Department of Energy
Western Area Power Administration
P.O. Box 281213
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9-12-06

MEMORANDUM FOR   CLAUDIA A. CROSS, HR-1
                            DIRECTOR, OFFICE OF HUMAN CAPITAL MANAGEMENT

FROM: FRANCES TELLES, A7200
                 HUMAN RESOURCES MANAGER
                 WESTERN AREA POWER ADMINISTRATION

SUBJECT: Fourth Quarter FY 2006 Internal President's Management Agenda
                 Scorecard Report on Human Capital

The Western Area Power Administration is pleased to submit our human capital management performance report for the fourth quarter of FY 2006. The report is structured to match the nine scorecard requirements. Western's Senior Managers are committed to supporting the President's Management Agenda and Department of Energy's (DOE) Human Capital Program. To achieve our vision of being a premier power marketing and transmission organization, we will need to recruit, retain and develop talented employees and use their skills in the most effective and efficient manner possible. Our Human Capital Management Plan is critical to achieving these goals.

Please direct any questions regarding this report to Frances Telles, Human Resources Manager, at (602) 605-2868, or Cheryl Zimmerman, Human Resources Specialist, at (720) 962-7122.

Attachments

cc: Thomas J. Wheeler, Office of Human Resources Management, ME-51, Washington D.C.

Western Area Power Administration

FY 2006, Fourth Quarter

Internal PMA Scorecard for

Human Capital Management

Submitted: September 12, 2006

Western Area Power Administration
FY 2006, Fourth Quarter
Internal PMA Scorecard for Human Capital Management Report

Executive Summary

Western Area Power Administration's (Western) mission is to market and deliver reliable, cost-based hydroelectric power and related services. Western's human capital management (HCM) programs and systems are designed to achieve our mission and strategic goals, but also to be efficient, technically sound, and merit-based. This quarterly report provides evidence of Western's commitment to continuous improvement in human capital management through measurable goals and results. We strive to successfully support the President's Management Agenda (PMA), as reflected in quarterly ratings. However, human capital management is not an end in itself, but a part of improving management in general, which ultimately improves service to Western's customers as well as the taxpayer.

Highlights of Western's Recent Accomplishments

- Western's five Human Resources (HR) offices were centralized into a consolidated office effective April 3, 2005. Three HR positions have been reduced through attrition (two in April 2005 and one in February 2006), thereby moving the organization closer to the target organization FTE goal, and decreasing costs of the organization as a whole. As of October 1, 2005, Western's HR function began direct charging for services provided to customers.

- Average number of days from "date vacancy announcement closed" to "date job offered" is 32 days using the 45-day Hiring Model which reflects excellent teamwork between the Human Resources and management functions.

- The tool for assessing the information technology (IT) management competencies has been completed by 93% of Western's IT staff with no significant skills gaps identified.

- The tool for assessing the acquisition management competencies has been completed by 100% of Western's procurement staff. No significant skills gaps were identified.

- The tool for assessing the financial management competencies has been completed by 100% of Western's financial managers. No significant skills gaps were identified.

- The tool for assessing the financial management competencies has been completed by 96% of Western's budget staff. No significant gaps were identified.

- The Office of Personnel Management (OPM) tool for assessing the Human Resources (HR) Specialist competencies has been completed by 86% of Western's HR staff. No gap analysis specific to Western has been provided at this time.

- The tool for assessing the Executive Core Qualifications (ECQ) competencies of supervisors, managers and executives has been completed by 98% of Western's leadership. No significant skills gaps have been identified.

- Noteworthy increases were made in addressing under-representation of American Indian males and females. As well, a small increase in the employment of white females in the craft occupations occurred.

- New Hire Satisfaction Surveys averaged a level "4" out of a possible "5." Applicants were persuaded to accept Western's job offers due to pay, benefits, and career opportunities. New hires were most impressed by the interview process, the on-line application process, and the speed of the hiring process.

- Employees leaving Western in the period spanning January 2005 through December 2005 were asked to complete an exit survey. Over 90% of those responding said they would recommend Western as an employer.

- Western has closed all skills gaps in Department of Energy's (DOE) five Mission Critical skills. Project Management and IT Project Management gaps are not only closed, but significant bench strength is also in place.

- Western's top three organizational critical skills are engineers, communications craftsmen, and electricians. These mission-critical occupations have the highest numbers of "projected hiring needs" (29 for engineers, and 28 for both communications craftsmen and electrician). Workforce planning results are already visible in just the 3rd quarter of FY06: the gap for engineers was reduced by 31%, with the gap for communications craftsmen and electricians reduced by 3% and 7%, respectively.

- Western's Workforce Planning Points of Contact completed the first quarterly reporting requirement, showing the overall gap in mission-critical occupations was reduced almost 10% in the 3rd quarter of FY06 alone.

- Western has designated an accountable official for the integration of the HCM plan into decision-making processes. As Western's Senior Champion/Sponsor for Human Capital Management, Timothy J. Meeks, Chief Operating Officer, participates in high-level decision-making in Western. Mr. Meeks will assure the linkage of the HCM plan with Western and DOE program and goals, and assure the flow of communication on such matters.

- On August 25, 2006, Western implemented Hiring Management, an automated hiring system. It has been programmed with qualifications requirements, and questions assessing time-in-grade, eligibility for consideration and non-competitive status to more quickly create a certificate of properly ranked and rated eligibles. Two of Western's custom applicant assessment options, Category Rating and Robocop, have been streamlined to require less time of HR Specialists. Selecting officials are able to obtain, review and make selections from their certificate of eligibles on-line. Optimal use of the new Hiring Management system permits the HR Specialist and the selecting official to work together to improve hiring time.

- Performance plans for 100% of all Senior Executive Service (SES), managers and non-supervisory workforce are linked to DOE's mission. Performance plans for SES, managers and employees differentiate between various levels of performance, and provide consequences based on performance.

Western's goals for the coming year are described in greater detail on the following pages, but will continue to focus on the following: close critical skills gaps, reduce hiring times, execute succession planning programs, enhance the performance appraisal process, optimize organizational structures, address under-representation, and integrate HCM into decision-making and budget processes. This will assure Western has the right people in the right place at the right time to achieve our vision of being a premier power marketing and transmission organization.

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Internal PMA Scorecard for Human Capital Management Report

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1. **Integration of Western Area Power Administration's (Western) Human Capital Management Plan Into Decision-Making Processes**

   Linking Western's Human Capital Management (HCM) Strategy to Western's Program Goal and DOE Mission and Goals

   The Department of Energy (DOE) leads a critical effort to strengthen national and economic security, in promoting a diverse supply of reliable, affordable and environmentally-sound energy. Western Area Power Administration, in conjunction with the U.S. Army Corps of Engineers, the U.S. Bureau of Reclamation and the Department of State's International Boundary and Water Commission, strongly supports this effort in managing the multipurpose operation of the Federal hydropower system to reliably deliver renewable energy across a high-voltage, integrated transmission system. Western's strategic goals link directly to the DOE Energy Security Goal in promoting energy diversity to protect our national and economic security by reducing imports and in creating more flexible, reliable and higher capacity U.S. energy infrastructure.

   Western's HCM strategy and associated plan ensure that trained and experienced personnel are available to perform mission critical work which supports departmental goals and mission requirements. Western's workforce is responsible for marketing and delivering Federal hydropower providing widespread use of Federal resources. We achieve continuity of service (and industry reliability standards) by maintaining and modernizing the power system to support reliable operations and efficient markets as industry restructures. These efforts and a variety of initiatives underway support National Energy Policy and the Energy Policy Act of 2005 and seek to improve the energy security as defined by DOE.

   Western can only be successful if it has the people resources in place to achieve its goals. As such, Western will continue to recruit, develop and retain a safety-focused, highly productive, customer-oriented and diverse workforce. To assure this success, Western has designated an accountable official. As Western's Senior Champion/Sponsor for Human Capital Management, Timothy J. Meeks, Chief Operating Officer, participates in high-level decision-making for Western. Mr. Meeks will assure the linkage of the HCM plan with Western and DOE program and goals, and facilitate the flow of communication on such matters.

   Summary of Current HCM Status at Western Area Power Administration

   Having successfully initiated a comprehensive HCM program, Western now focuses on implementing programs, measuring results, and incorporating continuous, customer-driven improvements. We have institutionalized the HCM framework into an ongoing cycle of continuous improvement which includes regular annual reviews of the HCM program and its results by Western's Senior Managers. Senior managers are also provided a comprehensive annual update on HCM program initiatives by Western's HR Manager at their Spring senior managers' meeting. During the April 2006 senior manager meeting, senior managers were briefed on HCM activities including succession planning programs, skill gap competency

analysis, HR recruitment strategies, HR tools and flexibilities, HR organizational efficiencies, employee surveys and workforce planning. At the conclusion of the update, senior managers approved the cross-cutting recommendations outlined in Western's 2006 Workforce Planning Report.

Western will continue to follow through with the HCM plan by implementing, monitoring, and making course corrections as needed. HCM is an ongoing part of doing good business and achieving Western's mission and program plan.

2. Meeting Hiring-Time Goals

A. 45-Day Hiring Model

In support of OPM's 45-Day Hiring Model, Western has undertaken the following actions:

- Posted an SOP providing guidance on the roles, responsibilities and timeframes needed to ensure 45-Day hire targets.

- Implemented an on-line training program for supervisors on the hiring process.

- Endorsed the 45-Day Hiring Model in a letter from Western's Administrator to Western's Senior Managers.

- Established guidance for HR personnel on data input requirements to ensure consistent tracking of selection timeframes.

- Fully implemented the DOE SF-52 Tracking System in which all Western selections are posted. We have customized this tool to produce Western-specific data to better track our progress. We have also implemented the February 2, 2006, DOE guidance on additional information fields to be completed to facilitate generation of monthly reports to the Deputy Secretary.

- For the period June 1, 2005 through June 30, 2006 the average number of work days from "date vacancy closed" to "job offer made" held steady at 32. The mode was 19 days, and the median was 30 days. This is easily within the 45-day hiring model, and reflects excellent teamwork between the Human Resources and management functions.

- On August 25, 2006, Western implemented Hiring Management, an automated hiring system. On-line training on the new system has been provided to selecting officials and applicants. Hiring Management has been programmed with complete and accurate qualifications requirements for virtually all Western occupations. Top quality questions assessing time-in-grade, eligibility for consideration and non-competitive status are also programmed into the system, and HR Specialists have been trained on how to utilize these as screen-outs and filters to more quickly create a certificate of properly ranked and rated eligibles. Two of Western's custom applicant assessment options, Category Rating and Robocop, have been streamlined to require less time of HR Specialists. Selecting officials are able to obtain, review and make selections from their certificate of eligibles on-line. Optimal use of the new Hiring Management system permits the HR Specialist and the selecting official to work together to improve hiring time.

- Within the next quarter, Western will also be assessing the standing register functionality in Hiring Management to fill vacancies. The functionality will enable HR Specialists to maintain a "roster" of qualified candidates which can be referred to a manager the same day a vacancy arises.

B. 82-Day SES Hiring Model

DOE implemented a DOE-wide 82-work day SES hiring model effective this quarter. Western had no SES vacancy announcements to be tracked or reported during this quarter.

3. Reducing Skills Gaps in Mission-Critical Occupations

In the last workforce planning cycle, the approach focused on a corporate perspective of mission-critical occupations. In 2006, Western moved to an organization-based approach which rolls data up from the organizations to create a corporate report, while still emphasizing the mission-critical occupations. Eight Workforce Planning Points of Contact (POCs) were appointed, and provided standard information, resources and processes, including an accountability checklist. The POCs coordinated with subject-matter experts from their organizations to provide input and to create recommendations. Feedback for this new approach has been very positive, with organizations reporting they have greater buy-in, communication and accountability for workforce planning.

"Western's Workforce Planning Report for 2006," is available in Attachment 4. Building on the links to Western's mission and strategic plan which were developed in 2005, the workforce planning process retains its focus on closing skills gaps in mission-critical occupations. On page 6 of the Report, Western provides an in-depth analysis of its workforce against OPM's suggested performance indicators. Gap analysis was completed for Western's mission-critical occupations. As shown below, high and low staffing need estimates, 3 to 5 years out, have been assessed in all grade ranges, by supervisory and non-supervisory positions. It is estimated Western will need to hire between 118 and 205 employees in the next 5 years to staff mission-critical occupations. Additionally, Western plans to hire between 43 and 66 supervisory staff in these mission-critical occupations.

High and Low Staffing Estimates (3-5 years out)

Position Title (Series)	Low – NonSupervisory	Low – Supervisory	Low – All	High – NonSupervisory	High – Supervisory	High – All
Electrical/Electronic Engineer (850/855)	19	10	29	36	16	52
Communication & Instrumentation (C&I) Craftsman (2610)	22	6	28	32	6	38
Electrician (2810)	19	9	28	31	12	43
Energy Management & Marketing Specialist (AD-301)	3	1	4	11	3	14
Information Technology (2210/854/1550)	5	0	5	15	2	17
Lineman (2801)	13	8	21	15	10	25

Position Title (Series)	Low – NonSupervisory	Low – Supervisory	Low – All	High – NonSupervisory	High – Supervisory	High – All
Power System Dispatcher/Power Ops Specialist (AD-303)	21	2	23	35	8	43
Public Utilities Specialist (1130)	16	7	23	30	9	39
Totals:	118	43	161	205	66	271

Subject matter experts were also asked to assess the organization's level of preparedness to replace or add employees. This information supplements the analysis of projected hiring needs above. On a 1-5 scale, with 5 being "extremely prepared," 4 being "very prepared," and 3 being "prepared," Western's average for all mission-critical occupations is 3.9.

Assessment of Workforce Planning "Readiness" by Mission-Critical Series

Occupation	Level of preparedness to replace or add employees in your organization
Electrical/Electronic Engineers, GS-850/855	4
EEC and M&R, C&I, WB-2610	3.3
Electrician, WB-2810	4.3
Energy Management and Marketing Specialist, AD-301	4
IT Specialist, GS-2210	4
Lineman, WB-2801	4.3
Power System Dispatcher, AD-303	3.8
Public Utilities Specialist, GS-1130	3.8
Overall average of all mission-critical occupations	**3.9**

Workforce planning recommendations were developed to close the gaps, taking into consideration labor availability, skills needed in the future, and resources. The entire report was approved by Western's senior management in April 2006. The recommendations are implemented using a process that tracks responsible parties, target due dates, performance metrics and budget requests. Responsibility for accomplishment of the recommendations is with the owning organization, resulting in greater accountability and closed skills gaps. Progress on recommendation implementation, and closure of numerical gaps in mission-critical occupations, is reported quarterly (Note: Attachment 1, Critical Skills Gap Analysis, was also submitted to DOE's Tom Wheeler on September 1, 2006. Western welcomes any questions regarding the quarterly reporting system).

Skills Gap Analysis

- Western has closed all of the skills gaps in DOE's five mission critical skills. Project Management and IT Project Management gaps are not only closed, but significant bench strength is also in place.

- In addition to the DOE mission-critical skills, we are reporting our top three organizational critical skills: engineers, communications craftsmen, and electricians. These mission-critical occupations have the highest numbers of projected hiring needs estimated to be 29 for engineers, and 28 for both communications craftsmen and electrician. As listed on page 19 and 20 of Attachment 4, Western is hard at work on 16 recommendations to reduce the engineering gap, 7 recommendations to reduce the communications craftsmen gap, and 6 recommendations to reduce the electrician gap. Impressive results are already visible in just the 3rd quarter of FY06. The gap for engineers was reduced by 31%, with the gap for communications craftsmen and electricians reduced by 3% and 7%, respectively. Progress on recommendation, implementation, and closure of numerical gaps in mission-critical occupations, is tracked and reported quarterly.

- Western's Workforce Planning Points of Contact completed the first quarterly reporting requirement, showing the overall gap in mission-critical occupations was reduced almost 10% in the 3rd quarter of FY06 alone.

Certification Needs by Level for Project Manager, Contract, and Information Technology Managers

As shown in Attachment 1, Western has closed all of the skills gaps in the certification needs of these three occupations. Project Management and IT Project Management gaps are not only closed, but significant bench strength is also in place.

Developing Strategies to Create a Workplace that Attracts Talent

Recruit Optimization Projects

One of Western's key tools in attracting talent and reducing skills gaps is the "Recruit Optimization Project", which is typically implemented as a workforce planning recommendation. These projects consist of utilizing top subject matter experts to select the best applicant assessment option from among five options (the most recent option is category rating). They develop assessment questions and rating strategies. Recruit Optimization Projects have been completed for all of Western's mission-critical series. In December, 2005, the electrical and electronic engineering positions were studied by subject matter experts Western-wide. Over 330 applicant assessment questions were developed in 13 engineering specializations. This has greatly enhanced consistency, speed, and accuracy in the hiring of engineers across Western.

Incorporating Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIP) into Workforce Planning

Based on a review of Western's workforce planning reports, a request for Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) was submitted for FY06. Use of these authorities has helped Western to restructure positions to

meet the future technical needs of the organization, as well as to realign positions to other work locations in an effort to manage costs and provide exemplary customer service in line with our strategic plan.

Seven employees have recently left Western under these authorities. Proactively, Western's new workforce planning tool asked the POCs to anticipate requests for use of the VERA/VSIP in FY07 based on organizational workforce planning needs. As a result of this organizational review, Western submitted a request for FY07 VSIP and VERA on August 22, 2006.

A. Skills Gaps - Performance Measures

Western has several measures to evaluate reduction of skills gaps: rating Western's level of preparedness to place new employees in their organization, achievement of workforce planning recommendations, employee feedback on recruitment and planning, selecting official satisfaction surveys, new hire surveys, and exit surveys. Additionally, automated skills assessments via the Employee Self-Service (ESS) are the most recent method of obtaining information about gaps.

- As part of the workforce planning process, the subject matter experts assess Western's level of preparedness to replace or add employees in their organization. For the quarter ending June 30, 2006, the overall average for mission-critical occupations was 4.1 on a scale of 1-5 (5 being the highest rating). Western feels "very prepared" to replace or add employees.

- Performance measures are in place for each of the workforce planning recommendations in all of Western's mission-critical occupations (Again, this information was submitted informally to DOE's Tom Wheeler). Although they vary according to the specific recommendation, these standards clarify when an action may be considered completed.

- Employee feedback was sought via Western's 2004 HCM survey, which established baseline data. The intention was to administer the survey again in 2006; however, DOE administered the OPM HCM survey to all employees in June 2006. Due to the duplication in question content between the two surveys, senior managers decided to utilize the OPM HCM survey in lieu of the Western HCM survey this year.

- Employees in the Office of the Chief Operating Office (OCOO) were surveyed in May 2006 to obtain feedback on how well the OCOO was in doing in "developing and involving employees" and "continuously improving." Seventy five percent of the OCOO employees responded to the survey. Data was compared to the 2004 OCOO survey, and two areas of improvement were selected by OCOO managers to focus on over the next year - "acknowledgement of employee contributions" and "communication."

