



Human Resources and Compensation Committee

Meeting Agenda
Salt Lake City, Utah

[Link](#), Password: WECC
Dial-in Number: 415-655-0003
Attendee Access Code: 2867 946 3841

December 9, 2025

1:45 to 2:15 p.m. Mountain Time

- 1. **Welcome, Call to Order—Felicia Marcus**
- 2. **Review WECC Antitrust Policy—Trisha Brimhall**
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: Minutes of the meeting on June 10, 2025
- 5. **Review Previous Action Items—Trisha Brimhall**
- 6. **2026 Corporate Officers Appointment—Felicia Marcus**
Approval Item: Reappointment of Corporate Officers
- 7. **2026 Corporate Scorecard—Melanie Frye and Jeff Droubay**
Approval Item: Recommend 2026 Corporate Scorecard for Board approval
- 8. **Year-End HR Report—Trisha Brimhall**
- 9. **Public Comment**
- 10. **Review New Action Items—Trisha Brimhall**
- 11. **Review Upcoming Meetings**

December 9, 2025.....	Salt Lake City, Utah
January 2026	Virtual
June 9, 2026.....	Salt Lake City, Utah

12. Adjourn



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Human Resources and Compensation Committee

DRAFT Meeting Minutes

June 10, 2025

Salt Lake City, UT

1. Welcome, Call to Order

Felicia Marcus, Human Resources and Compensation Committee (HRCC) Chair, called the meeting to order at 1:30 p.m. MT on June 10, 2025. A quorum was present to conduct business. A list of attendees is attached as Exhibit A. Trisha Brimhall, Director, Human Resources, served as secretary.

2. Review WECC Antitrust Policy

Ms. Brimhall read aloud the WECC Antitrust Policy statement. The policy can be found on wecc.org.

3. Approve Agenda

Ms. Marcus introduced the proposed meeting agenda.

On a motion by Richard Woodward, the HRCC approved the agenda.

4. Review and Approve Previous Meeting Minutes

Ms. Marcus introduced the previous meeting minutes.

On a motion by Sarah Mugel, the HRCC approved the agenda.

5. Review Previous Action Items

No actions items are due.

6. HR Mid-Year Review and Update

Ms. Brimhall provided a mid-year update on the Utah and U.S. labor markets and reviewed WECC turnover trends, recruiting and retention initiatives, and workforce demographics.

7. Public Comments

No comments were made.

8. Review New Action Items

In future Mid-Year review(s), provide demographic details unique to the Utah labor market, as well as the larger general US labor market.

- a. Assigned To: Ms. Brimhall/Human Resources
- b. Due Date: June 9, 2026

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9. Upcoming Meetings

- December 9, 2025 Salt Lake City, Utah
- June 9, 2026 Salt Lake City, Utah
- December 8, 2026 Salt Lake City, Utah

10. Adjourn

Ms. Marcus adjourned the meeting without objection at 2:00 p.m.



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Exhibit A: Attendance List

Members in Attendance

Felicia Marcus Chair
Sarah Mugel..... Member
Richard Woodward Member

Others in Attendance

James Avery Vice Chair
Ric Campbell Chair
Melanie Frye..... CEO
Joe McArthur..... Director
Ian McKay..... Director
David Morton..... Director



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Reappointment of Corporate Officers

Approval Item
Board of Directors Meeting
December 9–10, 2025

Human Resources and Compensation Committee Resolution

Resolved, that the Human Resources and Compensation Committee (HRCC), based upon the recommendation of the CEO, at its meeting on December 9, 2025, recommends that the WECC Board of Directors (Board) reappoint the following officers of the corporation as presented and indicated:

- Melanie Frye, President and Chief Executive Officer
- Jeff Droubay, Vice President, General Counsel and Corporate Secretary
- Jillian Lessner, Vice President and Chief Financial and Administrative Officer
- Steven Noess, Vice President, Reliability and Security Oversight
- Kris Raper, Vice President, Strategic Engagement and External Affairs
- Branden Sudduth, Vice President, Reliability Planning and Performance Analysis

