
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2022-2024 Gender Mix



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Employee Age Distribution



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Engagement and Retention

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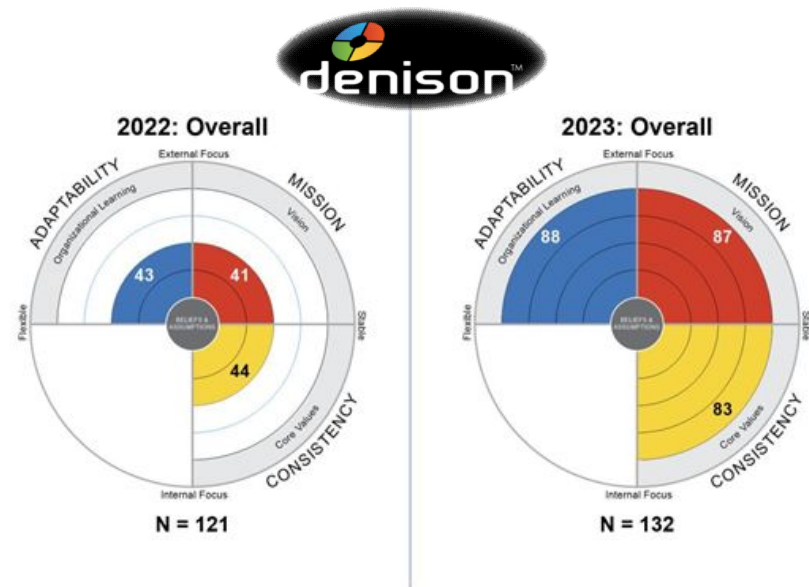
Building and Engaging Our Workforce

- Intentional focus on leadership culture
- Incorporate diversity, equity, and inclusion into WECC's culture
- Fine tune workforce development strategies and initiatives
- Improve non-financial engagement strategies
- Improve onboarding and re-boarding experience
- Monitor and adjust compensation and benefit structures to remain competitive

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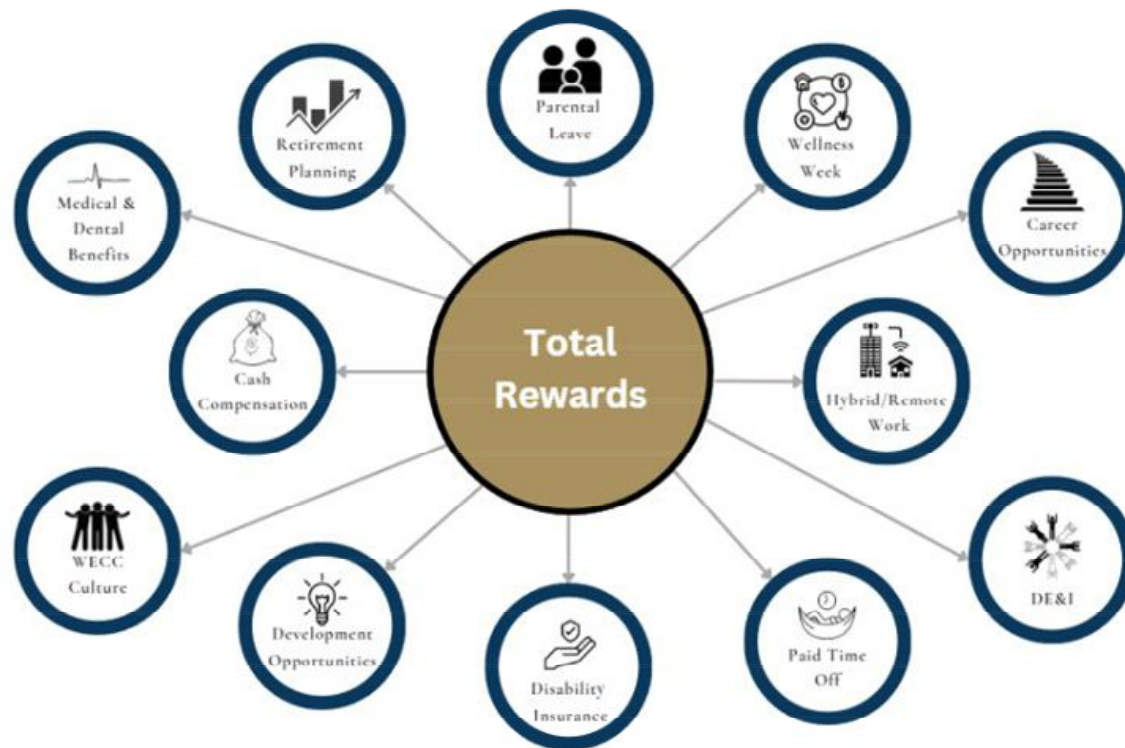
Engagement

- Wellness Week
- Denison Organizational Culture Survey
 - Culture is linked to critical performance measures
- Clarity & Connection Team
 - 2023 work before pulse survey
 - Initiatives through 2024
- Engagement Teams
 - Wellness Committee
 - DE&I Council
 - Clarity & Connection Team



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Total Rewards



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New Benefit

Parental Leave Policy highlights:

- Two weeks of paid leave for eligible employees to care for and bond with a newborn, newly-adopted, or newly-placed foster child.
- Employee who has given birth and is eligible for Short-Term Disability (STD) coverage under the plan will receive an additional benefit to bring them to their full wages during the time that their leave is covered under the plan.

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Development and Bench Strength

- High Criticality Tasks Bench Strength Coverage
 - May 2023: 67%
 - May 2024: 81%
- Medium Criticality Tasks Bench Strength Coverage
 - May 2023: 63%
 - May 2024: 75%

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