- After each hire, Western's Selecting Officials complete a survey addressing their satisfaction with the hiring process. The dimensions include equity of the customized applicant assessment option, effort required to create the applicant examining tool and satisfaction with it, time required to receive the certificate of eligibles from HR, quality of applicants certified, and overall satisfaction. For the quarter ending June 30, 2006, the highest level of satisfaction was with time required to receive the certificate of eligibles

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from HR (4.2 out of 5). This is consistent with Western's excellent performance against the 45-day hiring model.

- New employees are provided with a 12-question survey during their first day on the job. They are asked questions about their experience with the hiring process. Sample questions include clarity and appropriateness of application instructions, timely responses to assistance with the application process, and length of hiring process. On a 1-5 scale (5 being best), all responses for calendar year 2005 were at or above the 4 level. Applicants were persuaded to accept Western's job offers due to pay, benefits, and career opportunities. New hires were most impressed by the interview process, the on-line application process, and the speed of the hiring process. Survey responses will be analyzed for calendar year 2006 in January 2007, and will continue to be reported in future scorecards.

- Employees leaving Western in the period spanning January 2005 through December 2005 were asked to complete an exit survey. Over 90% of those responding said they would recommend Western as an employer. 44% of those leaving were retiring. The most frequent areas of concern (in descending order) were: lack of career advancement opportunities, organizational politics, morale, amount of base pay, and recognition for work. Adequacy of communication among staff, quality of supervisory/management, and relationship with supervisor were also mentioned.

- The tool for assessing the information technology (IT) management competencies has been completed by 91% of Western's IT staff with no significant skills gaps identified.

- The tool for assessing the acquisition management competencies has been completed by 100% of Western's procurement staff. No significant skills gaps were identified.

- The tool for assessing the financial management competencies has been completed by 100% of Western's financial managers. No significant skills gaps were identified.

- The tool for assessing the financial management competencies has been completed by 96% of Western's budget personnel. No significant gaps were identified.

- The Office of Personnel Management (OPM) tool for assessing the Human Resources (HR) Specialist competencies has been completed by 86% of Western's HR staff. No gap analysis specific to Western has been provided at this time.

- The tool for assessing the Executive Core Qualifications (ECQ) competencies of supervisors, managers and executives has been completed by 96% of Western's leadership. No significant skills gaps have been identified.

B. Skills Gap – Milestones

- April 2006 – Western's Senior Management team approved the 2006 Workforce Planning Report and recommendations, along with survey results, and succession training programs. (Completed)

- May 2006 – Implement decision on whether employee feedback should be sought via a Western HCM survey or OPM HCM survey, or some other option. (Completed in April 2006)

- July 2006 – Western's Workforce Planning Points of Contact completed the first quarterly reporting requirement for organizational workforce planning efforts and results. The gap in mission-critical occupations was reduced almost 10% in the 3rd quarter of FY06 alone. (Completed).

- October 2006 – Western's Workforce Planning Points of Contact will complete the second quarterly reporting requirement by describing progress on the workforce planning recommendations and assessment of workforce planning preparedness by organization and mission-critical occupation. (On schedule)

- December 2006 – Western will complete the 2006 Workforce Profile and Award Information report. (On schedule)

4. **Implementing Succession Planning Strategies**

Western has completed an assessment of its supervisory bench strength. As shown in Attachment 2, Western could lose as much as 28% of its top leadership within the next two years. Western must be in a position to hire up to 28 top-level supervisory positions by October 2007. At the SES level, Western must be able to replace three top level executives (37% of the SES positions) with skills in regional and power administration leadership. At the GS-15 level, nearly 40% of the leadership may need to be replaced. Those skills needs are in Western's mission-critical occupations, including IT, power marketing, operations, engineering, and maintenance management. Non-mission critical positions include EEO and accounting. At the GS-14 or equivalent level, 22% of the leadership positions may need to be filled. The mission-critical occupations include operations, maintenance, engineering, IT, and public utilities specialist. Non-mission critical occupations include finance and accounting. Western is taking a number of steps to ensure that there is a sufficient pool from which to draw new leaders.

Western's succession planning efforts develop pools of people with the critical competencies needed for career progression at lower graded levels, and for development of leadership competencies at higher grade levels. The leadership succession programs have included the Management Succession Program (MSP), which was a noncompetitive program open to all supervisors, team leads and foremen at Western, and the Emerging Leaders Program (ELP), which was a competitive program open to non-supervisory GS-11 through GS-14 employees or equivalent. The focus of these two programs was on developing the 27 Executive Core Qualifications (ECQs) identified by OPM as critical for successful leadership. Participants had their ECQ skill level measured using the OPM 360 Degree Leadership Survey. Based on this information, participants and their mentors addressed these gaps by identifying developmental activities to increase the ECQ strengths.

In November 2005, the MSP was reviewed and revised by the Steering Committee based on lessons learned by previous MSP participants. As a result, Western developed another executive development program - the Leadership Development Program (LDP) - which replaces the original Management Succession Program (MSP). The only differences are the name change, a shorter length (from 3 years to 2 years in duration), and selection on a competitive basis (as opposed to a

non-competitive basis). The program targets employees in permanent team lead, supervisory, or managerial positions (including supervisory power system dispatcher and Foreman II and III craft positions) within Western. A key component of both program versions is the inclusion of rotational assignments or details. These developmental experiences provide the primary and most effective means for participants to acquire and enhance leadership skills and program and target-position competencies as well as provide an opportunity for participants to apply their knowledge, skills, and abilities to produce results. Most graduates of the MSP completed rotational assignments in organizations ranging from offices of senior management, to other federal agencies and electric utilities. The new LDP program requires all participants to complete at least one 30-60 day detail during the 2-year program; if funds are available, they may also request to do a second detail.

Western also developed the Career Progression Program (CPP), which is for employees at or below the GS-10 or equivalent levels. The purpose of this third program is to develop employees for higher level positions in various functional areas. All three developmental programs are mentoring-based and as such, rely on the joint creation of a tailored Individual Progression Plan (IPP) as the basis for the self-development of each participant.

In the spring of 2006, Western's maintenance managers targeted a need for training for Foreman and Acting Foreman, at all levels, who supervise the maintenance crews. The supervision of line crews requires specialized skills and specific training targeted for this type of position. An outside vendor developed two classes; "Stepping up to Supervision" and "Acting Foreman Training" that supports the specialized needs of this group. The regions will be scheduling the training for the fall and winter of 2006/2007.

In December of 2005, the Rocky Mountain Region, through their workforce planning, identified a need for specialized training to fill dispatcher positions - one of the identified mission critical occupations. The Aspiring Dispatcher Program was launched as a pilot program to expose potential candidates to the Dispatch environment and provide a combination of academic and on-the-job training to have a more qualified pool of applicants for vacancies.

Western's Human Resources Manager is a member of the newly developed Training and Development Management Council sponsored by DOE Headquarters. The committee is a cross-organizational body of senior departmental managers to advise and make recommendations for training and development programs. Western's participation will facilitate a climate of continuous learning, alignment of training with strategic human capital management plans, and support the Department's mission and vision.

Western is participating with other federal agencies in the Denver area in forming a Training Committee with the primary purpose of sharing training needs and resources among government agencies. This committee will provide another resource for leveraging resources, providing a standard training matrix of common competencies, and sharing best practices to assist with strategic and succession planning.

A. Succession Planning - Performance Measures

- **OPM 360 Leadership Survey Ratings.** The entire ELP class took the OPM 360 assessment instrument for ECQs at the start of the program. They were also given a "post-test" in May 2005. The pre-post score comparison showed improvement by all participants

on all 27 competencies. The summary rating sheet showed marked improvement on any single competency from a low of 7% improvement to a high of 53% improvement.

- **Promotions of ELP Program Participants**. Out of the 20 participants who completed the ELP, seven have competed and been promoted to a team lead or supervisory position within Western. In addition, two of the graduates left Western to accept promotions with other government agencies.

- **Participant Program Assessment.** Upon completion of the ELP the 20 participants were required to complete an assessment of their experiences. Reported below are the "Level 4" evaluation questions, i.e., those that relate to direct and observable changes back on the job. Ratings were done on a 5-point scale, with 1 = Strongly Disagree, and 5 = Strongly Agree.

ELP "Level 4" Assessment Questions	Average Rating
The program has helped me to develop a better understanding of WAPA	4.70
The program has helped me to gain a better understanding of myself	4.26
The program has helped me to re-think my approach to leadership of others	4.21
The program has helped me to adopt meaningful changes in how I approach and carry out my daily work	4.21
The program has helped me to re-think how I do, or would do, direct supervision of others	4.17

- **Employee ratings from the Western 2004 HCM Survey related to Succession Planning.** Each survey statement was rated on a scale ranging from Strongly Disagree (1), to Strongly Agree (5). This information establishes our baseline data, and changes will be reported in future years.

Succession Planning Indicator Questions	% Favorable (Agree plus Strongly Agree)
I am given opportunities to improve my skills in this organization	68%
I am given adequate feedback on the work I do	63%
People receive the training they need to do a quality job	61%
I have the opportunity to participate in developmental programs to further my career goals	59%
I believe my career aspirations can be met in this organization	58%

B. Succession Planning – Milestones

- November 2005 – The LDP was competitively advertised and candidates selected. (Completed)

- January 2006 – The LDP began; program orientation was conducted. (Completed)

- February 2006 – The first class of the CPP graduated. (Completed)

- March 2006 – The LDP Initial Group Training Event; training and feedback provided on USDA Grad School Leadership Effectiveness Inventory (ECQ Assessment) and Western Business Competencies. (Completed)

- April/May 2006 – Two participants completed the Federal Executive Institute program "Leadership for a Democratic Society." (Completed)

- June 2006 – The FY07 Federal Executive Institute program "Leadership for a Democratic Society" was advertised and two candidates selected. (On Schedule)

- July 2006 – LDP Forum (teleconference); program assessment. (Completed)

- August 2006 – LDP participants' Semi-Annual Accomplishment Report due. (On schedule)

- October 2006 – LDP second Group Training Event scheduled; two training classes scheduled - "Mentoring" and "Leading Teams and Groups." (On schedule)

- January 2007 - LDP Forum (teleconference); program assessment. (On schedule)

- February 2007 - LDP participants' second Semi-Annual Accomplishment Report due. (On schedule)

- April/May 2007 - LDP Group Training Event. (Open)

- October/November 2007 – The ELP will be advertised and candidates selected. (Open)

- January 2008 - LDP Group Training Event and Graduation. (Open)

- February 2008 – The ELP orientation. (Open)

5. Western's Knowledge Management Program

The key to effective knowledge management is getting the right knowledge to the right person when they need it. The electric utility industry has been in a state of flux and change for the last ten years, due to both technical innovations and radical policy changes. As such, Western has been required by these external market forces to develop effective organizational learning strategies. These include:

- **Electric Power Training Center (EPTC)** continues to be the training center of choice for many utility for many utility-related companies throughout the United States and Canada. It is internationally known for its training of power plant operators, dispatchers, and maintenance personnel to work effectively with inter-connected operations. In the last five years the EPTC has also developed a series of training programs for managers, support staff, and executives that need to understand the operation of the inter-connected electric grid to better align their

work decisions with the reality of the electric utility industry. Performance achievement is measured by the overall satisfaction rating collected from all students at the EPTC.

Registrations at the EPTC are up 27% from FY05 with power system dispatcher-related training classes showing a higher increase of 45%. Many companies are realizing the value of training as more and more of their current employees are eligible for retirement. The number of companies attending the EPTC has increased 4.3% since 2005. In addition to providing training to non-government entities, the EPTC works with each of Western's Regional offices in providing the necessary training to support the certification of every power system dispatcher in Western.

- **Regional Dispatcher Trainers** are a core of three full-time trainers dedicated to ensuring that electric power dispatchers at Western are current on all their skills and prepared for unusual situations. They ensure that continual education occurs in one of the most critical operational occupations at Western.

- At the request of Western's maintenance managers, training for **Foreman and Acting Foreman** was developed by and outside vendor, GoldSand Consulting Inc. The supervision of line crews requires specialized skills and the two classes developed, "Stepping up to Supervision" and "Acting Foreman Training," target and support these specialized needs. The regions will be scheduling the training for the fall and winter of 2006/2007.

- The **Craft Apprentice Program** is four years in duration and designed to ensure that all new craft employees (e.g., Meter and Relay Craftsman, Lineman, Electrician, etc.) go through a structured learning program to the journeyman level. Performance achievement is measured by employees demonstrating specific skills and knowledge. These achievements are witnessed and documented by local supervisors. Twenty-four apprentices are currently enrolled in the program. The apprentice program has eight steps. Four employees are in Step 1, two employees are in step 2, one employee is in Step 3, eight are in step 4, two are in Step 5, five are in Step 6, and two are in Steps 7.

- The **Craftsman-In-Training Program** is variable in length and is designed to transition an experienced craft employee into a craft discipline for which they already have some level of competency. Performance achievement is measured by employees demonstrating specific skills and knowledge. These achievements are witnessed and documented by local supervisors. Five craftsmen are currently enrolled in the program.

- **Project Management Certification**. Western has established a Project Management Advisory Group to oversee project management certification efforts. When Western rolled out the project management requirements in 2002, it focused on Western's formal projects, generally those with one million-plus budgets. In 2004 and 2005, the focus was on providing support to small projects (including a coaching program to transfer knowledge from experienced project managers to those new to project management), strengthening local project management resources groups, developing and implementing a Project Management Certification Program, and reviewing information technology and capital investment functional implementation of project management business practices. The Group also sought to engage project management groups in Western's field offices to review the internal project management web site, improve project management tools, share tips for effective project management, and participate in organizational assessment. All these goals were achieved.

- **Aspiring Dispatchers Program** was developed to address the need for specialized training to fill future dispatcher positions. A collaborative effort was undertaken to develop a program that would provide an opportunity to current employees to explore a career in Dispatch. The program is a combination of academic and on-the-job training. At this time the program is a pilot program conducted in the Rocky Mountain Region. Once the pilot has been completed in 2007 it will be reviewed and may be extended to other regions in Western.

A. **Knowledge Management - Performance Measures**

- **Satisfaction ratings from Electrical Power Training Center.** In FY05, the average "Overall Satisfaction" rating from all students at the EPTC was 4.8 on a 5-point scale, with 310 students attending. Based on 397 students who attended the EPTC thus far, the "Overall Satisfaction" rating for FY06 was 4.6 on a 5 point scale.

- **Percent Dispatchers certified by the North American Electric Reliability Council (NERC).** Western's power system dispatchers are required to obtain and maintain NERC system operator credentials. All Western's power system dispatchers have met this requirement and are NERC certified. In addition, the NERC Continuing Education Hour (CEH) Program is now officially in place at the EPTC. The EPTC is a NERC accredited training facility and offers various classes granting CEH's. Registrations of power system dispatchers at the EPTC have increased 45% from FY05.

- **Annual employee survey data.** Western periodically collects survey data on how well Western manages knowledge management in terms of both documentation and keeping employees current. Employee ratings from the 2004 Western HCM survey, related to Knowledge Management, are shown in the table below. Each survey statement was rated on a scale ranging from Strongly Disagree (1), to Strongly Agree (5). This information establishes our baseline data. Since Western decided to utilize the OPM administered HCM survey in lieu of the Western HCM survey in 2006, once results are obtained from OPM, Western can compare responses with the baseline survey.

Knowledge Management Indicator Questions	% Favorable (Agree plus Strongly Agree)
Employees in my work unit share their knowledge with each other	73%
This organization provides opportunities for me to keep current on the latest trends, practices, procedures and changes to the work I do	62%
Critical information to perform my job is available when I need it	56%

- **Support of the DOE Knowledge Management Portal**. In support of the DOE Knowledge Management Portal, Western has submitted Point-of-Contacts for critical areas of Western's mission (see Attachment 2 of the FY 05, First Quarter report, "PMA Knowledge Management Portal Directories Submittal Form").

B. **Knowledge Management - Milestones**

- Participate on DOE's Knowledge Management Working Group and DOE's Knowledge Management Procurement Effort. (On-going)

- Performance data from the EPTC, Regional Dispatch Trainers, Craftsman-in-Training, and Craft Apprentice program. (On-going)

- October 2005 - Conduct Western-wide assessment of project management maturity using industry standard. (Completed)

- October 2005 - Assure management is trained on project management principles, expectations and how to apply within their organization. (Completed)

- May 2006 - Certify 10 Project Managers. (Completed. Critical skills gaps closed early as project managers are certified.)

6. Implementing Strategies to Address Under-representation of Minorities and Females

Western addresses under-representation of minorities, females, and persons with disabilities through the implementation of the Equal Employment Opportunity Commission's (EEOC) EEO Management Directive (MD) 715.

The Western MD 715 EEO Plan for FY06 outlined four objectives, three of which addressed increasing the hiring rate of females Western-wide and the representation of minorities and females in the craft occupations and in designated mission-critical occupations at the higher grade level (GS-12 and above and AD-4 and above). Emphasis was placed on the modification of craft recruitment practices, targeting recruitment at the entry level with identified career promotions for major occupations, and utilization of the Student Educational Employment Program.

Minority/Gender Workforce Profile: Below is a summary of the Western workforce profile comparison by minority and gender for FY05 year-end (YE) and FY06 third quarter (3Q):

Workforce Profile by Minority and Gender	FY 2005(YE) Workforce		FY 2006(3Q) Workforce		National Civilian Labor Force (CLF)		Representation Balance (#)
	#	%	#	%	#	%	Above Parity or Under Parity
American Indian Females	6	0.4%	9	.7%	4	0.3%	+ 5
American Indian Males	33	2.4%	32	2.3%	4	0.3%	+ 28
Asian Females	22	1.6%	22	1.6%	23	1.7%	- 1
Asian Males	22	1.6%	27	2.0%	26	1.9%	+1
Black Females	14	1.0%	14	1.0%	78	5.7%	- 64
Black Males	21	1.5%	22	1.6%	66	4.8%	- 44
Hispanic Females	44	3.2%	39	2.8%	62	4.5%	- 23
Hispanic Males	62	4.5%	65	4.7%	85	6.2%	- 20
White Females	282	20.6%	286	20.9%	462	33.7%	- 176

White Males	862	63.0%	854	62.3%	534	39.0%	+ 320
Total	1368	99.8%	1370	100%	1344	98.1%[1]	

Female/Minority Workforce Population: Western's female and minority workforce employment trend from FY05(YE) through FY06(3Q) across all occupational areas showed the following:

- Western's female workforce population increased from 368 employees to 370 employees, an increase in the population by 2 with 7 gains (3 in the American Indian/Alaska Native category and 4 in the White category) and 5 losses in the Hispanic/Latino category.

- Western's minority workforce population increased from 224 employees to 230 employees, an increase in the population by 6 with 12 gains (9 minority males -- 5 in the Asian category, 1 in the Black/African American category, and 3 in the Hispanic/Latino category, and 3 minority females in the American Indian/Alaska Native category) and 6 losses (1 minority male in the American Indian/Alaska Native category and 5 minority females in the Hispanic/Latino category).

Female/Minority Workforce Representation: Western's female and minority workforce employment representation from FY05(YE) through FY06(3Q) across all occupational areas showed the following:

- Western's female workforce representation increased 0.1 percent to 27.0 percent.
- Western's minority workforce representation increased 0.4 percent to 16.8 percent.

