Organizational Group Effectiveness

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Efforts to Improve Organizational Effectiveness

- Organizational Group Self-Assessments
- Organizational Group Surveys
- Chairs and Secretaries Meeting, November 9-10
Common Themes in Self-Assessments

- EIS Market Implementation
- ERO / RE Transition
- 888 Reform NOPR Impacts
Overall Findings

• Generally, committee/working group members rated items positively

• Generation Working Group and Market Working Group had the lowest scores for all areas

• Moderate-to-good relationship between the group’s effectiveness rating and its overall rating of its chair

• Good correlations between effectiveness rating and agenda timely, accurate minutes, and represents diversity. These facets are linked to how group members rate overall effectiveness.
Group Meeting Costs

- In-person meetings: 78
- Teleconference meetings: 67
- Teleconference / webex expenses: $49,306
- Director Fees 2006 $186,750
- Director Fees 2005 $92,000
- Meeting Expenses $261,825
- Total cost of meetings $589,881

* Does not include director travel, staff time, staff travel, or costs of associated task forces
Organizational Group Survey Overview

- Survey was sent to six committees and twelve working groups

- Organizational group members were asked to rate four groups of attributes from 1-5:
  - Meeting Preparation
  - Membership
  - Meeting Conduct
  - Chair

- Each attribute group allowed for open-ended comments
Major Findings

Moderate-to-good relationship between working group/committee effectiveness and:

- Chair: Seeks input
- Chair: Supportive and Respectful
Major Findings

Fair relationship between committee/working group effectiveness rating and:

- Chair (overall)
- Meeting Preparation: Agenda timely
- Meeting Preparation: Accurate minutes
- Membership (overall)
- Membership: Represents diversity
- Meeting Conduct: Dissent heard
Major Findings

• As effectiveness rating increases, attribute rating also increases (and vice versa)
  ➢ For instance, while a respondent may increase their score of a chair’s tendency to seek input, they would simultaneously increase their assessment of the group’s overall effectiveness

• May indicate that certain chair behaviors increase the effectiveness of the group – or the perception of effectiveness

• Fair relationship between number of respondents and overall average score. The higher the number of people, the better the assessment of the group.
Negative Assessments

- Generation Working Group and Market Working Group had the greatest number of negative assessments of specific attributes

- These two groups were least satisfied overall
Effectiveness

- Operating Reliability Working Group gave the highest rating to its group effectiveness
- Next highest is Finance Committee
- Lowest rating from Operations Data Working Group
Suggestions for Improvement

• Continuing education of members

• Attendance
  ➢ Members that miss should be replaced
  ➢ More members should attend

• Investigate voting methods/structure (proxy voting)

• Broader, more flexible membership participation

• More members should speak up
Suggestions for Improvement

- Every member should contribute
- More face-to-face meetings (quarterly)
- Better access to SPP staff
- More timely distribution of meeting materials
- Chairs need to remain open-minded
- Better communication among group chairs
- Better definition of groups’ responsibilities - relationship to other groups
Specific Issues

- Provision in NITS agreement for an Operating Committee between the TO, TP, and NITS is supposed to be in place

- Compliance processes wider than Finance Committee purview
Recommendations for 2007 Survey

- Specific objectives should be developed
- Respondents should assess importance of rated attributes
Brainstorming Session, Chairs and Secretaries, Nov. 9-10

- 40 specific ideas for improvement

- Ideas grouped into 5 categories:
  - Meeting Management / Joint Meetings / Communications / Metrics
  - Governance / Consolidation / Restructuring / Process Flow
  - Nimbleness / Speed
  - External Relations
  - Compliance
Meeting Management / Joint Meetings
Communications / Metrics

• General policy on phone and teleconference quality
• Have annual strategy planning sessions between committee chairs and working group chair(s) reporting to that committee
• Development and enforcement of attendance policy to prevent chronic absenteeism
• Need a way for the working group chairs to structurally coordinate with each other on a timely basis. Should be structural versus informational
• Continuing education of group chairs and secretaries:
  How to be a good chair
  Facilitation
  Meeting management
  Robert’s Rules of Order
Meeting Management / Joint Meetings
Communications / Metrics