Board Resolution

Resolved, that the WECC Board of Directors (Board), acting on the recommendation of the Human Resources and Compensation Committee (HRCC) at the meeting of the Board on December 10, 2025, approves the reappointment of the following officers of the corporation, as presented and indicated:

- Melanie Frye, President and Chief Executive Officer
- Jeff Droubay, Vice President, General Counsel and Corporate Secretary
- Jillian Lessner, Vice President and Chief Financial and Administrative Officer
- Steven Noess, Vice President, Reliability and Security Oversight
- Kris Raper, Vice President, Strategic Engagement and External Affairs
- Branden Sudduth, Vice President, Reliability Planning and Performance Analysis

Background

In 2016, the Board adopted the practice, like that of NERC, of annually reappointing the officers of the corporation. Those listed will remain appointed officers of the corporation until further action is taken by the Board, or the individuals are no longer employed by WECC. The proposed reappointments demonstrate the Board's intent and ensure that the matter of officer appointments remains an issue of regular Board attention.

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2026 Corporate Scorecard

Approval Item
Board of Directors Meeting
December 9–10, 2025

Human Resources and Compensation Committee Resolution

Resolved, that the Human Resources and Compensation Committee (HRCC), based upon the recommendation of the CEO, at its meeting on December 9, 2025, recommends that the WECC Board of Directors (Board) approve the 2026 Corporate Scorecard, as presented and attached.

Board Resolution

Resolved, that the WECC Board of Directors (Board), acting on the recommendation of the Human Resources and Compensation Committee (HRCC) at the meeting of the Board on December 9, 2025, approves the 2026 Corporate Scorecard, as presented and attached.

Background

WECC's 2026 Corporate Scorecard sets annual corporate goals and initiatives that correspond to WECC's Delegation Agreement and Long-term Strategy (LTS). The scorecard aligns WECC's business performance with these critical items. Board approval of the Corporate Scorecard demonstrates robust corporate governance and oversight of organizational performance. The HRCC will assess WECC's delivery of the metrics and initiatives contained in the scorecard in determining incentive compensation awards for eligible employees.

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Draft 2026 Corporate Scorecard



ELECTRIC RELIABILITY AND SECURITY FOR THE WEST

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Delivery of our Delegated Responsibilities

Metrics	Targets
Metric 1: % reduction in violation inventory that is over two years old as of January 1, 2026	35%
Metric 2: % of Compliance Exceptions processed within 180 days of submittal	75%
Metric 3: % reduction of the priority power flow model shortcomings identified in the previous year's operating cases versus the current year's operating cases	30%
Metric 4: % of completed current-year treatments identified in the risk treatment tracker to address the highest prioritized reliability and security risks	100%
Metric 5: Voluntary employee turnover percentage	<10%
Metric 6: % of critical skills covered by staff expertise	>75%
Metric 7: % of actual statutory expenditures compared to budget	+/- 3%

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Delivery of our Long-term Strategy

Metrics	Targets
LTS Metric 1: % of newly registered IBR entities for which WECC has, within 90 days of registration, conducted outreach discussion with the entity's primary compliance contact and, as applicable, initiated a Self-Certification of the entity to confirm its reliability and security foundation supports its compliance obligations. (IA.1)	90%
LTS Metric 2: # of requests to participate in reliability conversations (for example keynote or panelist) at conferences/forums/collaborative groups/classrooms. (IA.2)	50
LTS Metric 3: % of applicable stakeholders that have taken timely action to address applicable WECC recommended actions (if any). (IA.3)	50%
LTS Metric 4: # of WECC products/trainings/outreach efforts that are newly created or improved to align to WECC's stakeholder engagement strategy and high priority risks. (IA.3)	6
LTS Metric 5: # of external citations of or references to our technical work in influential publications or forums. (IA.4)	12