Minority/Non-Minority Workforce Profile: Below is a summary of the Western workforce profile comparison of minority and non-minority by gender for FY05(YE) and FY06(3Q):

Workforce Profile by Minority and Non-Minority	Males			Females		
	FY 2005 (YE)	FY 2006 (3Q)	↑ or ↓	FY 2005 (YE)	FY 2006 (3Q)	↑ or ↓
Minority	138	146	+8	86	84	-2
Non-Minority	862	854	-8	282	286	+4
Total	1000	1000		368	370	

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[1] The EEO groups "Native Hawaiian or other Pacific Islander" and "Two or more races," comprising 1.9 percent of the CLF population have been excluded from the CLF total. DOEInfo does not use these designations; therefore no direct comparison can be made to the CLF with those EEO categories.

Minority/Non-Minority Workforce Population: Western's minority and non-minority workforce employment trend from FY05(YE) through FY06(3Q) across all occupational areas showed the following:

- Western's male minority workforce population increased by 8.
- Western's female minority workforce population decreased by 2.
- Western's non-minority workforce population decreased by 4.

Female/Minority Workforce Hiring Trends: Western's female and minority workforce hiring trends from FY05 (YE) through FY06 (3Q) across all occupational areas showed the following:

- Western's overall female hiring rate for FY06's first three quarters is 27.1 percent as compared to the FY05(YE) overall percent (four quarters) of 26.1 percent.

- Western's overall minority hiring rate for FY06's first three quarters is 21.2 percent as compared to the FY05(YE) overall percent (four quarters) of 16.0 percent.
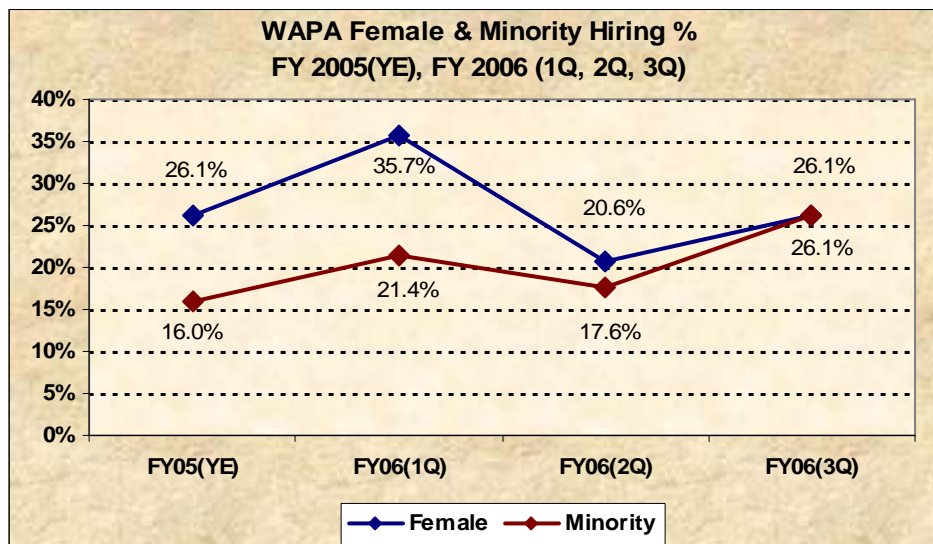
Male/Female Workforce Hiring/Separation Trends: Western's female and male workforce hiring and separation trends from FY06(1Q) through FY06(3Q) across all occupational areas showed the following:

- For FY06's first three quarters, 23 out of the 85 hires were female.
- For FY06's first three quarters, female hires exceeded female separations by 2.

WAPA Hires & Separations by Gender
FY 06 (1Q, 2Q, 3Q)

	FY06(1Q)	FY06(2Q)	FY06(3Q)
Male(H)	18	27	17
Female(H)	10	7	6
Male(S)	10	32	18
Female(S)	7	11	3

Male(H) Female(H) Male(S) Female(S)
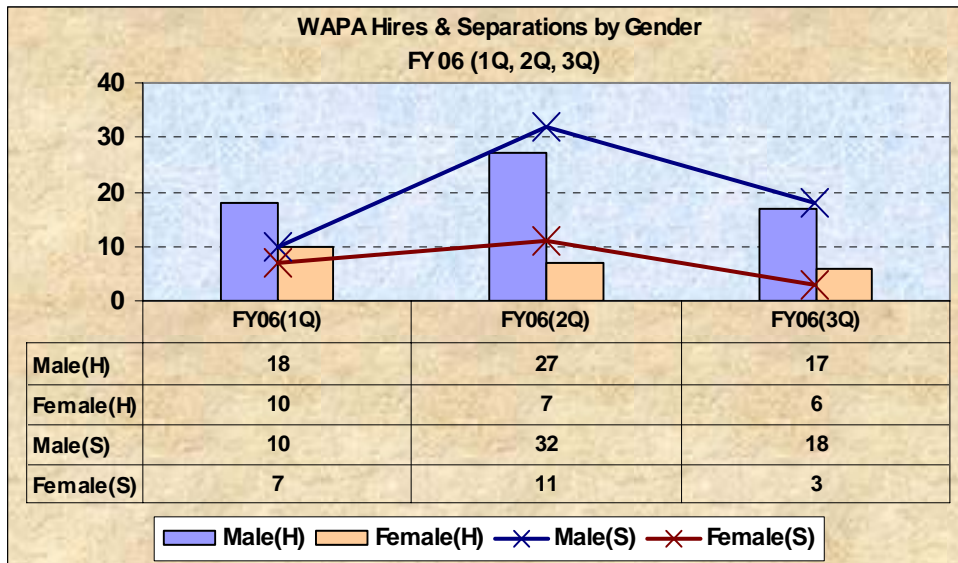
Minority Workforce Hiring/Separation Trends: Western's minority workforce hiring and separation trends from FY06(1Q) through FY06(3Q) across all occupational areas showed the following:

- For FY06's first three quarters, 18 out of the 85 hires were minority.
- For FY06's first three quarters, minority hires exceeded minority separations by 4.

WAPA Minority Hires & Separations
FY 06 (1Q, 2Q, 3Q)

	FY06(1Q)	FY06(2Q)	FY06(3Q)
Hires	6	6	6
Separations	7	5	2

Hires Separations
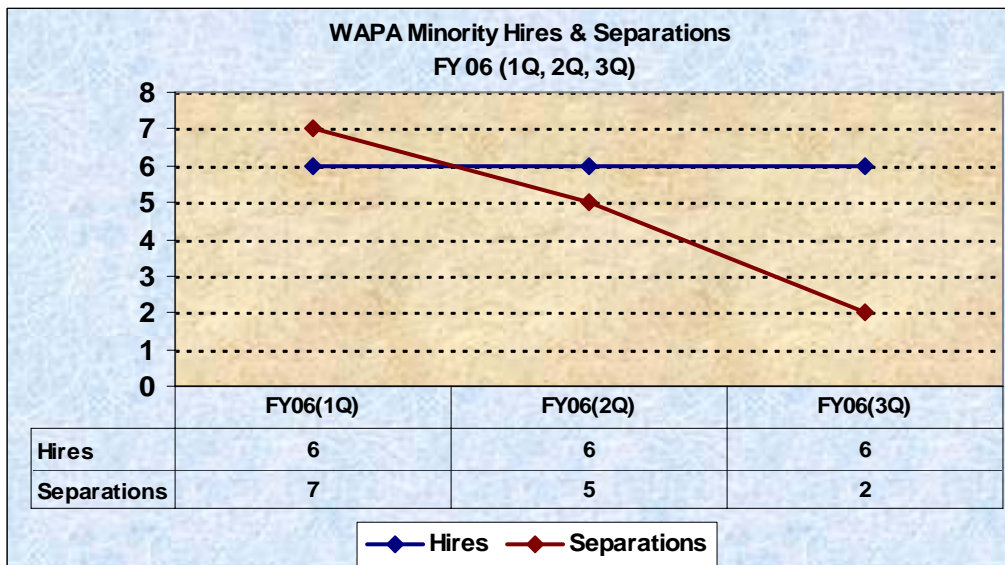
Workforce Representation Compared to National CLF: An analysis of Western's employment of females as of FY06(3Q) shows a representation of 27.0 percent compared with the national civilian labor force (CLF) female representation rate of 46.8 percent. Western's representation rate for minorities at the end of FY06(3Q) is 16.8 percent compared to the national civilian labor force minority representation rate of 27.2 percent. For minority females, the representation rate as of FY06(3Q) is 6.1 percent compared to the national civilian labor force female minority representation rate of 13.1 percent.

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For FY06, Western established objectives to increase the representation of minorities and females in its craft occupations such as linemen, electricians, and electronic equipment craftsmen and in its overall representation for other Western major occupations at grade levels GS-12 and above or equivalent. The mission critical occupations include: the engineering series (GS-801/810/819/850/855); public utility specialist (GS-1130); information technology specialist (GS-2210), computer scientist (GS-1550), computer engineer (GS-854); accounting and budget series (GS-501/505/510/560); and power operation specialist/dispatcher (AD-301/303).

Major Occupations Workforce Profile: Below is a summary of the data comparing minority and female representation FY06(1Q) percentages to FY06(3Q) percentages for Western's craft and mission-critical occupations:

Major Occupations Workforce Profile	Minorities			Females (minority/non-minority)		
	FY 2006 (1Q)	FY 2006 (3Q)	↑ or ↓	FY 2006 (1Q)	FY 2006 (3Q)	↑ or ↓
Craft (WB)	11.7% (44/376)	12.4% (45/364)	+.7% (+1)	1.9% (7/376)	2.2% (8/364)	+.3% (+1)
Mission-Critical (GS12 & above, AD-4 & above)	16.7% (86/515)	17.3% (90/521)	+.6% (+4)	25.4% (131/515)	25.1% (131/521)	-.3% (0)

Craft Occupations Workforce Population: Western's workforce employment trend in its craft occupations from FY06(1Q) through FY06(3Q) showed the following:

- Western's craft occupations minority workforce population increased by 1.
- Western's craft occupations female workforce population increased by 1.

Mission-Critical Occupations Workforce Population: Western's workforce employment trend in its mission-critical occupations from FY06(1Q) through FY06(3Q) showed the following:

- Western's mission-critical occupations minority workforce population increased by 4.
- Western's mission-critical occupations female workforce population remained the same.

Summary: Overall, Western experienced an increase in its female and minority workforce populations from FY05(YE) and FY06(3Q). The workforce profile will continue to be assessed on a quarterly basis and reports made on the under-representation of minorities and females. The Western MD 715 EEO Plan for FY07 has been developed and published and the objectives include increasing the representation of minorities and females at grades GS-12 and above and AD-4, in the craft occupations, and in Western's major occupations. Strategies to address under-representation of minority and female employees as identified in the FY07 EEO Plan include modifying Western's hiring and recruitment practices; utilizing career ladder vacancy announcements, student recruitment methods, and/or rotation programs; and targeting and outreaching to female and minority professional, local, state, and national organizations, colleges and universities with significant female and minority student populations, and outplacement centers and military facilities.

7. Analyze and Optimize Organizational Structures for Service and Cost

Status of HR Office Consolidation
The centralization of Western's five HR Offices was effective April 3, 2005. The purpose was to optimize organizational structures for service and cost. The Human Resources Office has now been organized in two specialized teams for more than one year.

The Employment and Position Management (EPM) Team provides Western-wide services in classification, staffing, pay and processing, including policy development and operations oversight. Members of the EPM are organized around client groups, rather than geographic location. Centralization has allowed servicing HR Specialists to gain a greater knowledge of the functional groups they service because they work primarily with similar positions (e.g., Maintenance, Power Marketing, Dispatch, etc.). Additionally, bringing the EPM functions under one umbrella has allowed the Team to analyze processes, methodologies, and strategies from the former decentralized HR offices and determine "best practices" to utilize in the centralized environment. As a result, the EPM Team has been able to formulate standard operating procedures and policies to use in their day to day operations to help ensure a consistent approach to services provided. The EPM Team has matured as a working group since the centralization, has been able to work toward a common goal, and continues to refine processes to achieve maximum expertise and efficiency.

The Workforce Relations Team provides Western-wide support and services in employee and labor relations, training, development, retirement, work life issues and benefits. Centralizing the services has provided for consistency and standardization of processes in the realm of discipline, retirement processing, drug testing, and performance management. The four individual team members handle their programs independently on a day to day basis, however, issues that are cross functional within the scope of Workforce Relations can be resolved quickly because of the centralized environment. At the time of transition to the new organization in April of 2005, the Workforce Relations team was at the target FTE goal. For 2006, a workload and succession planning assessment showed the need for an additional FTE. In April 2006, Western's Senior Managers authorized the additional position. Position management will still be a primary focus and the FTE goal will still be accomplished through attrition within the organization as a whole.

Three HR positions have been reduced through attrition (two in April 2005 and one in February 2006), thereby moving the organization closer to the target organization FTE goal, and decreasing costs of the organization as a whole.

Further progress of the centralized HR Office is evident in the direct charging plan that was implemented at the beginning of the fiscal year. As of October 1, 2005, Western's HR Teams began direct charging for services provided to customers. Based on time spent working on customer requests, the HR Team reports and charges their time to the appropriate region/office. The goal for direct charging customers in fiscal year 2006, is 40%. As of the end of July 2006, 33% of labor costs had been direct charged.

The HR Management team is conducting a workload analysis to determine the appropriate staffing level, analyze the meeting of the customer service standards, and develop a cost per action methodology. Analysis with recommendations is to be completed by September 30 and submitted to the Senior Manager for approval. The milestone date for a decision to implement will be made in October 2006.

In May 2006, the EPM team conducted an internal delegated examining self audit that focused on an in-depth review of 20 randomly selected recruitment files. The findings highlighted best practices as well as areas to focus on improving Western's recruitment program.

In July 2006, the Office of Workman's Compensation Program (OWCP) Review Team completed a Concept Paper Outline identifying the preliminary findings, process improvement short and long term goals, and initial recommendations and deliverables. Based on the volume of data to be analyzed, the Team needed additional time to prepare their report. It is now scheduled to be completed in October 2006.

The self-assessment reviews on the drug testing program, suitability adjudication, and retirement processing were all completed. The drug testing program was reviewed and a new standing operating procedure was developed in July 2005, to include development of spreadsheets to facilitate the scheduling of random drug tests and automation of notification letters. In February 2006, the review of the suitability adjudication process resulted in an SOP documenting the process to incorporating the new Homeland Security Presidential Directive-12 (HSPD-12) requirements. Additionally, in May 2006, the retirement processing review resulted in confirmation that the process was well established and working properly. There were, however, minor issues identified within DFAS and OPM. The HR specialist will continue to work with both those agencies to address these issues.

Lastly, the HR management team met with regional Administrative Officers (AOs) and Human Resources Advisors, and with all of the HR staff in January 2006, to assess how the reorganization is going from both a customer and HR perspective. Both meetings captured highlights of what was working well in addition to areas that need improvement. The HR Team will continue to focus on areas that need improving. In August 2006, the HR Management Team held the second semi-annual meeting with the regional AOs and HR Advisors to review progress made over the past 6 months. Discussions reflected very positive efforts in communication, process improvements, and customer service.

Western-wide Procurement Organizational Study
Western evaluated its Western-wide procurement organization for possible organizational improvements with a final report presented to Western's Senior Managers in April 2006. Although the Senior Managers decided not to make organizational changes to the procurement organization, the study served to validate the current structure and identified process improvements to enhance the delivery of services and effectiveness of the organization. As discussed above, Western evaluated its Western-wide human resources organizations in 2004, which resulted in subsequent changes and improvements. The procurement review was a continuation of Western's effort to optimize organizational structures and the delivery of services.

A. Organizational Efficiency - Performance Measures

- Ongoing, monitor supervisory span of control to ensure ratio stays at 1:9 or above. Western's current span of control is 1:11.7.

- Western HR has established an HR metrics web-page, called "How Are We Doing?" which lists surveys, statistics, and customer feedback. It is updated quarterly, and is linked to the "Senior Manager Information Dashboard" web-page, which is "a single location to check Western's performance".

- New employees at Western are given access to a new "on-line orientation" website prior to their start date, which gives them a jump start on filling out required forms and expedites the initial orientation process. The orientation website includes mandatory forms that must be completed by new employees as well as links to mandatory training, benefit information, and Western-specific information (e.g., EAP, reimbursement programs, fitness facility, etc). Once a new employee begins employment with Western, they are navigated through the orientation website by a regional Human Resources Advisor. Western's orientation website replaces the manual/paper-driven process by automating all forms and documents, placing them in one central location, and making them accessible to any employee, at any time, resulting in cost and time savings for the employee, supervisor and HR Advisor.

B. Organizational Efficiency – Milestones

- March 2006 – Presentation of Procurement Review Team Report to Senior Management. Decision from Senior Management and performance metrics are anticipated shortly thereafter. (Completed)

- September 2006 – Western's HR Office will implement "cost per action" direct charging for HR services as per the 40% goal. (In progress – implementation decision will be made in October 2006)

- September 2006 – Western's HR Office will conduct a self-assessment review of the HR recruitment program. (Completed in May 2006)

- September 2006 – Western's HR Office will conduct a self-assessment review of the OWCP program, the drug testing program, suitability adjudication, and retirement processing. (Completed. OWCP program review has been extended until October 2006)

8. Linkage of Performance Appraisal Plans and Awards to DOE Mission

Western has the following accomplishments in linking Performance Appraisals to the DOE Mission:

- Performance plans for 100% of all SES are linked to clearly-defined, mission-related priorities that differentiate between various levels of performance and include desired leadership attributes for all executives. During this quarter, Western modified all SES performance plans to include a standardized "Leadership/Management" objective to measure the demonstrated application of the leadership dimensions that comprise the Presidential Management Agenda and key Departmental programs and initiatives (e.g., Small Business Goals Program) and to hold Western executives accountable for key programs and management outcomes that satisfy customers and contribute to Western's success as a premier Federal power marketing agency. Key programmatic objectives are also linked with DOE performance and strategic planning

documents (i.e., DOE's 2006 Strategic Plan, Strategic Themes 1 and 5; DOE's FY05 Performance and Accountability Report; the Presidential Management Agenda Initiatives; and the Government Performance Results Act of 1993) as well as to Western's Annual Performance Plan. Objectives are monitored under the Department's Joule Performance Measures Tracking System, which establishes each organization's FY06 mission-related goals and proposed results.

- Under the DOE Managers and Supervisors performance management system, exceptional performers received a performance award of five percent of their basic salary for the rating cycle ending September 30, 2005. There were no poor performers identified during the cycle.

- Performance plans for one-hundred percent of supervisory and non-supervisory employees are linked to the DOE Mission.

- Western's non-supervisory employees were covered by a two-tier (i.e., pass-fail) performance rating system during the 2005 rating cycle with no performance awards tied to the annual performance ratings. Awards (such as SOARs and Gold Stars) are given for excellent performance. One non-supervisory employee was placed on a performance improvement plan and given an opportunity to improve unacceptable performance during this rating cycle. The employee improved their performance to the acceptable level. In an effort to better identify meaningful performance distinctions among non-supervisory employees, Western has implemented the Departmental tiered performance management system for non-supervisory GS and AD employees in the 2006 rating cycle. This new system will provide a direct linkage of employee performance to recognition and provide significant awards for top performers.