• Set up a structure to facilitate better interaction between groups (e.g., meeting at same locations and same times or contiguous times). Work on the timing of the meetings of different working groups

• More visibility of metrics regarding timely dissemination of materials before and after meetings

• If action items come in within “X” of meeting date, the group must make a decision if the item will be discussed

• Encourage BPWG NITS customers to use the BPWG
Meeting Management / Joint Meetings

Communications / Metrics

• In survey process, solicit two or three of the most important issues that SPP should be addressing. Make sure organization is being reflective and responsive to what members are wanting SPP to work on.

• Meeting locations? Move around - more in Little Rock

• Joint WG meetings

• Staff secretary debriefs to discuss outcomes/action items/next steps

• Central place for scheduling WG meetings. Schedule meetings 12 months in advance
Meeting Management / Joint Meetings
Communications / Metrics

• Weeklong meeting with all WGs simultaneously (i.e., pig roast)
• Need to have periodic review of costs/benefits of meetings and meeting types (net conference, in person, teleconference)
• Improve documentation and organization of procedures and responsibilities
• Improve understanding of voting members at MOPC, Member’s Committee, and BOD (i.e., education and improved documentation--executive summary)
• Enforce registration for meetings
• HR – Employee Benefits – Coordination with Finance Committee
Governance / Consolidation / Restructuring Process Flow

- General Rule on Proxies
  - Can you have more than one vote?
  - How long can you send a proxy? Single proxy persist?
  - Can you offer it to another member or someone from your company?

- Voting Rules of the MOPC
  - Each segment vote is averaged based on voting numbers, and you have to hit 67%. TO/TU average segment vote.
  - Should you be able to vote only on certain items?
  - Voting on MOPC is of particular interest in the RTO filing.
  - Majority vs. Super Majority?
Governance / Consolidation / Restructuring Process Flow

- Think about the definitions of “committee”, “working groups” and “task forces”
- Should working groups have term limits? Should there be stated term lengths?
- **Formalize** a biannual election or selection process for group chairs
- NITS Operating committee formalized
- Consider renaming some working groups to more appropriate names
- Consolidate WGs where appropriate
Governance / Consolidation / Restructuring Process Flow

- Separate MOPC into markets and ops
- Criteria and Tariff ownership assignments and compliance with requirements
- Annual certification that charter represents what the WG is focused on
- Consolidate MOPC WGs to five major WGs
- Review group membership criteria in charter
- Compliance / ERO
Nimbleness / Speed

- Examine working group committee structure: where we are now, where we will be in new structure. Design a committee structure that will allow streamlined action and decision making.

- SPC should meet with other groups (committees and WGs) and coordinate efforts.

- Timeliness of reaction to NERC standards implementation, including assignments. Monitor NERC process and develop proposed standards.
External Relations

- Affirm that RSC and SPP relationship (e.g., cost allocation) is appropriate
- Think about formal process for interacting with NAESB and NERC; member participation
- Training within SPP RE on process for Standards development
- Timeliness of reaction to NERC standards implementation, including assignments. Monitor NERC process and develop proposed standards
Compliance

- Criteria and Tariff ownership assignments and compliance with requirements
- Compliance / ERO
Recommendation to Strategic Planning Committee

From Chairs and Secretaries Meeting

Strategic Planning Committee will be given the responsibility for coordinating and overseeing the process for developing recommendations in response to priority issues and categories resulting from the Organizational Effectiveness Meeting.
January SPC Meeting

- Develop framework for processes
- Assign items to groups
- Process for developing recommendations
- Develop in concert with working groups
Upcoming Group Meetings

Each chair and secretary will present at their next meeting a PowerPoint summarizing Organizational Effectiveness Meeting results, and will lead discussion on the issues.
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