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Our Strategic Initiatives

Initiative	IA1	IA2	IA3	IA4	IA5
Initiative 1: To identify and evaluate interconnection transmission adequacy risk, inform Western transmission planning efforts and decision makers with additional insights by expanding reliability assessments to include transfer capability analysis in the LTRA and WARA.	X	X	X	X	
Initiative 2: To partner with our registered entities in support of their reliability and security programs, develop and implement an engagement and enhanced communication strategy to increase awareness and visibility into oversight activities and enforcement trends.	X	X	X		
Initiative 3: To provide visibility into the information that WECC uses for its reliability analyses and to provide stakeholders with data for their various system planning efforts, develop a data portal that will give stakeholders an online source for maps, graphics, and data related to forecast information (generation, demand, etc.) for the Western Interconnection.			X	X	
Initiative 4: To increase the efficiency and engagement of our employees, identify use-cases for an artificial intelligence tool that will lead to process improvement/work reduction and implement them. Identified cases will: <ul style="list-style-type: none"> Comply with ERO Enterprise AI and other guidelines/policies/principles Be vetted by WECC's IT and security teams and be approved by WECC's executive team Not involve "Confidential" or "Highly Confidential" data or information 					X

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Initiative	IA1	IA2	IA3	IA4	IA5
Initiative 5: To further improve organizational effectiveness and employee skill acquisition, evolve our Knowledge Assessment Matrices (KAM) and bench strength evaluation processes to include not only skills we have and currently need, but skills we will need in the next several years, which will enable us to evolve with changing stakeholder and industry needs. Phase I in 2026: <ul style="list-style-type: none"> a) Implement a knowledge management system, incorporate skills inventories from KAMs, add critical skills needed in the next three years (for use in employee development plans and workforce planning), and b) Create a centralized knowledge base for housing procedures and a staff expertise inventory 	X	X	X		X
Initiative 6: To further enhance our holistic risk-based approach, Reliability and Security Oversight (RSO) and Reliability Planning and Performance Analysis (RPPA) will rationalize and optimize the data available to them by determining whether (and, if so, then how) different datasets can be mapped together and used by both departments, subject to applicable confidentiality considerations (e.g., Section 1500 of NERC Rules of Procedure, Western Interconnection Data Sharing Agreement, etc.).	X		X		

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Our Impact Areas

- | | | |
|----|------------------------|---|
| 1) | Risk Mitigation | We are an organization aligned on risk reduction. Our holistic risk-based approach uses all the tools and skills available to deliver comprehensive risk mitigation strategies. |
| 2) | Partnership | We are sought after as a partner to address the risks that pose the greatest threat to reliability. We identify concerns and facilitate solutions with input and assistance from diverse and often conflicting stakeholder perspectives, focusing our resources on risks that pose the greatest threat to reliability and security. |
| 3) | Perspective | Our insights, analyses, and outreach drive industry action. We are renowned for providing clear and actionable communications supported by data and rigorous analysis. |
| 4) | Independence | Our resource- and technology-neutral, interconnection-wide perspective is respected and trusted to assure decision-makers that they have an independent partner to rely on. |
| 5) | People | Our highly skilled and engaged employees are champions for reliability. |