9. Linkage of Western's Human Capital Management Plan and FY'07 Budget

In achieving our vision of being a premier power marketing and transmission organization, Western will systematically recruit, develop and retain talented employees, using their skills most efficiently. Our Human Capital Management Plan is critical to achieving these strategic goals.

Western, in establishing formal workforce planning activities as the foundation for the HCM Program, is proactively addressing the agency's estimated future human capital needs and providing management focus on longer-term hiring requirements. It is the basis for funding recruitment and retention, training and management succession programs. Recruiting and hiring new employees can sometimes be difficult since many of Western's employees need to work in remote areas of the western United States. Western's challenge to find the right person continues and is addressed in the HCM Workforce Plan. Planning to have "the right people in the right place at the right time" contributes to Western sustaining its exemplary power system reliability record.

HCM base funding for succession/workforce planning, training, knowledge management and similar efforts is included in Western's Program Direction budget. In addition, Western regularly assesses HCM, as part of the annual budget development and ongoing, long-term HCM planning processes, to determine whether the skills, funding and staffing levels needed to support agency goals and mission are adequate to ensure a highly-trained workforce.

For example, Western's FY07 staffing level request in the President's Budget is 1,331 FTE. In the FY08 budget planning cycle, Western is requesting 1,342 FTE to accomplish regulatory industry requirements for power scheduling, energy management and power marketing. In arriving at required annual staffing levels, Western incorporated formal HCM workforce planning as the foundation for determining forecasts and justifications for additional staffing to support increased workload associated with interconnections to Western's power system.

Attachment One

Western Area Power Administration
Critical Skills Gap Analysis

**Critical Skills Gap Analysis
Western Area Power Administration**

Date: 8-31-06

Critical Skill By Series	Projected Number of Positions Needing this Skill	Current Number of Positions Having this Skill	Identified Gap *indicates gap determined by SMEs	FY2007		
				Gap Closure Goal		
				1st Qtr	**2nd Qtr**	**3rd Qtr**
				(coincides with PTB IV)		
Project Management						
Level 1						
Level 2	10 Total. GS-0850 (4)*, GS-0855 (2), GS-0801 (1), GS-301 (3)	25 total certified. GS-301 (5), GS-340 (3), GS-801 (4), GS-810 (4), GS-850 (6), GS-855 (3)	0			
Level 3						
Level 4						
Contract Management						
Level 1						
Level 2	19 Total, GS-1102 (17), GS-1105 (2)	19 Total, GS-1102 (17), GS-1105 (2)	0			
Level 3	8 Total, GS-1102 (8)	8 Total, GS-1102 (8)	0			
Level 4						
Financial Assistance						
IT Project Management						
Level 1	2 Total, GS-2210	6 Total, GS-2210	0			
Level 2						
Level 3						
********************	***********	*********	*******	******	*******	******
Other Critical Skills (Top 3 Priorities)	**Gap on 3-30-06**	**Net Staffing Increase This Quarter**	**Present Gap as of 6-30-06**	**1st Qtr Goals**	**2nd Qtr Goals**	**3rd Qtr Goals**
GS-850 Electrical Engineers/ GS-855 Electronics Engineers	29	9	20	2	2	2
WB-2610 M&R, EEC, C&I	28	1	27	2	2	2
WB-2810 Electrician	28	2	26	2	2	2
Total:			73			

*Quarterly goals are determined by dividing the starting gap by 12 quarters.

Attachment Two

Western Area Power Administration
Executive Core Qualification Competency Gaps, Sept. 2005

SUMMARY MANAGEMENT COMPETENCY GAPS
ORGANIZATION: Western Area Power Administration (WAPA)

ECQ Competency	Manager/Supervisor's Grade				
	GS-12	GS-13	GS-14	GS-15	SES
Leading Change					
Continual Learning	0	0	1	0	0
Creativity/Innovation	0	1	3	0	0
External Awareness	0	1	5	0	0
Flexibility	0	0	2	0	0
Resilience	0	1	2	0	0
Service Motivation	0	0	1	0	0
Strategic Thinking	0	0	2	0	0
Vision	0	1	3	0	0
Leading People					
Conflict Management	0	4	6	0	0
Leveraging Diversity	0	1	0	0	0
Integrity/Honesty	0	3	3	0	0
Team Building	0	1	2	0	0
Results Driven					
Accountability	0	1	2	0	0
Customer Service	0	2	1	0	0
Decisiveness	0	1	3	0	0
Entrepreneurship	0	2	1	0	0
Problem Solving	0	3	1	0	0
Technical Credibility	0	1	1	0	0
Business Acumen					
Financial Management	0	3	4	0	0
Human Resources Management	0	0	1	0	0
Technology Management	0	3	6	0	0
Building Coalitions/Communications					
Influencing/Negotiating	0	1	4	0	0
Interpersonal Skills	0	1	3	0	0
Oral Communication	0	0	2	0	0
Partnering	0	1	1	0	0
Political Savvy	0	1	4	0	0
Written Communication	0	0	4	0	0

Attachment Three

Western Area Power Administration
Supervisory Bench Strength

Attachment Three

Supervisory *(Full Supervisors)* **Bench Strength Worksheet**
WESTERN AREA POWER ADMINISTRATION

August 29, 2005 through September 30, 2007

Supervisors	Current On-Board	Expected Losses	Current Supervisory Workforce Expected Losses by Discipline					Future Supervisory Workforce Anticipated Need *(as it relates to attrition)*				
			Attorney	Scientist	Engineer	Program Manager	Other**	Attorney	Scientist	Engineer	Program Manager	Other
SES	9	3	0	0	0	3					3	
GS-15 or Equivalent*												
GS-15	28	11	0	0	2	5	4**	0	0	2	5	4**
GS-14 or Equivalent*												
GS-14	54	11	0	0	5	1	5***	0	0	5	1	5***
AD-6 (EMMS, Dispatcher)	8	3										
TOTAL	99	28			7	9	9			7	9	9

* Excepted Service, Pay Banding, etc.

** Identify 'Other' Supervisory Skill set if necessary.

** Includes, EEO, IT, Accounting

*** Includes finance/accounting, public utilities specialist, IT

Attachment Four

Western Area Power Administration
Workforce Planning Report 2006
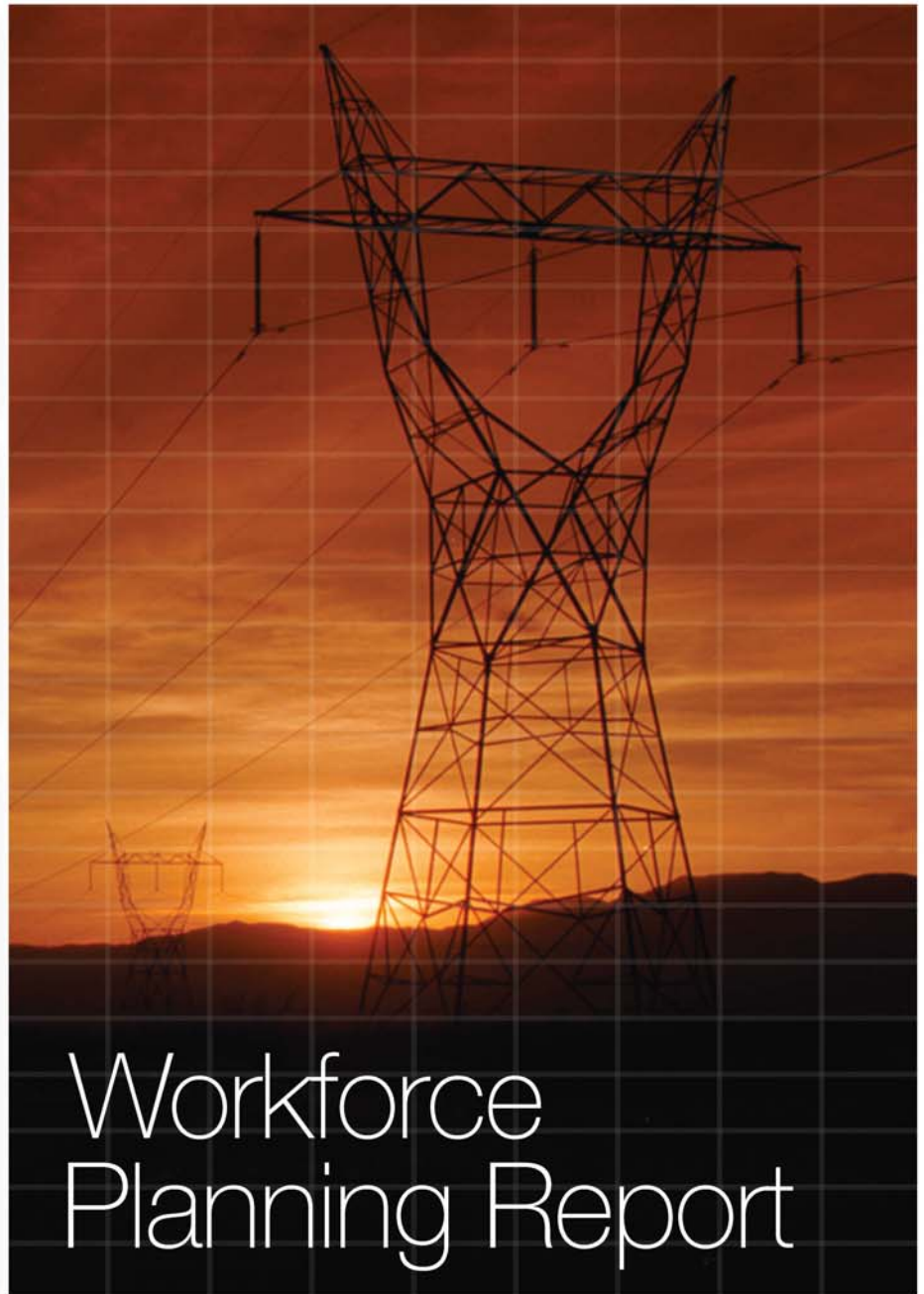
Workforce
Planning Report

April 2006

Table of Contents

Executive Summary

The goal of workforce planning is to have the right people in the right place at the right time. This report first presents the business case driving Western's workforce planning program, and this year's change to an organization-based approach. Next, workforce planning information is presented within the framework of Western's workforce planning model: workforce analysis, gap analysis, development and implementation of the action plan, and evaluation. Finally, detailed appendices contain workforce planning information by mission-critical occupation and organization.

Business case for workforce planning
Workforce planning helps managers focus on long-term human capital needs and proactively addresses Western's need to hire as many as 271 mission-critical employees in the next three to five years. But workforce planning cannot function effectively as a stand-alone program. Rather, it links to the organization's strategic and performance plans, budget process, and requests for workforce re-structuring tools. It also links to the human capital plan and the scorecard for the President's Management Agenda. The ultimate goal of this planning process is to ensure that in three to five years, Western will have the talent needed to get the work done in an exemplary fashion.

The change to an organization-based approach
In the last workforce planning cycle, the approach focused on a corporate perspective of mission-critical occupations. In 2006, Western moved to an organization-based approach which rolls data up from the organizations to create a corporate report, while still emphasizing the mission-critical occupations. Eight Workforce Planning Points of Contact (POCs) were appointed to represent the following groups, covering 98% of Western's workforce: Colorado River Storage Project Management Center (CRSP), Corporate Services Office - Chief Financial Officer (CSO-CFO), Corporate Services Office - Chief Information Officer (CSO-CIO), Corporate Services Office – Office of the Chief Operating Officer (CSO-OCOO), Desert Southwest Region (DSW), Rocky Mountain Region (RMR), Sierra Nevada Region (SNR), and Upper Grade Plains Region (UGP). In 2007, workforce planning activities will be expanded to cover the remaining work groups that make up the Administrator's staff. POCs used standard information, resources and processes, including the accountability checklist attached to each organizational report. They coordinated subject-matter experts from their organizations to provide input and to create recommendations. An "Integration Call" enabled the POCs to share findings, and assure a shared vision for the corporate report. Feedback for this new approach has been very positive, with organizations reporting they have greater buy-in, communication and accountability for workforce planning.

Workforce analysis
Workforce analysis provides information about the size and location of Western's employee populations, eligibility for veteran's preference, pay system, average grade and grade distribution, attrition rate, and retirements. This section also includes analysis of supervisory and craft foremen positions. Some key findings from the overall workforce analysis of Western's staff include

- Attrition due to retirement (4.53 percent), as well as attrition overall (7.5 percent), are the highest they have been in five years, both as percentages and raw numbers.
- The PATCOB clerical category has the highest percentage of employees eligible for immediate retirement: 27.2 percent. In addition, clerical attrition was the highest of all PATCOB categories in FY2005.
- Total figures for Western indicate 33.8 percent of the workforce (456 employees) will be eligible for retirement by 2010; 10 percent of the workforce is eligible for optional retirement now.
- Western's mission-critical occupations must plan for the impending retirement eligibility of 28 percent of their present workforce, or 236 employees, by the year 2010. The retirement eligibility rates of Dispatchers (AD-303) and the Communication craft occupations (WB-2610) exceed Western's average retirement eligibility rate for all positions.
- By the end of 2010, 45.6 percent of Western's 147 supervisors are eligible for optional retirement.
- By the end of 2010, 43.6 percent of Western's 78 craft foreman are eligible for optional retirement.

Gap analysis

Western, like other entities in the electric utility industry, must address workforce planning challenges. Western's most important business priorities are computer systems, resource management, electric industry changes, power systems, customer service and the workforce. Possible changes which may affect staffing needs over the next three to five years include customer demand for services, regulation, projected retirements of staff, technology and increased training requirements. To meet these challenges, Western will need to hire between 118-205 employees and between 43 – 66 supervisors in the next five years to staff mission-critical occupations. On a 1-5 scale ("5" being "Extremely Prepared"), the average rating of readiness to replace or add employees was "4" ("Very Prepared") by organization, and "3.9" by mission-critical occupation.

Develop and Implement Action Plan

In this part of the workforce planning cycle, an action plan is developed to close the gaps, taking into consideration labor availability, skills needed in the future and resources. To address the needs, recommendations were developed by subject-matter experts and functional managers across Western. With approval, the recommendations will be implemented and monitored quarterly. A separate reporting process tracks responsible parties, target due dates, performance metrics and budget requests for each recommendation. Each organization has listed complete recommendations in its site-specific report (see appendices 10-17). Recommendations for mission critical occupations are summarized in the main body of this report, along with two cross-cutting recommendations.

Monitor, Evaluate, and Revise

The last part of the workforce planning cycle is to assess last year's workforce planning accomplishments under the occupational series-based approach. Evaluation results are used to constantly improve Western's workforce model and process. This section includes evaluation ratings and comments, along with suggestions for improvement. Each organization was asked to

evaluate the workforce planning process and efforts for 2005 on a scale of 1 to 5 (1 being "not valuable," 3 being "valuable" and 5 being "extremely valuable"). The overall average of all organizations was 3.25.

The Business Case for Workforce Planning

Workforce planning helps managers focus on long-term human capital needs and proactively addresses Western's need to hire as many as 271 mission-critical employees in the next three to five years. But workforce planning cannot function effectively as a stand-alone program. Rather, it links to the organization's strategic and performance plans, budget process, and requests for workforce re-structuring tools. It also links to the human capital plan and the scorecard for the President's Management Agenda. The ultimate goal of this planning process is to ensure that in three to five years, Western will have the talent needed to get the work done in an exemplary fashion.

Links to Western's mission, strategic plan, annual performance plan and budget
The American Public Power Association states that workforce planning is a natural follow-up to the organization's strategic planning process. While strategic planning helps an organization determine where it is, what its future goals are and how it will meet those the goals, workforce planning can ensure it has the resources necessary to get there. Workforce planning can help determine what work activities are required to carry out the strategic goals and objectives.

Western has identified the occupations and skills essential to achieving its mission, and linked them to the strategic goals as part of the 2005 workforce planning process. (That analysis remains current, and is found at http://www.int.wapa.gov/HR/sm/doc/WorkforceReport05.doc.)

Funding for succession/workforce planning, training, knowledge management and similar efforts is requested in Western's annual budget and planning process as a cost of doing business. Workforce planning data helps budget and management staff anticipate FTE changes and provides support for appropriations requests to accomplish mission goals. The goal of workforce planning is to strategically align Western's human capital with its business direction.

Links to requests for Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments
An organization's workforce planning information is now cross-referenced by the Office of Management and Budget (OMB) / Office of Personnel Management (OPM) when reviewing and approving voluntary early retirement authority and voluntary separation incentives payment requests. Western's workforce planning process assures that such requests originate as a result of careful workforce analysis and projected needs. While such planning results in more favorable consideration by OPM/OMB, it also provides for thoughtful, equitable and cost-effective use of these tools.

Links to Western's Human Capital Plan and President's Management Agenda Scorecard
Workforce planning drives human capital policy and decisions at Western. It is the foundation for human capital management and supports the continued high marks Western strives for on the President's Management Agenda. Western continues to move forward on critical aspects of HCM in meaningful and measurable ways.

Western's Workforce Planning Process

Western's Workforce Planning Model (see Appendix 1) is linked to the Strategic Plan's People Goal. It has five components: workforce analysis, gap (or need) analysis, action plan development and implementation and evaluation. To activate this model, a Workforce Planning Coordinator manages the program. This year, the planning cycle used an approach driven by organization, not by occupational series.

Organization-based approach
Last year, workforce planning activities centered on specific occupational series. For 2006, Western moved to an organization-based approach which permits rolling-up data from the organizations to create a corporate report. Eight Workforce POCs were appointed to represent the following groups, covering 98% of Western's workforce: CRSP, CSO – CFO, CSO-OCIO, CSO-OCOO, DSW, RMR, SNR, and UGP. In 2007, workforce planning activities will be expanded to cover the remaining work groups that make up the Administrator's staff. POCs used standard information, resources and processes, including the accountability checklist attached to each organizational report. They coordinated subject-matter experts from their organizations to provide input and to create recommendations. An "Integration Call" enabled the POCs to share findings, and assure a shared vision for the corporate report. Feedback for this new approach has been very positive, with organizations reporting they have greater buy-in, communication and accountability for workforce planning.

Western's Mission-Critical Occupations
The Office of Personnel Management issued Human Capital Standards advising organizations to determine which occupations are essential to achieving strategic goals. Western's mission-critical occupations cover approximately 60 percent of Western's workforce. Series-specific appendices provide in-depth information about Western's mission-critical occupations. The occupations are:

Computer Engineer, GS-854
Computer Scientist, GS-1550
Dispatcher, AD-303
Electrical Engineer, GS-850
Electronics Engineer, GS-855
Electronic Equipment Craftsman, Meter & Relay Craftsman, Communication and
        Instrumentation Craftsman, WB-2610
Electrician, WB-2810
Energy Management and Marketing Specialist, AD-301
Information Technology Specialist, GS-2210
Lineman, WB-2801
Public Utilities Specialist, GS-1130

While mission-critical occupations are important, Western recognizes that all of its occupations are vital and necessary for optimal functioning. Workforce planning efforts for these other occupations are described in the individual organizational appendices.

Workforce Analysis

Workforce analysis provides information about the size and location of Western's employee populations, eligibility for veteran's preference, pay system, average grade and grade distribution, attrition rate, and retirements. This section also includes analysis of supervisory and craft foremen positions.

General Workforce Information
Although the series-specific appendices provide in-depth information about Western's mission-critical series, this section looks at the workforce as a whole. These charts reveal information about the size and location of Western's employee population, entitlement to veteran's preference and pay systems.

Figure 1 - Employee Population
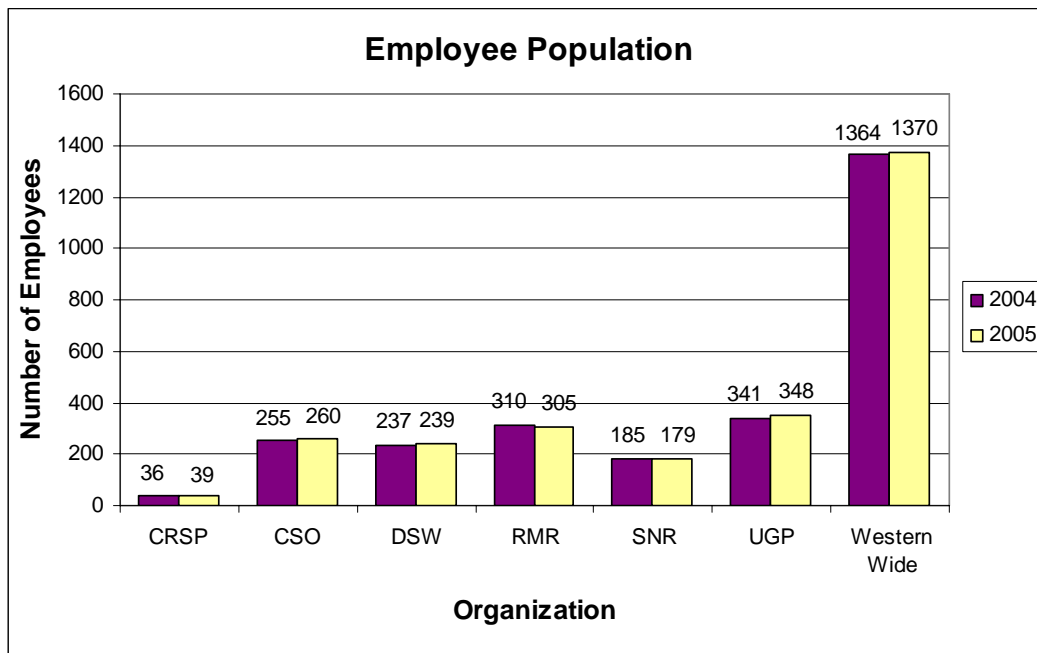
Includes temporary employees.

Figure 2 - Veteran's Preference

Veteran's Preference

- no preference
- are entitled to 5-point preference
- have 10-point preference

4.5%
21.0%
74.5%

Figure 3 - Pay System

Pay System

- General Schedule
- Wage Systems
- AD
- ES (for SES)

0.7%
11.4%
26.8%
61.1%
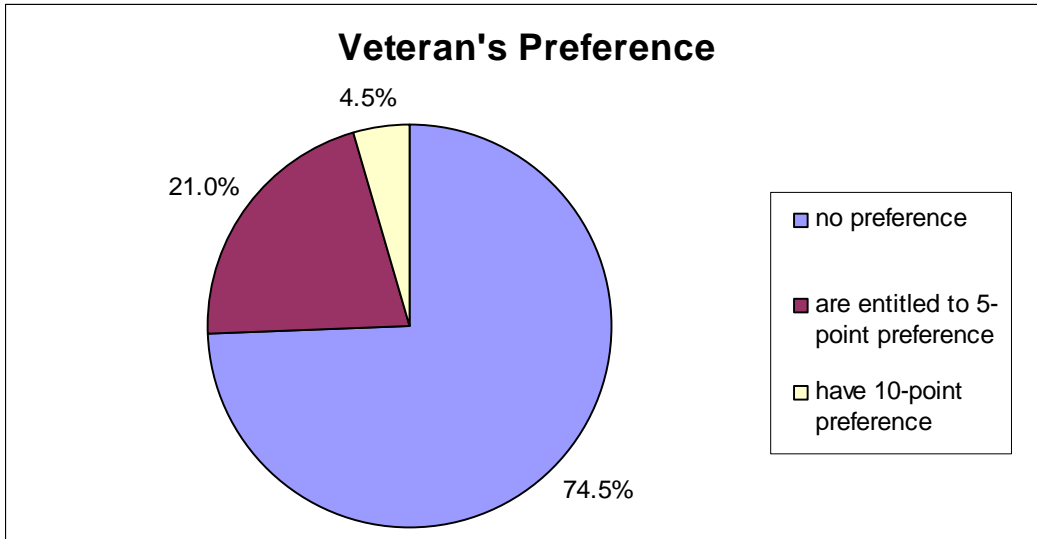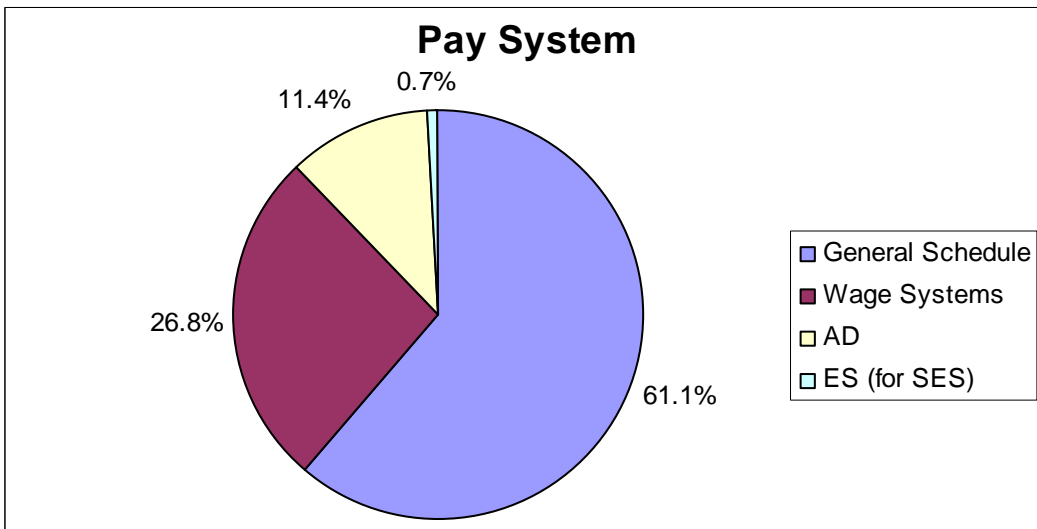
<u>Grades of Western's Positions</u>
Western's average grade has held steady over the past two years at approximately GS-11.7.

Figure 4 - Average Grade
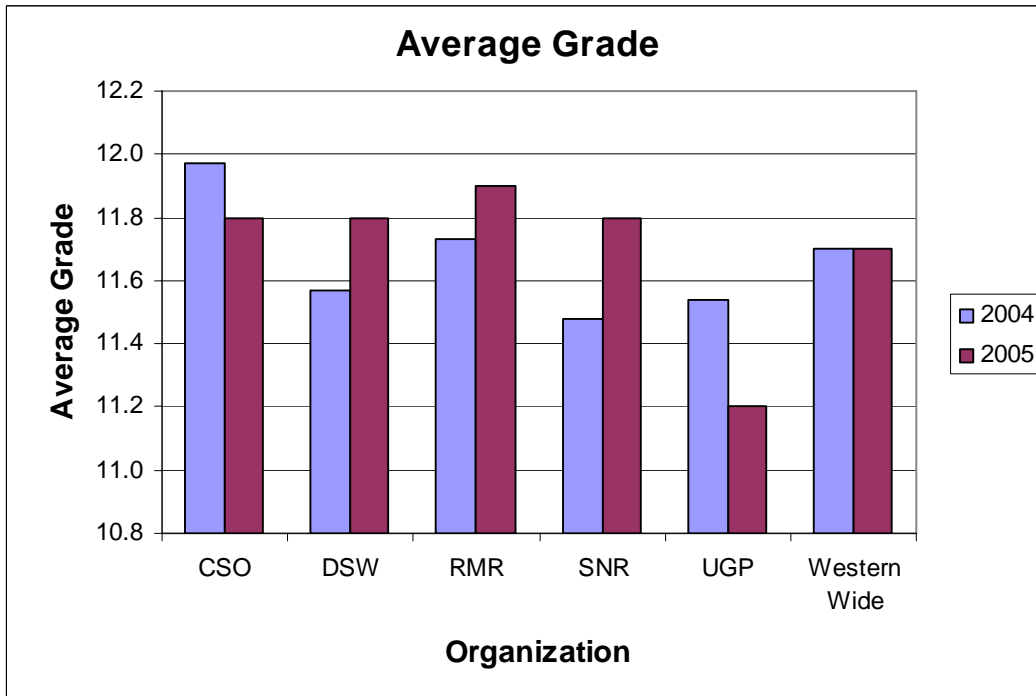
For General Schedule Employees Only – includes temporary GS employees.

The largest distributions of employees are in the GS-12 and GS-13 grade range, followed by the GS-14 and GS-11 levels. The distribution has remained fairly steady over the past two years.

Figure 5 - Grade Distribution

	GS-1	GS-2	GS-3	GS-4	GS-5	GS-6	GS-7	GS-8	GS-9	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15
2004	0	3	2	15	14	2	45	14	41	4	79	257	240	91	33
2005	0	0	3	12	19	6	45	10	47	1	72	254	246	89	32
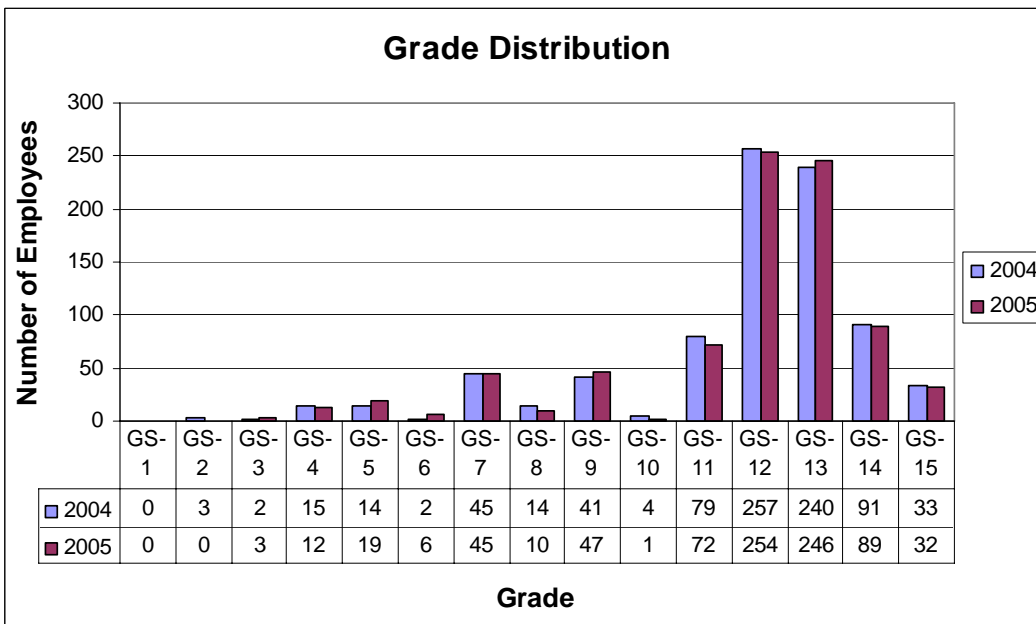
Note: This chart includes GS and GM employees only.

Figure 6 tracks attrition for the past five years for Western's workforce. It includes attrition based on: death, retirement (including disability), termination of temporary appointment, removal, transfers to other agencies, and resignation. Retirement rates remain steady and reasonable from year to year, and overall attrition is within an acceptable range. It is worth noting that in 2005 attrition due to retirement, as well as attrition overall, were the highest they have been since 2001.

Figure 6 - Western Wide Attrition
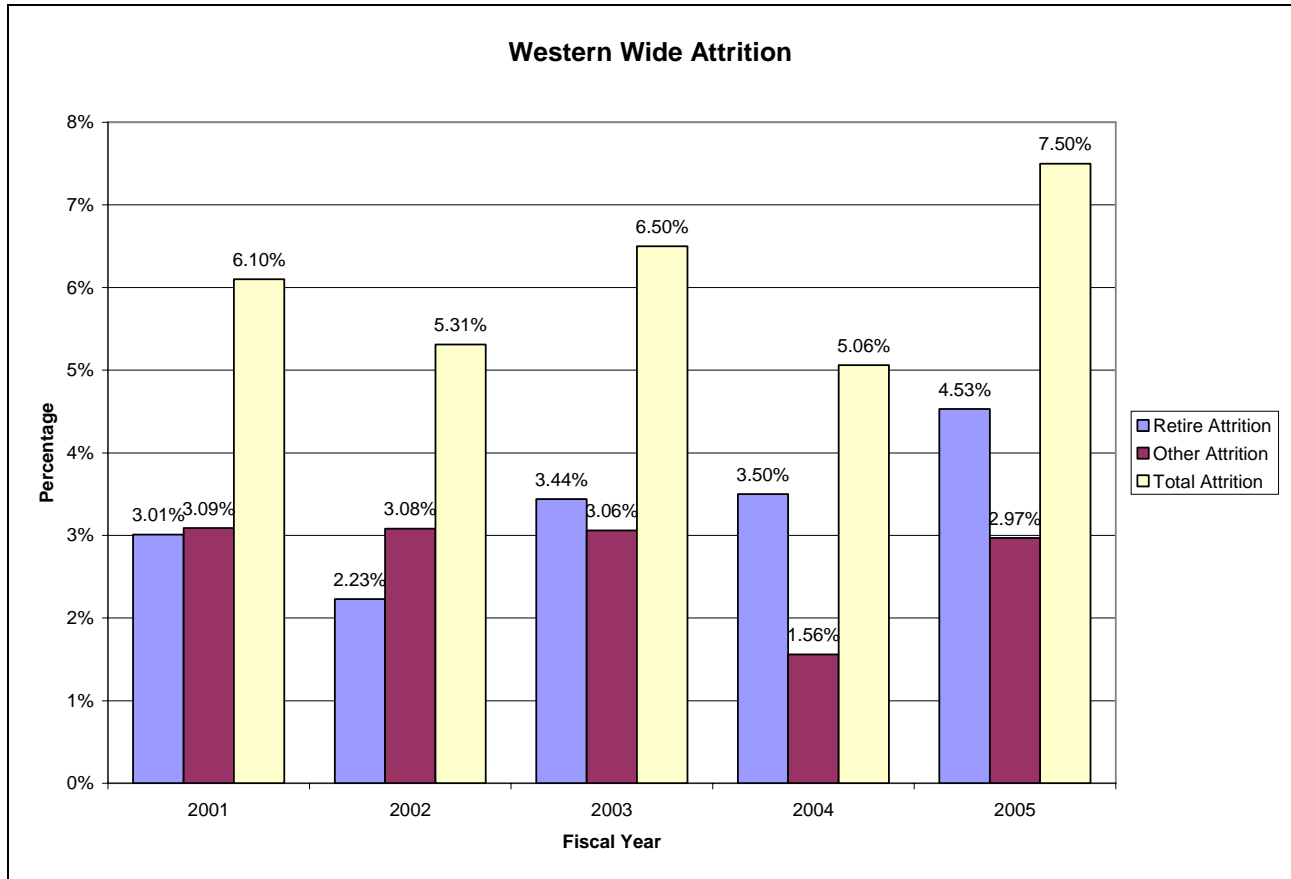
Attritions and Retirements

As shown below, the clerical occupation has the highest percentage of employees eligible for immediate retirement at 27.2 percent. With the exception of students, the other categories are very similar in their percentages of retirement eligibility, averaging just over 11 percent.

9

Table 1 - Retirement by PATCOB categories

PATCO Code	Number of Permanent Employees	Eligibility* for Optional Retirement	Percentage Eligible for Retirement
Professional	290	29	10%
Administrative	420	52	12.4%
Technical	238	27	11.3%
Clerical	11	3	27.2%
Other (Student)	23	0	0%
Blue Collar	366	42	11.5%
Total	**1348**	**153**	**11.4%**

*Eligibility by 12/31/05 as of October 1, 2005

Figure 7 shows that the rate of clerical attrition was the highest of all categories in FY2005, followed closely by the rate for students. With the exception of administrative and blue-collar, the rates of all other categories exceeded the Western attrition average of 7.5 percent.

Figure 7 - Attrition Rate by PATCOB
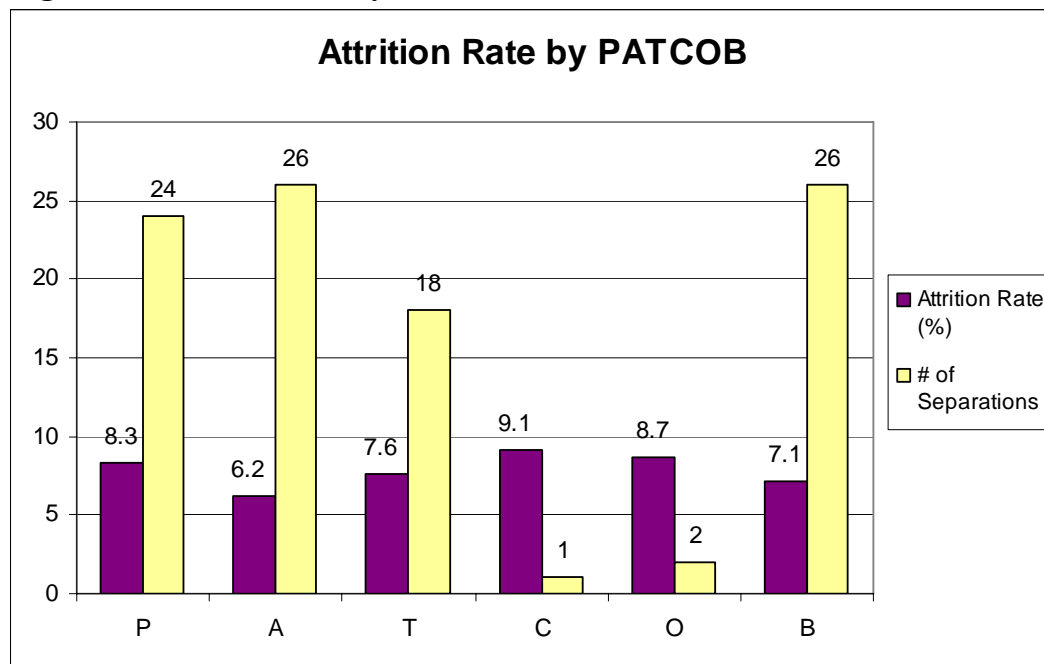
Includes permanent employees only

Rates of retirement eligibility in the mission-critical series for the next five years range from 18.4 percent to 38 percent (see Table 2). Western's mission-critical occupations must plan for the impending average loss of 28 percent of their present workforce, or 236 employees, by the year 2010.