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2026 Corporate Scorecard

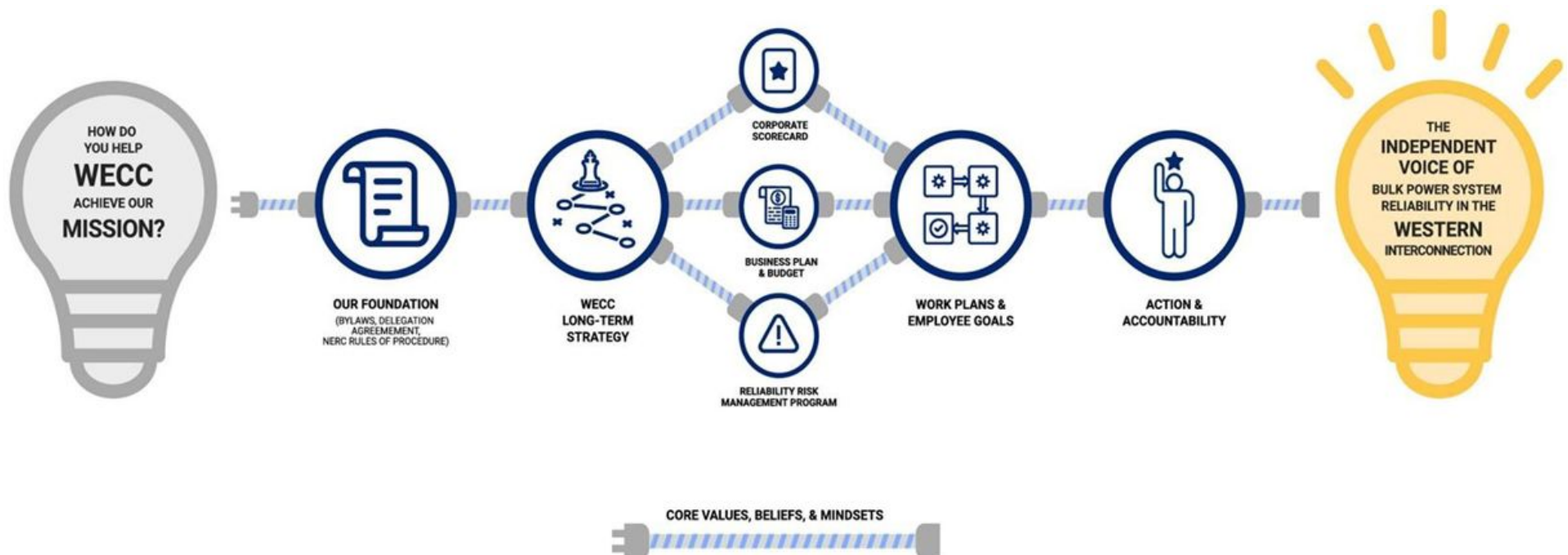
Jeff Droubay

VP, General Counsel and Corporate Secretary

**Electric Reliability
& Security for the West**

December 9, 2025

Our 2026 Corporate Scorecard measures the full breadth of how we achieve our mission and how we are the Independent Voice of Bulk Power System Reliability in the Western Interconnection.



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Changes for 2026

- ❖ Create transparency and accountability for the full breadth of WECC's Mission
- ❖ Connect all our employees to our Corporate Scorecard

2025 Scorecard

- Focused on Long-Term Strategy (LTS)
- Metrics and Targets assigned to LTS "Impact Areas," meaning that they do not connect explicitly to WECC's delegated responsibilities, our "bread and butter"
- Initiatives tied to only 1 Impact Area when they may impact multiple areas.

2026 Scorecard

- Balanced attention to delivery of delegated responsibilities and LTS
- Metrics and targets measure WECC's delivery on its delegation agreement and LTS
- Scorecard identifies how strategic initiatives contribute to multiple Impact Areas, instead of just one Area



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155 N 400 W, Salt Lake City, UT 84103, USA

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Year-end HR Report

Trisha Brimhall

Director, HR, People, & Culture

**Electric Reliability
& Security for the West**

December 9, 2025

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Employee Retention and Engagement Highlights

- Annual voluntary turnover 4.5%
- Knowledge transfer tracking and processes 86%
- Medical benefit enrollment utilization 86%
- No hotline complaints

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Employee Retention and Engagement Highlights

- Training and Development
 - Crucial Conversations Workshop
 - Crucial Conversations Refresher Workshop
 - SMART Impact Goals Workshops
 - Leadership at WECC Workshops
 - Manager Training
 - Crucial Accountability Workshop
 - Effective Stay Interviews
 - Getting the Most Out of One-On-One Meetings
 - Interview Best Practices
 - Shaping the Employee Onboarding Experience
 - Manager's Role in the Employee SMART Impact Goal Setting Process
 - 9-Box Development Tool

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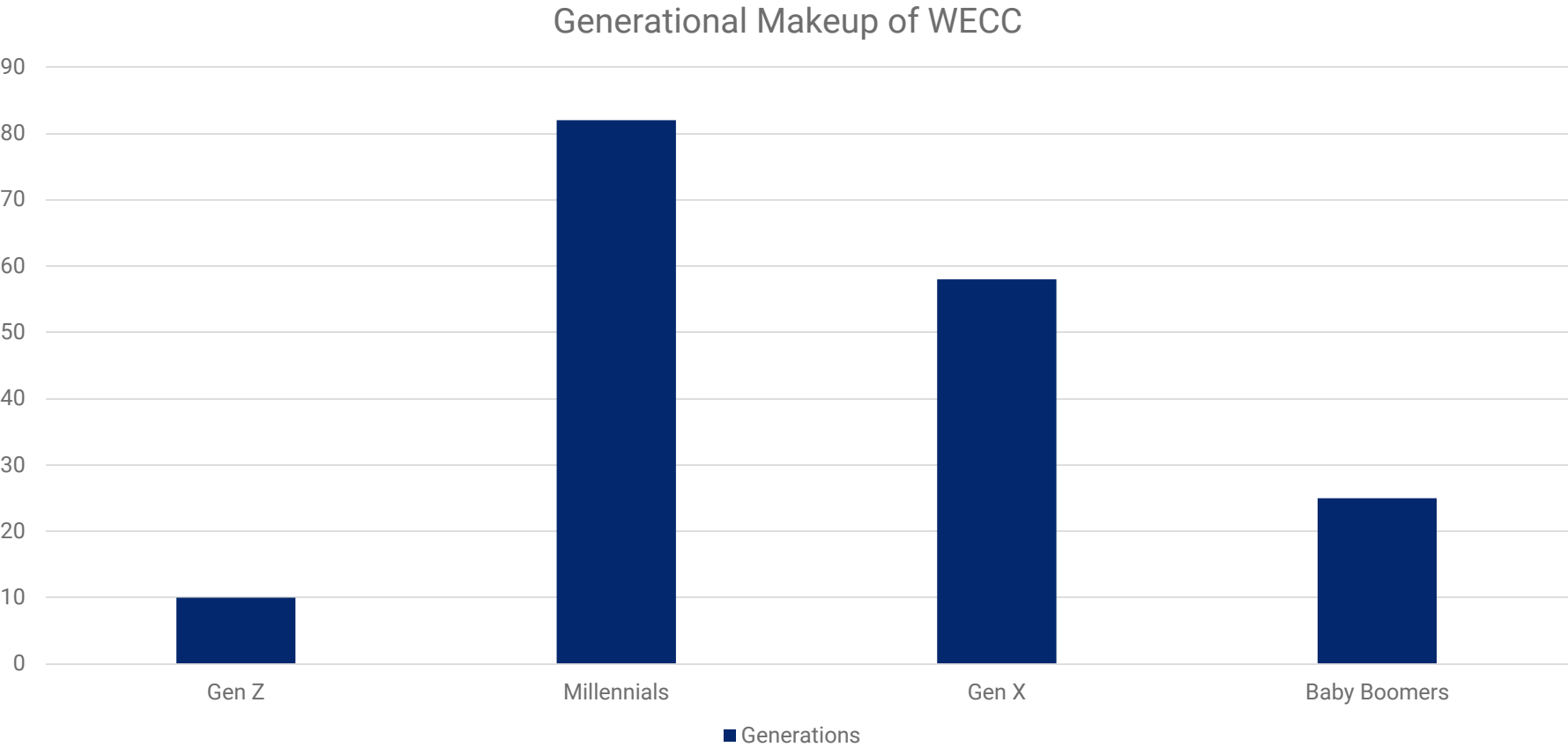


Employee Retention and Engagement Highlights

- Stay Interviews
 - Two consistent trends in feedback:
 - Reduce volume of internal meetings
 - Enhance transparency of career paths
- Organization-wide job description review
- Enhanced onboarding processes, tools, and documents for a stronger new hire experience
- WECC Week and Employee Appreciation Event
- Denison Culture and Engagement Pulse Survey