Presently10% of Western's workforce is eligible for immediate optional retirement. By 2010 33.8% of the workforce (456 employees) will be eligible for retirement. Mission-critical occupations with retirement rates exceeding the Western average of 33.8 percent include Dispatchers, AD-303 and the Communication craft occupations, WB-2610.

Table 2 -Number and Percentage of Employees Eligible for Retirement by Series

Series	No. on board	No. eligible for retirement through 2010	Percent eligible for retirement through 2010
Electrical Engineers, GS-850	121	33	27.3%
Electronics Engineers, GS-855	34	9	26.5%
Electronic Equipment Craftsman, Meter & Relay Craftsman, Communication & Instrumentation Craftsman, WB-2610	112	41	36.6%
Electrician, WB-2810	112	25	22.3
Energy Management and Marketing Specialist, AD-301	32	10	31.3%
Information Technology, GS-854/1550/2210	89	18	20.2%
Lineman, WB-2801	136	25	18.4%
Power System Dispatcher/Power Ops. Spec., AD-303	110	42	38%
Public Utilities Specialist, GS-1130	104	33	31.7%
Total for Mission-Critical Occupations	850	236	27.8%
Western - Overall Employment Figures for all Occupations	1348	456	33.8%

Figures are as of October 1, 2005

Supervisors in Western

Western's 147 supervisors are key to the organization's success. The ratio of supervisors to employees is 1: 11.7. As shown on Figure 8, 21 supervisors, or 14.3 percent, are eligible for immediate optional retirement. By the end of 2010, 67 supervisors are eligible for immediate optional retirement, which more than triples the percentage to 45.6%.

Figure 8 - Supervisors Eligible for Retirement

Supervisors Eligible for Retirement

	2005	2006	2007	2008	2009	2010
☐ Early Retirement	61	59	63	63	60	58
■ Optional Retirement	21	31	38	51	61	67
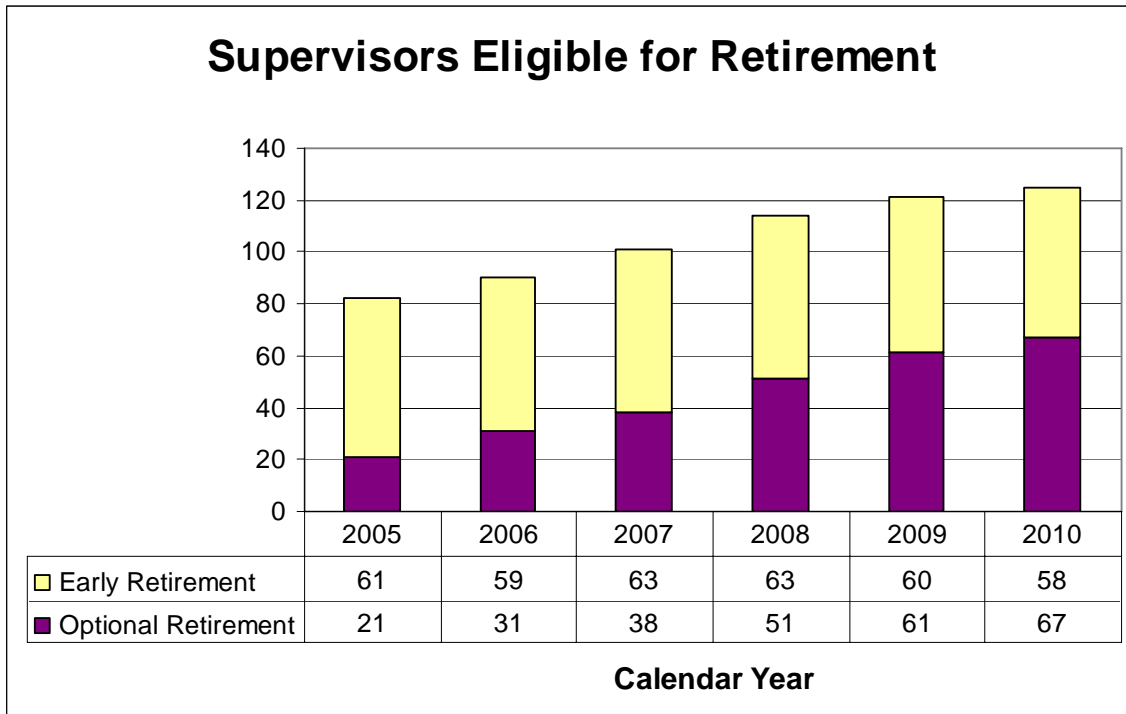
Calendar Year

Early Retirements + Optional Retirements = Total Retirement Eligibility. For instance, in calendar year 2005, a total of 82 supervisors were eligible for retirement.

Western has 147 supervisors* as of October 1, 2005. Eligibility is by December 31 of each calendar year.
*Supervisor is defined as either supervisory-managerial code 2, where the position meets
the minimum requirements for application of the General Schedule Supervisory Guide (GSSG), or, as supervisory-managerial code 4, where the position meets the definition of Supervisor under CSRA, but does not meet the minimum requirements for application of the GSSG, and typically supervises only one or two employees.

Western's 78 craft foremen have an average age of 51.6. With 34 foremen eligible for retirement by the end of 2010, their eligibility rate of 43.6% is equivalent to that of the supervisors.

Table 3 - Number of Craft Foremen Employees Eligible for Optional Retirement by December 31 of Each Year by Region

Region	Number on board	Average Age	2006	2007	2008	2009	2010
UGP	20	50.4	5	5	5	7	7
RMR	26	53.7	9	11	11	16	16
SNR	12	47.7	2	2	2	2	3
DSW	20	52.4	4	6	6	8	8
TOTAL	78	51.6	20	24	24	33	34

Western's Annual Workforce Profile for 2005 provides further information on employee demographics, positions, attrition data, and awards. It is available online at http://www.int.wapa.gov/HR/sm/doc/workforceFY05.doc.

Key findings from the overall workforce analysis of Western's staff include

- Attrition due to retirement (4.53 percent), as well as attrition overall (7.5 percent), are the highest they have been in five years, both as percentages and raw numbers.
- The PATCOB clerical category has the highest percentage of employees eligible for immediate retirement: 27.2 percent. In addition, clerical attrition was the highest of all PATCOB categories in FY2005.
- Total figures for Western indicate 33.8 percent of the workforce (456 employees) will be eligible for retirement by 2010; 10% of the workforce is eligible for optional retirement now.
- Western's mission-critical occupations must plan for the impending retirement eligibility of 28 percent of their present workforce, or 236 employees, by the year 2010. The retirement eligibility rates of Dispatchers, AD-303 and the Communication craft occupations, WB-2610 exceed the Western 33.8 percent average retirement eligibility rate for all positions.
- By the end of 2010, 45.6 percent of Western's 147 supervisors can retire.
- By the end of 2010, 43.6 percent of Western's 78 craft foreman can retire.

Gap Analysis

In this step of the workforce planning cycle, we analyze workforce gaps that might hinder the execution of Western's mission. This section looks at statistics from the public utilities sector and how important business priorities and changes on the horizon may impact the way Western does business. It also presents Western's workforce gaps.

The Big Picture
According to the results of a 2005 survey of public utilities undertaken by the American Public Power Association:

- 50 percent of the respondents indicated that more than 20 percent of their workforce would be eligible to retire in the next five years
- 63 percent identified "skilled trades" as being among the positions with the most likely retirements over the next five years
- 64 percent of respondents believe that retirements will pose either a moderate or very great challenge to their utility
- The most significant challenges will be the loss of knowledge due to retirements, the difficulty finding replacements, and the lack of bench strength within the organization.

Like the public utilities surveyed, Western is also looking toward the future. A key component of gap analysis is studying the most important business priorities that will influence the work, as well as anticipating changes (such as new program initiatives, funding levels, technology enhancements, etc.) that may affect the way business is done. Appendices 10 through 18 contain each organization's assessment of the factors which may impact them, but some common themes emerge.

The most important business priorities listed by the organizations can be broadly grouped into six areas:

- Computer systems (modernization, availability, security, redundancy and reliability)
- Resource management (stewardship of funding and resources, including improving business practices)
- Electric industry changes (awareness and integration of utility changes)
- Power systems (safe and reliable operation and maintenance)
- Customer service (maintaining good relations)
- Workforce (select and retain diverse, well-qualified, high performers)

Possible changes which may affect staffing needs over the next three to five years varied by organization, but there are five main challenges:

- Meeting customer demand for services (construction programs, energy marketing, interconnection requests)
- Regulation (changes resulting from the Energy Policy Act of 2005, greater focus on cash management, OMB-driven lines of business, aggressive vegetation management initiatives, changing NERC standards with mandatory compliance)
- Projected retirements of staff

- Technology (enhanced automation and e-government initiatives requiring greater IT skill, more focus on network and wireless)
- Increased training requirements resulting from all the above.

The challenge is to assure the workforce planning process is constantly updated to consider and plan for mission changes, technology advances, funding levels and other change drivers. With the big picture in mind, managers and HR staff prepare for possible workforce changes and impacts.

What are Western's Workforce Gaps?

Western's workforce gaps are revealed through an estimate of staffing needs in the mission-critical occupations, an estimate of staffing needs for leadership positions by pay plan, organization-specific analyses of competency gaps, and finally, ratings of workforce planning "readiness" by mission-critical occupation and organization.

Table 4 below summarizes data gathered from Western managers, foremen and subject matter experts. It is estimated Western will need to hire between 118 and 205 employees in the next five years to staff their mission-critical occupations. Additionally, Western plans to hire between 43 and 66 supervisory staff in these mission-critical occupations.

Table 4 - High and Low staffing estimates (3-5 years out)

Position Title (Series)	Low – NonSupervisory	Low – Supervisory	Low – All	High – NonSupervisory	High – Supervisory	High – All
Electrical/Electronic Engineer (850/855)	19	10	29	36	16	52
Communication & Instrumentation Craftsman (2610)	22	6	28	32	6	38
Electrician (2810)	19	9	28	31	12	43
Energy Management & Marketing Specialist (AD-301)	3	1	4	11	3	14
Information Technology (2210/854/1550)	5	0	5	15	2	17
Lineman (2801)	13	8	21	15	10	25
Power System Dispatcher/Power Ops Specialist (AD-303)	21	2	23	35	8	43
Public Utilities Specialist (1130)	16	7	23	30	9	39
Totals:	118	43	161	205	66	271

As discussed in the workforce analysis section, Western's leadership faces retirement eligibility rates exceeding 40 percent by the end of 2010. The three charts below show that Western will need to hire between 46 and 72 supervisors and foremen (note that this estimate includes supervisory hiring needs in non-mission critical occupations as provided by the organizations).

Table 5 - Forecasted Staffing Needs for AD supervisors (3-5 years out)

Level	AD- 4/5	AD-6	TOTALS
Low	0	3	3
High	4	7	11

Table 6 - Forecasted Staffing Needs for GS supervisors (3-5 years out)*

Level	GS-12/13	GS-14	TOTALS
Low	5	15	20
High	11	22	33

*Totals include figures from the following non-mission critical occupations: Human Resources, GS-201; Accountant, GS-510; Budget Analyst, GS-560; and Financial Management, GS-501.

Table 7 - Forecasted Staffing Needs for Craft Foremen (3-5 years out)

Level	Foreman I	Foreman 2 or 3	TOTALS
Low			
DSW	2	6	8
RMR	3	8	11
SNR	0	1	1
UGP	0	3	3
Total Low	5	18	23
High			
DSW	2	7	9
RMR	3	9	12
SNR	0	2	2
UGP	0	5	5
Total High	5	23	28

Organizations were asked to assess the workforce gaps by competency. This information is found in the organizational appendices. It is also summarized for mission-critical occupations in the series-specific appendices (appx 2-9).

As part of the gap analysis, the workforce planning points of contact were asked to rate their organization's current level of preparedness to replace/add employees overall. On a 1-5 scale with 5 being "extremely prepared," the average was 4 "very prepared."

Table 8 - Assessment of Workforce Planning "Readiness" by Organization

Organization	Level of preparedness to replace or add employees in your organization	Comments
CRSP-MC	4	
CSO-CFO	3	A8100 is prepared in that planning and skill assessment is taking place to determine needs. With no increase in FTE level foreseen and small size of the unit limiting available dollars for over-strength in positions, until a vacancy is created, plan implementation and filling new skill requirements cannot occur. To date, the accounting organization has responded well. Due to the lean nature of the organization, certain employees would be difficult to replace until a cross-training program has been implemented.
CSO-CIO	5	The OCIO is extremely prepared to replace/add employees as evidenced by the successful recruitments in 2005.
CSO-OCOO	4	The COO management team proactively evaluates and plans for workforce needs and uses these plans as a blueprint for the future. These plans are reviewed periodically and updated in response to changing needs. Plans are multi-faceted and include use of over-hires, HR flexibilities, use of contract workforce, cross-training, review and redesign of positions, use of the student programs and coordination with regional personnel on recruitment decisions, etc.
DSW	4	DSW managers have been extremely proactive in their recruiting efforts by offering rotational programs for engineers in Operations, Power Marketing, Engineering, and Information Technology. In addition, managers have recruited from small colleges and universities, which are attended by minorities in order to recruit students and train them from the ground level up.
RMR	4	
SNR	4	Resource planning is a high priority and the region is very prepared to replace/add employees as needed.
UGP	4	
Overall average for all organizations	**4**	

The organization's current level of preparedness to replace/add employees in particular mission critical series was also rated. The ratings shown are an average from organizations with employees in the series. On a 1-5 scale with 5 being "extremely prepared," a 4 being "very prepared," and a 3 being "prepared," Western's average for all mission-critical occupations is 3.9. Occupations rating below this average are the dispatcher, the public utilities specialist, and the craft communications

positions. More specific information for each occupation is available in the series-specific appendices (appx 2-9).

Table 9 - Assessment of Workforce Planning "Readiness" by Mission-Critical Series

Occupation	Level of preparedness to replace or add employees in your organization
Electrical Engineers/855 Electronic Engineers, GS-850	4
EEC and M&R, C&I, WB-2610	3.3
Electrician, WB-2810	4.3
Energy Management and Marketing Specialist, AD-301	4
IT Specialist, GS-2210	4
Lineman, WB-2801	4.3
Power System Dispatcher, AD-303	3.8
Public Utilities Specialist, GS-1130	3.8
Overall average of all mission-critical occupations	**3.9**

Western, like other entities in the electric utility industry, must address workforce planning challenges. Western's most important business priorities are computer systems, resource management, electric industry changes, power systems, customer service and the workforce. Possible changes which may affect staffing needs over the next three to five years include customer demand for services, regulation, projected retirements of staff, technology and increased training requirements. To meet these challenges, Western will need to hire between 161 and 271 employees in the next five years to staff mission-critical occupations. As assessed by the organizations themselves, Western's average "readiness" rating to replace or add employees was "4" (very prepared) by organization, and "3.9" by mission-critical occupation.

Develop and Implement Action Plan

In this part of the workforce planning cycle, an action plan is developed to close the gaps, taking into consideration labor availability, skills needed in the future and resources. To address the needs, recommendations were developed by subject-matter experts and functional managers across Western. With approval, the recommendations will be implemented and monitored quarterly. A separate reporting process tracks responsible parties, target due dates, performance metrics and budget requests for each recommendation. Each organization has listed complete recommendations in its site-specific report. Recommendations for mission critical occupations are summarized here. Two cross-cutting recommendations are also noted.

Cross-cutting Workforce Planning Recommendations
The team developed two cross-cutting recommendations to enhance Western's overall workforce planning process.
1. Use the performance appraisal process to measure competency gaps in teamwork, communication, innovation/quality improvement, customer service and responsibility/accountability. Under this proposal, supervisors will rate employees against each of these competencies, or attributes, on a three-point scale. This will be done for non-supervisory employees in the GS and AD pay plans. This will supplement the organizational assessments of competency gaps, with the first information available in November 2006.
2. While the 2006 workforce planning process covers 98 percent of Western's workforce, the other 2 percent are in small CSO organizations which were not involved with workforce planning this year. These small CSO organizations should be provided workforce planning tools, and the option to participate in the 2007 workforce planning process as their resources permit.

Electrical/Electronics Engineer, GS-850/855
1. Hire new employee to perform new work associated with moving Western to another frequency band. (CSO-OCOO)
2. Over-hire for electrical engineer GS-850-14 in anticipation of retirement in the next 12 months. (CSO-OCOO).
3. Convert two engineering student positions to accomplish existing work in the most cost-effective manner. (CSO-OCOO).
4. Coordinate with Maintenance managers on contingency plans. (CSO-OCOO).
5. A&E contract serves as a contingency in the event needed to complete work (CSO-OCOO).
6. Use overhire/understudy authority as needed. (DSW).
7. Continue using existing tools to attract candidates as needed (student programs, recruitment incentives, rotation program (DSW).
8. Continue the use of student programs to recruit engineers (RMR).
9. Continue relationship with universities. (RMR).
10. Stay informed of changes imposed by regulating entities to address changes to power marketing and operations. (SNR).
11. Maintain proficiency (SNR).
12. Targeted recruitment, using student programs, veterans' programs, etc.) (SNR).
13. Use Western's rotational engineering program. (SNR).
14. Augment federal workforce with contractor personnel (SNR).

15. Explore having an outside entity perform more of the tariff administration functions (UGP).
16. Continue the use of the Student Career Employment Program (SCEP) to recruit engineers (UGP).

Electronic Equipment Craftsman, Meter & Relay Craftsman Communication and Instrumentation Craftsman (WB-2610)
1. Use overhires as needed, including for apprentice programs (DSW).
2. Continue using developmental hiring programs such as student, veterans and Craftsmen-in-Training (CIT) (DSW).
3. Hire SCEPS/Apprentices (RMR).
4. Use targeted recruitment (SNR).
5. Use apprentice and CIT programs to staff future vacancies (SNR).
6. Train personnel on new technology through mix of trade shows, vendor training, On-the-Job Training (OJT), and classroom instruction (SNR).
7. Hire SCEPS/apprentices (UGP).

Electrician (WB-2810)
1. Continue customizing and improving apprentice and CIT training programs to accommodate workers new to Western (DSW).
2. Use overhires as needed, including for apprentice programs (DSW).
3. Continue to develop apprentices (RMR).
4. Use apprentice and CIT programs to staff future vacancies (SNR).
5. Use targeted recruitment (SNR).
6. Train personnel on new technology through mix of trade shows, vendor training, OJT, and classroom instruction (SNR).

Energy Management and Marketing Specialist, AD-301
1. Create a training program for marketers (CRSP-MC).
2. Use more paid advertising and other nontraditional approaches to filling jobs (CRSP-MC).
3. Work to achieve pay comparability with industry and less volatility in pay increases (CRSP-MC).
4. Stay engaged at FERC and CAISO to address changing electric utility markets (SNR).
5. Maintain proficiency through training (SNR).
6. Develop a cost/benefit study to determine the products and services to be provided by the SNR merchant functions (SNR).
7. Review and revise the Administratively Determined pay setting process (SNR).
8. Use developmental positions to fill future vacancies (SNR).
9. Place OATI-Web Trader Software in service, and review next generation of software (UGP).
10. Establish adequate controls for risk management (UGP).
11. Place OATI settlement software in service (UGP).

Information Technology Specialist (GS-2210), Computer Engineer (GS-854), Computer Scientist (GS-1550)
1. Recruit students at the entry level (OCIO).
2. Ensure key positions have primary and back-up (OCIO).
3. Assess and address training needs for new hires and current staff (DSW).

4. Increase interaction with colleges and universities to facilitate student placements (DSW).
5. Provide training opportunities to assure staff is well trained and able to meet customer expectations (RMR).
6. Continue cyber security training using Western resources and external classes (RMR).
7. Maintain proficiency through training (SNR).
8. Provide staff opportunities to cross-train in leadership roles via assignments in project management, cross-functional details and temporary promotions (SNR).
9. Augment Federal workforce with contractor personnel to meet peak workload (SNR).
10. Migrate the computer assistants to the GS-2210 IT series (UGP).
11. Continue cyber security training using Western resources and external classes (UGP).

Lineman (WB-2801)
1. Continue customizing and improving apprentice and CIT training programs to accommodate workers new to Western (DSW).
2. Use overhires as needed, including for apprentice programs (DSW).
3. Hire students/apprentices (RMR).
4. Use targeted recruitment (SNR).
5. Use apprentice and CIT programs to staff future vacancies (SNR).
6. Train personnel on new technology through mix of trade shows, vendor training, OJT, and classroom instruction (SNR).

Power System Dispatcher/Power Operations Specialist, AD-303
1. Use an on-going intern program to recruit and train candidates from both inside and outside Western (DSW).
2. Have an active recruitment program with colleges, military/technical schools and other appropriate sites that offer technical training (DSW).
3. Continue the use of the Dispatcher Intern Program (RMR)
4. Use the Aspiring Dispatcher Program (RMR).
5. Seek options to hire veterans and/or disabled veterans (RMR).
6. Maintain proficiency through formal training programs (SNR)
7. Provide cross-training opportunities for AD 4/5s (SNR)
8. Send AD-5s to supervisory training (SNR)
9. Stay engaged with regulating entities to address changing electric utility markets (SNR).
10. Review pay setting process (SNR).
11. Utilize dispatch intern program to fill vacancies (SNR).
12. Continue the use of the Dispatch Intern Program (UGP).

Public Utilities Specialist, GS-1130
1. Actively recruit students, minorities, and others who add diversity (CRSP-MC).
2. Train/preserve institutional knowledge (CRSP-MC).
3. Promote positive work/life incentives such as recognition and teleworking (CRSP-MC).
4. Use understudies; consider making hires 12 to 18 months prior to a vacancy occurring (DSW).
5. Hire students from local colleges and universities (DSW).
6. Use the rotation program for a graduating SCEP (DSW).

7. Continue to rely on training programs at the Electric Power Training Center (EPTC) to get employees oriented and knowledgeable (DSW).
8. Use overhires and understudy positions to ensure overlap when critical positions are likely to have turnover (DSW).
9. Use detail opportunities (RMR).
10. Assign project leader assignments to existing staff (RMR).
11. Transfer institutional knowledge (RMR)
12. Determine if realignment of work is needed (position management /understudies) (RMR).
13. Stay engaged at Federal Energy Regulatory Commission (FERC) and with California Independent System Operator (CAISO) to address changing electric utility markets to ensure the organization implements changes and meets customer needs in a timely manner (SNR).
14. Maintain proficiency through training (SNR).
15. Develop a cost/benefit study to determine the products and services to be provided by the SNR Merchant function (SNR).
16. Augment federal workforce with contractor personnel (SNR).
17. Assign project leader assignments to staff (UGP).
18. Train and preserve institutional knowledge (UGP).
19. Re-align work to enhance position management (UGP).

Monitor, Evaluate, and Revise

The last part of the workforce planning cycle is to assess last year's workforce planning efforts under the occupational series-based approach. Evaluation results are used to constantly improve Western's workforce model and process. This section includes evaluation ratings and comments, along with suggestions for improvement.

Each organization was asked to evaluate the workforce planning process and efforts for 2005 on a scale of 1 to 5 (1 being "not valuable," 3 being "valuable" and 5 being "extremely valuable"). The results are summarized in Table 10.

Table 10 - Evaluation of Last Year's Workforce Planning Process and Efforts (2005)

Organization	Rating	Comments
CRSP-MC	3	
CSO-CFO	3	Even though no financial series were included in the 2005 effort, the methodologies and processes involved in that effort are being used for the 2006 effort which includes financial series. Participation in the 2006 planning exercise will prove to be worthwhile in maintaining sensitivity to workforce management issues.
CSO-CIO	3	The workforce planning process and efforts for 2005 were valuable primarily because it gave managers the incentive to review their efforts and commitment to an action plan.
CSO-OCOO	4	
DSW	4	
RMR	3	
SNR	3	The Western-wide workforce planning efforts in 2005 were valuable to identify mission critical positions and develop consistent data/statistic gathering for Western-wide reporting purposes. Regional on-going workforce planning efforts keep management engaged in present and future staffing needs with an increasing awareness of and preparedness for change.
UGP	3	The workforce planning process mainly provides us a method to document plans that were already in place. The regional efforts have helped keep a focus on planning for succession and attrition. The challenge is dealing with a finite budget/FTE and, therefore we cannot meet all needs.
Overall average of all organizations	3.25	

Some organizations also provided suggestions to enhance the workforce planning process:

- Continue to look ahead and focus on an organization-based approach. (CRSP-MC)
- Continue to include financial series in workforce planning exercises. (CSO-CFO)
- If planning will be done by organization, rather than series, the background data (DOEINFO and OEID) should be provided by series within each organization. Currently, Western-wide data is provided, but analysis is needed based only a specific portion of it. (CSO-CIO)
- We believe that this year's approach of developing of business forecasts and workforce plans for each …organization may result in more meaningful plans that can be acted upon more efficiently and effectively. We suggest continuing to build on this approach next year. (CSO-OCOO)
- The Regional approach being conducted this year is much more effective than the occupation-targeted approach used in the past. (RMR)
- Continue to refine the regional workforce planning efforts to meet and streamline Western-wide workforce planning and reporting requirements. (SNR)
- Continue to look ahead and do whatever we can to meet advance needs. (UGP)

WESTERN'S WORKFORCE PLANNING MODEL
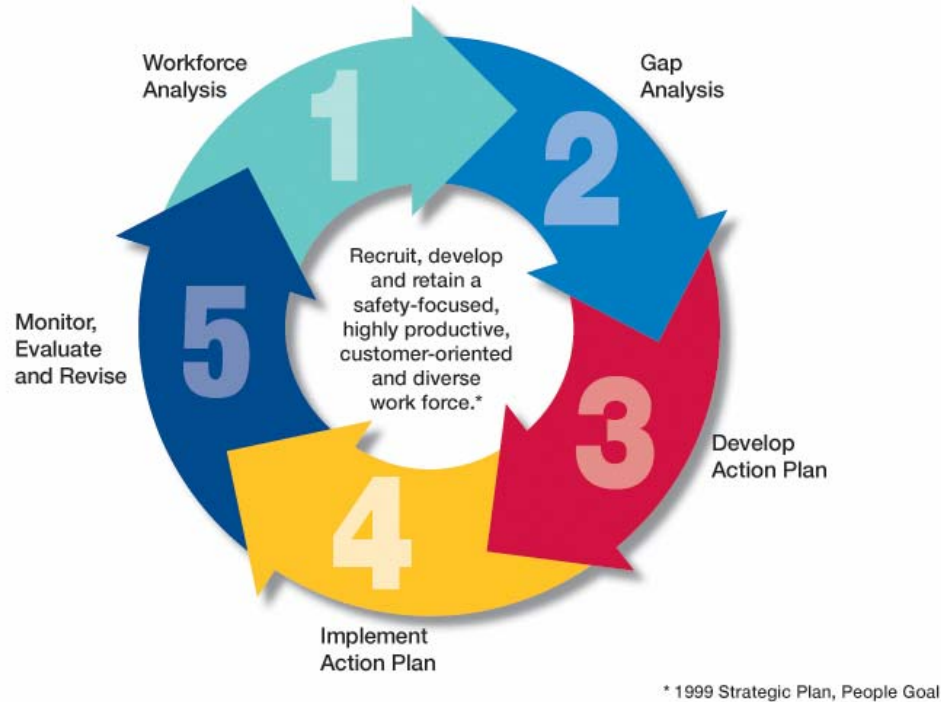
Western's model of workforce planning centers on Western's goal in its Strategic Plan, People Goal: Recruit, develop and retain a safety-focused, highly productive, customer-oriented and diverse workforce. The model has five steps.

The first step is workforce analysis, a forecast of overall supply needs for Western's occupations. Projecting three to five years into the future, subject-matter experts in Western's occupations analyze strategic objectives, review attrition rates and retirement eligibility, and anticipate the skills employees will need to meet new challenges.

Step 2 is analysis of the workforce gaps that might harm the ability of the function to carry out Western's mission in the near future. These gaps might be shortages in employees or in specialized skills. High and low estimates of staffing needs are provided. Business needs and external impacts are forecast. Depending on the needs of the occupation, this step may also include an analysis of the capacity of the external labor market to supply Western's projected staffing needs.

In Step 3, an action plan is developed to close the gaps, taking into consideration labor availability, skills needed in the future, and available resources. Recommendations to meet those

challenges are developed by subject-matter experts and functional managers across Western. Recommendations are provided to senior management for approval.

Step 4 is the implementation of the action plan and any additional strategic direction set forth by senior management.

In Step 5, Western's workforce planning efforts are assessed. Each workforce planning recommendation has its own metric. Additionally, the level of preparedness to replace or add employees is evaluated on both an overall organizational basis as well as by mission-critical occupation. Comments and suggestions for improvement are collected. Evaluation results are used to constantly improve Western's workforce model and process. Step 5 serves as the foundation for the next cycle of workforce planning.

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Energy Management and Marketing Specialist, AD-301

<u>Workforce Analysis</u>:
There are 32 energy management and marketing specialists in Western, with an average age of 47.3, and an average length of service of 15.1 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
AD-301	15	-	-	-	7	10	32

Grade

	Total:	AD-2	AD-3	AD-4	AD-5	AD-6	Average Grade
AD-301	32	1	2	22	6	1	4.1

AD-301 Energy Management and Marketing Specialist

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	1	5.56%	0	0.0%	1	5.56%
2002	0	0.0%	1	4.76%	1	4.76%
2003	1	4.35%	2	8.70%	3	13.04%
2004	3	10.71%	0	0.0%	3	10.71%
2005	2	6.9%	1	3.45%	3	10.34%

Number of AD-301 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	3	9.4%
2007	5	15.6%
2008	5	15.6%
2009	7	21.9%
2010	10	31.3%

<u>OEID data</u>

As of September 17, 2005, Western's statistics show the employment of 37[2] permanent energy management and marketing specialists which is 2.7 percent of the Western workforce. Minorities (6) represent 16.2 percent of this group and non-minority females (6) also represent 16.2 percent. The civilian labor force for this occupational group shows an accumulative minority and non-minority female representation rate of 19 percent and 34.7 percent. To reach

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[2] The number of employees differs from other parts of this report due to the query parameters used by OEID

WESTERN'S MISSION CRITICAL OCCUPATIONS

parity with the civilian labor force, Western would need to employ one additional minority and seven non-minority female energy management and marketing specialists.

Goals to reach this objective include the modification of recruitment practices and plans to accomplish an increase in the representation of females and minorities in this critical occupation by seeking female and minority candidates at colleges and universities whose enrollment reflects a significant number of Native Americans, Blacks, Hispanics, Asians, and females. Other strategies include the increased utilization of the Student Career Experience Program, excepted appointment authorities, category ranking, recruiting at the entry level, and developing associations with outplacement centers, military facilities and occupational organizations whose memberships represent minorities and females to achieve an employment rate in Western that is representative of the civilian labor force.

Gap Analysis - Competencies
CRSP: Risk management, accounting, system operations, understanding market issues

SNR: The California Independent System Operator (CAISO) is constantly driving change to market operations and billing procedures. Since we started the Merchant Function in January 2005, the CAISO has issued 18 Tariffs affecting how Western markets power in the CAISO grid. This requires management and staff to stay engaged in the public processes, evaluate the affect on Western's operations and to be ready to implement change as it occurs. Management is currently studying the cost effectiveness of increasing future staff levels to meet changes imposed by the CAISO. If staff is increased, these positions would be paid for by the customers directly benefiting from these services.

Management views the projected staffing needs for this organization are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

UGP: Risk management, rate knowledge, accounting, ISO settlements knowledge

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3 And below		AD- 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low CRSP	0	0	0	0	0	0	0	0	0
SNR	0	0	0	0	0	0	0	0	0
UGP	0	0	3	0	0	1	3	1	4
Total Low:	0	0	3	0	0	1	3	1	4
High CRSP	2	0	3	1	0	0	5	1	6
SNR	0	0	2	1	0	0	2	1	3
UGP	0	0	4	0	0	1	4	1	5
Total High:	2	0	9	2	0	1	11	3	14

WESTERN'S MISSION CRITICAL OCCUPATIONS

Action Plan - Recommendations by Organization
1. Create a Training Program for Marketers. (CRSP)
2. Use more paid advertising and other nontraditional approaches to filling jobs. (CRSP)
3. Work to achieve pay comparability with industry and less volatility in pay increases. (CRSP)
4. Stay engaged at FERC and CAISO to address changing electric utility markets. (SNR)
5. Maintain proficiency through training. (SNR).
6. Develop a cost/benefit study to determine the products and services to be provided by the SNR Merchant functions. (SNR)
7. Review and revise the Administratively Determined pay setting process. (SNR)
8. Use developmental positions to fill future vacancies. (SNR)
9. Place OATI-Web Trader Software in service, and review next generation of software. (UGP)
10. Establish adequate controls for risk management. (UGP).
11. Place OATI settlement software in service. (UGP).

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
CRSP	4	NA
SNR	4	This organization is currently fully staffed and management is very prepared for future staffing needs. Western's salaries are competitive with neighboring utilities. Western's management is engaged in the CAISO public processes and stays abreast of changes to assure customer needs are met and the team is trained.
UGP	4	NA
Average:	4	

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Dispatchers, AD-303

Workforce Analysis:
There are 110 dispatchers in Western, with an average age of 50.4, and an average length of service of 16.5 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
AD-303	-	-	29	28	21	32	110

Grade

	Total:	AD-2	AD-3	AD-4	AD-5	AD-6	Average Grade
AD-303	110	-	7	75	22	6	4.2

AD-303 Dispatcher

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	0	0.0%	5	6.02%	5	6.02%
2002	1	1.2%	5	5.8%	6	6.98%
2003	1	1.1%	0	0.0%	1	1.1%
2004	1	1.1%	0	0.0%	1	1.1%
2005	6	5.5%	3	2.75%	9	8.26%

Number of AD-303 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	13	11.8%
2007	17	15.5%
2008	26	23.6%
2009	33	30%
2010	42	38%

OEID data

As of September 17, 2005, Western's statistics show the employment of 97[*] permanent dispatchers which is 7.1 percent of Western's workforce. Minorities (11) represent 11.3 percent of this group and non-minority females (6) represent 6.2 percent. The civilian labor force for this

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[*] The number of employees differs from other parts of this report due to the query parameters used by OEID

WESTERN'S MISSION CRITICAL OCCUPATIONS

occupational group shows an accumulative minority and non-minority female representation rate of 18.7 percent and 5.3 percent respectively. To reach parity with the civilian labor force, Western would need to employ an additional nine minority dispatchers.

Goals to reach this objective include the modification of recruitment practices and plans to accomplish an increase in the representation of minorities by seeking minority candidates at technical schools whose enrollment reflects a significant number of Native Americans, Blacks, Hispanics, and Asians. Other strategies include the utilization of the Student Career Experience Program, excepted appointment authorities, category ranking, recruiting at the entry level with an "apprentice training concept" and developing associations with outplacement centers, military facilities, and occupational organizations whose memberships represent minorities to achieve a minority employment rate in Western that is representative of the civilian labor force. Because of the Western-wide under-representation of females, recruitment efforts should also include targeting local, state, and national women's organizations and colleges and universities with significant female populations and encourage female participation in Western's career development programs.

Gap Analysis - Competencies
DSW: AD-4 dispatchers have training and certification requirements that result in specialized training needs. DSW uses dedicated dispatcher trainers to meet this requirement. Therefore, gaps are minimal and filled on an ongoing basis.

RMR: NA

SNR: NERC and WECC reliability standards and training changes are anticipated and will be addressed by the regional trainer and the dispatcher training program.

In addition to the projected vacancies in dispatch, management is also considering the need to fill 2 power operations engineer positions in the five-year period. Management views the projected staffing needs for this organization are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

UGP: None

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3 And below		AD- 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low DSW	0	0	3	0	0	0	3	0	3
RMR	1	0	4	0	0	1	5	1	6
SNR	0	0	1	0	0	0	1	0	1
UGP	9	0	3	0	0	1	12	1	13
Total Low:	10	0	11	0	0	2	21	2	23

WESTERN'S MISSION CRITICAL OCCUPATIONS

Level	AD-3 And below		AD- 4/5		AD-6		TOTALS		
High									
DSW	0	0	6	2	0	1	6	3	9
RMR	3	0	6	0	0	1	9	1	10
SNR	0	0	3	0	0	2	3	2	5
UGP	13	0	4	0	0	2	17	2	19
Total High:	16	0	19	2	0	6	35	8	43

Action Plan - Recommendations by Organization
1. Use an on-going intern program to recruit and train candidates from both inside and outside Western. (DSW)
2. Have an active recruitment program with colleges, military/technical schools and other appropriate sites that offer technical training. (DSW)
3. Continue the use of the Dispatcher Intern Program. (RMR)
4. Utilize the Aspiring Dispatcher Program. (RMR)
5. Seek options to hire veterans and/or disabled veterans. (RMR)
6. Maintain proficiency through formal training programs. (SNR)
7. Provide cross-training opportunities for AD 4/5s. (SNR)
8. Send AD-5s to supervisory training. (SNR)
9. Stay engaged with regulating entities to address changing electric utility markets. (SNR)
10. Review pay setting process. (SNR)
11. Utilize dispatch intern program to fill vacancies. (SNR)
12. Continue the use of the Dispatch Intern Program. (UGP)

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
DSW	4	We have been successful in recruiting and retaining AD-3 and AD-4 dispatchers from the outside to meet our requirements. AD-4 dispatchers have been successful at meeting needs for AD-5 and AD-6 dispatchers. This scenario is expected to continue for at least two years.
RMR	3	We anticipate success based on a variety of approaches to recruitment.
SNR	5	Management is extremely prepared to replace/add employees. Western's salaries are comparable to that of neighboring utilities, the dispatcher training and intern programs are highly successful, and the organization is currently over-staffed by one AD 4/5 and one AD-6 based on future projected needs.
UGP	3	We have plans laid out to deal with the situation, however some of them are not fully implemented at this time and the number of potential retirements is such that there will be some concern on the timing of these retirements (i.e. if they happen in large groups at the same time.)
Average:	3.8	

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Electrical/Electronic Engineer, GS-850/855

Workforce Analysis:
There are 121 electrical engineers and 34 electronics engineers in Western. Electrical engineers
have an average age of 47.4, and an average length of service of 17.9 years. Electronics
engineers have an average age of 45.4, and an average length of service of 17.8 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
GS-850	-	33	16	30	14	28	121
GS-855	-	5	5	7	6	11	34

Grade

	Total:	GS-5	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15	Average Grade
GS-850	121	1	2	1	5	47	51	13	1	12.5
GS-855	34	-	-	1	2	13	15	2	1	12.5

GS-850 Electrical Engineer

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	2	1.72%	5	4.31%	7	6.03%
2002	1	0.81%	2	1.63%	3	2.44%
2003	2	1.57%	0	0.0%	2	1.57%
2004	3	2.42%	3	2.42%	6	4.84%
2005	6	5.0%	0	0%	6	5.0%

GS-855 Electronics Engineer

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	2	5.71%	1	2.86%	3	8.57%
2002	2	5.56%	0	0.0%	2	5.56%
2003	1	2.56%	0	0.0%	1	2.56%
2004	2	5.26%	0	0.0%	2	5.26%
2005	6	17.65%	1	2.94%	7	20.59%

WESTERN'S MISSION CRITICAL OCCUPATIONS

Number of GS-850 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	19	15.7%
2007	22	18.1%
2008	25	20.7%
2009	31	25.6%
2010	33	27.3%

Number of GS-855 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	5	14.7%
2007	6	17.6%
2008	8	23.5%
2009	8	23.5%
2010	9	26.5%

OEID data

As of September 17, 2005, Western's statistics show the employment of 150[*] permanent electrical and electronic engineers which is 11 percent of the Western workforce. Minorities (37) represent 24.7 percent of this group. The civilian labor force for this occupational group shows an accumulative minority representation rate of 33.3 percent. To reach minority parity with the civilian labor force, Western would need to employ an additional 13 minority electrical or electronic engineers.