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Workforce Metrics



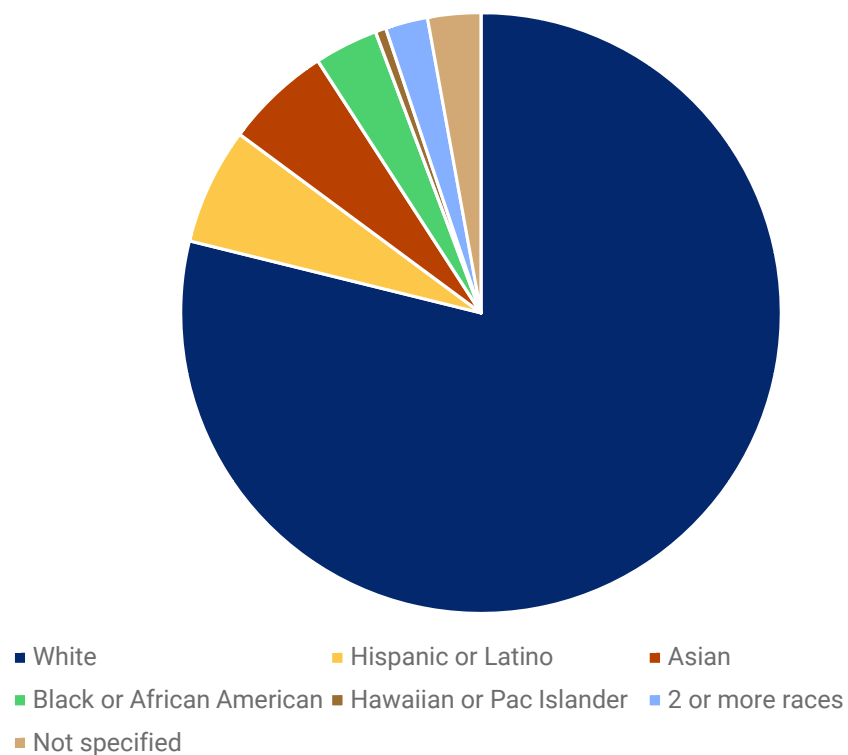
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Workforce Metrics

- Total headcount: 175
 - Total males: 110
 - Total females: 65
 - Total number of veterans: 14
- YTD positions filled: 26

Ethnicity



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Utah Labor Market Demographics

Race and ethnicity

- White 61.6%
- Black 12.4%
- Hispanic 18.7%
- Asian 6%
- American Indian and Alaska Native 1.1%
- Native Hawaiian and Other Pacific Islander 0.2%
- Some Other Race 8.4%
- Two or More Races 10.2%

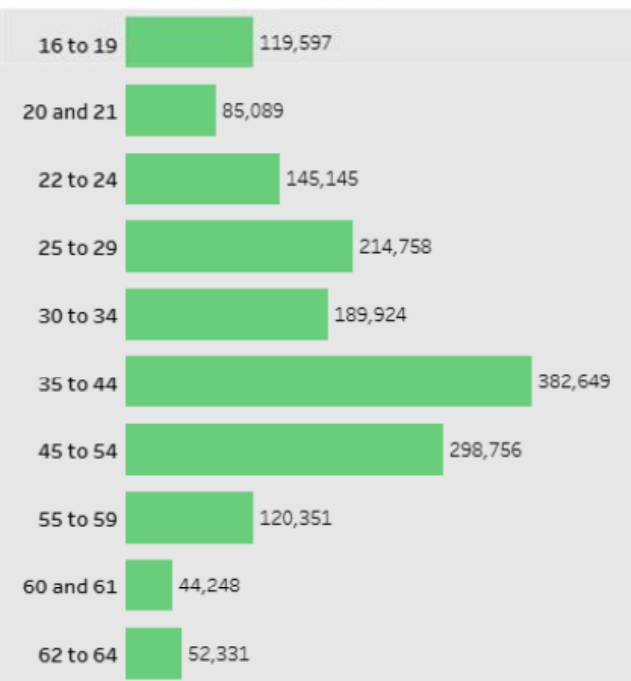
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Utah Labor Market Demographics

State population: 331.4 million

Labor Force by Age 2019-2023



People per square mile

500.0 or more	100.0 to 199.9	10.0 to 24.9
200.0 to 499.9	25.0 to 99.9	Less than 10.0

Utah Counties (Ranked by 2020 total population)		
1.	Salt Lake County	1,185,238
2.	Utah County	659,399
3.	Davis County	362,679
4.	Weber County	262,223
5.	Washington County	180,279
6.	Carha County	133,154

August 2025 Unemployment Rate



3.3%
State of Utah



4.3%
United States



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