Goals to reach this objective include the modification of recruitment practices and plans to accomplish an increase in the representation of minorities in this critical occupation and seek minority candidates at colleges and universities whose enrollment reflects a significant number of Native Americans, Blacks, Hispanics, and Asians. Other strategies include increasing the utilization of the Student Career Experience Program, excepted appointment authorities, Western's Rotation Program, recruiting at the entry level and developing associations with professional organizations whose memberships represent minorities to achieve a minority employment rate in Western that is representative of the civilian labor force. Because of the Western-wide under-representation of females, recruitment efforts should also include targeting local, state, and national women's organizations and colleges and universities with significant female populations, the use of excepted appointment authorities, Western's Rotation Program and encourage female participation in Western's career development programs.

Gap Analysis - Competencies
CSO-OCOO: Based upon a 12/2005 assessment, the existing workforce for GS-9/11/12, on average, is rated at a "3.7" (upper end of the intermediate scale) in the GS-850-855 competencies. The existing workforce for GS-13/14/15, on average, is rated at "4.1 (lower end of the intermediate to advanced scale). The workforce is strong in the competency areas due to

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[*] The number of employees differs from other parts of this report due to the query parameters used by OEID

WESTERN'S MISSION CRITICAL OCCUPATIONS

the depth of experience. No gaps exist that require focused attention at this time. Engineering staff is competent in the area of project management even though there aren't requirements for "dedicated" or "certified" project managers. However, A7900 managers support employees who wish to pursue in-depth training to further increase project management competencies.

DSW: NA

RMR: Ongoing changes can be expected in Communication and Meter and Relay Technologies. Computer skills sometimes a gap with Maintenance Specialists.

SNR: Sierra Nevada Region has electrical engineers in N2200 IT-Engineering Services (SCADA), N5500 Engineering, and N4400 Planning and Operations Engineering. Recent changes to the Energy Policy Act, and NERC reliability and integrated vegetation management policy changes will affect future operations and staff. We anticipate changes in technology imposed by the regulating agencies and California Independent System Operator (CAISO) that will affect how we operate the power system and market power. This affects maintenance and construction engineering, resource planning, and the systems used to monitor the power system and make and track market transactions on a real time basis.

Management views the projected staffing needs for these organizations are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

UGP: Communication and Meter and Relay Technologies change on an on-going basis. Computer skills sometimes a gap with Maintenance Specialists.

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11 and below		GS 12/13		GS 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low									
OCOO	0	0	7	0	3	2	10	2	12
DSW	1	0	2	1	0	0	3	1	4
RMR	1	0	3	2	0	1	4	3	7
SNR	0	0	0	0	0	0	0	0	0
UGP	0	0	2	2	0	2	2	4	6
Total Low:	2	0	14	5	3	5	19	10	29
High									
OCOO	0	0	11	0	5	2	16	2	18
DSW	1	0	6	1	0	0	7	1	8
RMR	1	0	3	5	0	1	4	6	10
SNR	2	0	2	0	0	1	4	1	5
UGP	0	0	5	3	0	3	5	6	11
Total High:	4	0	27	9	5	7	36	16	52

WESTERN'S MISSION CRITICAL OCCUPATIONS

Action Plan - Recommendations by Organization

1. Hire new employee to perform new work associated with moving Western to another frequency band. (CSO-OCOO)
2. Over-hire for Electrical Engineer GS-850-14 in anticipation of loss within the next 12 months. (CSO-OCOO)
3. Convert two engineering student positions in order to accomplish existing work in the most cost-effective manner. (CSO-OCOO)
4. Coordinate with Maintenance Managers on contingency plans. (CSO-OCOO)
5. A&E contract in place as a contingency in the event needed to complete work. (CSO-OCOO)
6. Use overhire/understudy authority as needed. (DSW)
7. Continue using existing tools to attract candidates as needed (Student programs, recruitment incentives, rotation program. (DSW)
8. Continue the use of student programs to recruit engineers (RMR).
9. Continue relationship with universities. (RMR)
10. Stay informed of changes imposed by regulating entities to address changes to power marketing and operations. (SNR)
11. Maintain proficiency. (SNR)
12. Targeted recruitment, using student programs, veterans' programs, etc.). (SNR)
13. Use Western's rotational engineering program. (SNR)
14. Augment federal workforce with contractor personnel. (SNR)
15. Explore having an outside entity perform more of the tariff administration functions. (UGP)
16. Continue the use of the SCEP program to recruit engineers. (UGP)

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
CSO-OCOO	4	Western offers potential engineering candidates job security, diversity of work and location of work, rapid advancement for new hires, and responsible and challenging assignments. Strengths also include the ability to use the 3 R's, and the depth of competence of current workforce.
DSW	4	
RMR	4	
SNR	4	The IT organization was restructured during FY 03-05 and is extremely prepared for the future with only one anticipated vacancy in the 5-year period. The other organizations are very prepared to meet the changes foreseen, but at times engineering positions are difficult to fill and because these organizations are relatively small it is not always possible to hire trainees and students and accomplish work. During these periods management uses directed recruitment efforts to help fill these positions when needed such as paid public advertising, use hiring authorities such as VRA and VEOA, and visit schools that provide an electric program suitable for the positions Western fills, for example N5500 currently employees one SCEP and is recruiting a STEP for future needs.
UGP	4	
Average:	4	

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Public Utilities Specialist, GS-1130

Workforce Analysis:

There are 104 public utilities specialists in Western. The average age is 46.8, and the average length of service is 17.9 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
GS-1130	14	-	30	20	20	20	104

Grade

	Total:	GS-5	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15	Average Grade
GS-1130	104	4	1	11	9	42	21	16	-	11.8

GS-1130 Public Utility Specialist

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	5	4.95%	2	1.98%	7	6.93%
2002	2	1.87%	1	0.93%	3	2.80%
2003	4	3.92%	3	2.94%	7	6.86%
2004	2	1.98%	2	1.98%	4	3.96%
2005	2	1.92%	3	2.88%	5	4.81%

Number of GS-1130 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	13	12.5%
2007	18	17.3%
2008	23	22.1%
2009	30	28.8%
2010	33	31.7%

As of September 17, 2005, Western's statistics show the employment of 104 permanent public utilities specialists which is 7.6 percent of the Western workforce. Minorities (19) represent 18.3 percent of this group. The civilian labor force for this occupational group shows an accumulative minority representation rate of 39.5 percent. To reach parity with the civilian labor force, Western would need to employ an additional 22 minority public utilities specialists.

WESTERN'S MISSION CRITICAL OCCUPATIONS

Goals to reach this objective include the modification of recruitment practices and plans to accomplish an increase in the representation of minorities in this critical occupation and seek minority candidates at colleges and universities whose enrollment reflects a significant number of Native Americans, Blacks, Hispanics, and Asians. Other strategies include using the Student Career Experience Program, recruiting at the entry level, utilizing Western's Rotation Program and developing associations with occupational organizations whose memberships represent minorities to achieve a minority employment rate in Western that is representative of the civilian labor force. Because of the overall under-representation of females Western-wide, recruitment efforts should also include targeting local, state, and national women's organizations and colleges and universities with significant female populations, the use of excepted appointment authorities and Western's Rotation Program.

Gap Analysis - Competencies
CRSP: NA

DSW: NA

RMR: The overall competency level within power marketing is adequate. Junior staff members are progressing at a good pace in acquiring the knowledge needed to be successful in power marketing.

There is one primary area of competency that is frequently lacking in power marketing: critical thinking as it relates to problem solving.

The other potential competency needed relates to understanding the complexities of RTOs and financial management of transmission congestion and Organized Energy Markets.

SNR: Management is currently studying the cost effectiveness of increasing future staff levels to meet changes imposed by the CAISO. If filled, these positions would be paid for by the customers directly benefiting from these services.

There are no projected Public Utility Specialist (PUS) vacancies in Power Contracts and Energy Services, or Rates. We are currently recruiting one GS-9 PUS in Power Billing. In 2009, we anticipate the loss of four PUSs. Management views the projected staffing needs for this organization are manageable; for succession planning purposes and to assure continuity of service provided the use of trainees and/or understudy positions in FY 07/FY08 time frame will be considered.

UGP: NA

WESTERN'S MISSION CRITICAL OCCUPATIONS

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11 and below		GS 12/13		GS 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low									
CRSP	1	0	2	0	0	2	3	2	5
DSW	0	0	4	0	0	1	4	1	5
RMR	0	0	4	0	0	2	4	2	6
SNR	0	0	0	0	0	0	0	0	0
UGP	3	0	2	0	0	2	5	2	7
Total Low:	4	0	12	0	0	7	16	7	23
High									
CRSP	1	0	3	0	0	2	4	2	6
DSW	0	0	7	0	0	3	7	3	10
RMR	0	0	4	0	0	2	4	2	6
SNR	3	0	3	0	0	0	6	0	6
UGP	6	0	3	0	0	2	9	2	11
Total High:	10	0	20	0	0	9	30	9	39

Action Plan - Recommendations by Organization
1. Actively recruit students, minorities, and others who add diversity. (CRSP)
2. Train/Preserve institutional knowledge. (CRSP)
3. Promote positive work/life incentives such as recognition and teleworking. (CRSP)
4. Utilize understudies; consider making hires 12-18 months prior to a vacancy occurring. (DSW)
5. Hire students from local colleges and universities. (DSW)
6. Use the rotation program for a graduating SCEP. (DSW)
7. Continue to rely on training programs at the EPTC to get employees oriented and knowledgeable. (DSW)
8. Use overhires and understudy positions to ensure overlap when critical positions are likely to have turn-over. (DSW)
9. Utilize detail opportunities. (RMR)
10. Assign project leader assignments to existing staff. (RMR)
11. Transfer institutional knowledge. (RMR)
12. Determine if realignment of work is needed (position management /understudies). (RMR)
13. Stay engaged at FERC and with CAISO to address changing electric utility markets to ensure the organization implements changes and meets customer needs in a timely manner. (SNR)
14. Maintain proficiency through training. (SNR)
15. Develop a cost/benefit study to determine the products and services to be provided by the SNR Merchant function. (SNR)
16. Augment federal workforce with contractor personnel. (SNR)
17. Assign project leader assignments to staff. (UGP)

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18. Train and preserve institutional knowledge. (UGP)
19. Re-align work to enhance position management. (UGP)

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
CRSP	4	
DSW	4	
RMR	3	Most positions can be filled through traditional recruitment. However, exposing existing workforce to roles of PUS through details, and SCEPS is helpful. Advertising future vacancies prior to vacancy and/or with multiple grade levels may be beneficial and will be explored as opportunities arise.
SNR	4	
UGP	4	Typical staff replacements can be handled through local vacancy announcements. Best preparation for the future is to have a career ladder approach to division employees. Current structure provides a steady progression to meet future needs of the organization.
Average:	3.8	

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Information Technology Positions
Computer Engineer, GS-854
Computer Scientist, GS-1550
Information Technology Specialist, GS-2210

Workforce Analysis:
There are 89 information technology positions in Western. The average age is 46.0, and the average length of service is 14.7 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
GS-2210	-	31	15	13	15	15	89

Grade

	Total:	GS-5	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15	Average Grade
GS-2210	89	-	-	6	4	25	43	7	4	12.5

GS-2210 Computer Specialist/Information Technology Management

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	2	3.57%	2	3.57%	4	7.14%
2002	0	0.0%	1	1.52%	1	1.52%
2003	1	1.35%	2	2.70%	3	4.05%
2004	3	3.8%	4	5.06%	7	8.86%
2005	4	5.0%	3	3.75%	7	8.75%

Number of IT employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	5	5.6%
2007	11	12.4%
2008	14	15.7%
2009	14	15.7%
2010	18	20.2%

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<u>OEID data</u>

As of September 17, 2005, Western's statistics show the employment of 80[*] permanent information technology specialists which is 5.9 percent of Western's workforce. Minorities (10) represent 12.5 percent of this group. The civilian labor force for this occupational group shows an accumulative minority representation rate of 31.3 percent. To reach minority parity with the civilian labor force, Western would need to employ an additional 15 minority information technology specialists.

Goals to reach this objective include the modification of recruitment practices and plans to accomplish an increase in the representation of minorities in this critical occupation and seek minority candidates at colleges and universities whose enrollment reflects a significant number of Native Americans, Blacks, Hispanics, and Asians. Other strategies include the utilization of the Student Career Experience Program, Western's Rotation Program, recruiting at the entry level and developing associations with occupational organizations whose memberships represent minorities to achieve a minority employment rate in Western that is representative of the civilian labor force. Because of the Western-wide under-representation of females, recruitment efforts should also include targeting local, state, and national women's organizations and colleges and universities with significant female populations, the use of excepted appointment authorities and Western's Rotation Program.

<u>Gap Analysis - Competencies</u>
CSO – OCIO: No gaps were identified during the IT Skills Assessment taken in late 2005. However, this may change as new business requirements and/or technologies emerge. A new Power Marketing Administration (PMA) IT liaison position may be needed to maximize Western's relationship with the other PMAs if DOE and/or President's Management Agenda requires more cohesiveness among all PMAs.

DSW: We have started to concentrate on project management, Enterprise Architecture (EA) and System Engineering Methodology (SEM) to ensure secure and well documented systems. As we have increased our requirement for the above talent, we have reduced our need for "in-house" developers with better requirements gathering and commercial off-the-shelf (COTS) software.

RMR: NA

SNR: We anticipate changes in technology imposed by the regulating agencies and California Independent System Operator (CAISO) that will affect how we operate the power system and market power this affects maintenance and construction engineering, resource planning, and the systems used to monitor the power system and make and track market transactions on a real-time basis. We also anticipate other technology changes imposed through Presidential, Departmental and CSO initiatives.

This organization has the skills required to meet these changes and is currently recruiting one GS 12/13 IT specialist/computer engineer and there are no other projected losses in this organization in the five-year window.

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[*] The number of employees differs from other parts of this report due to the query parameters used by OEID

WESTERN'S MISSION CRITICAL OCCUPATIONS

UGP: Additional Cyber Security proficiencies within each specific classification and each specialty within IT.

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11 and below		GS 12/13		GS 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low									
OCIO	1	0	2	0	0	0	3	0	3
DSW	0	0	0	0	0	0	0	0	0
RMR	0	0	0	0	0	0	0	0	0
SNR	0	0	0	0	0	0	0	0	0
UGP	0	0	2	0	0	0	2	0	2
Total Low:	1	0	4	0	0	0	5	0	5
High									
OCIO	2	0	6	0	0	0	8	0	8
DSW	0	0	2	1	0	1	2	2	4
RMR	0	0	0	0	0	0	0	0	0
SNR	0	0	1	0	0	0	1	0	1
UGP	0	0	4	0	0	0	4	0	4
Total High:	2	0	13	1	0	1	15	2	17

Action Plan - Recommendations by Organization
1. Recruit students at the entry level. (OCIO)
2. Ensure key positions have primary and back-up. (OCIO)
3. Assess and address training needs for new hires and current staff. (DSW)
4. Increase interaction with colleges and universities to facilitate student placements. (DSW)
5. Provide training opportunities to assure staff is well trained and able to meet customer expectations. (RMR)
6. Continue Cyber Security training using Western resources and external classes. (RMR)
7. Maintain proficiency through training. (SNR)
8. Provide staff opportunities to cross-train in leadership roles via assignments in project management, cross-functional details, and temporary promotions. (SNR)
9. Augment federal workforce with contractor personnel to meet peak workload. (SNR)
10. Migrate the computer assistants to the IT series. (UGP)
11. Continue Cyber Security training using Western resources and external classes. (UGP)

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
OCIO	5	The OCIO is extremely prepared to replace/add employees as evidenced by the successful recruitments in 2005.

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Organization	Rating	Comments
DSW	4	NA
RMR	3	NA
SNR	5	This organization is very prepared to meet future needs. Through succession planning, training, detail and temporary promotion opportunities, this organization is currently and is projected to be fully staffed in the next 3-5 years.
UGP	3	NA
Average:	4	

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Communication Craft Positions, WB-2610
Meter and Relay Craftsman
Electronic Equipment Craftsman
Communication and Instrumentation Craftsman

Workforce Analysis:
There are 112 communication craft positions in Western. The average age is 50.0, and the average length of service is 17.6 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
WB-2610	-	-	26	39	15	32	112

WB-2610 Meter & Relay Craftsman, Electronic Equipment Craftsman, Communications & Instrumentation Craftsman

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	5	4.5%	1	.9%	6	5.36%
2002	2	1.8%	2	1.8%	4	3.57%
2003	6	5.6%	0	0.0%	6	5.61%
2004	8	7.1%	0	0.0%	8	7.14%
2005	3	6.88%	4	8.64%	7	15.52%

Number of WB-2610 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	19	17%
2007	25	22.3%
2008	29	25.9%
2009	37	33%
2010	41	36.6%

OEID data

Meter & relay and electronic equipment craftsmen, WB-2610, are considered part of the craft category for reporting purposes. As of September 17, 2005, Western employed 112 permanent meter & relay and electronic equipment craftsmen which is 8.2 percent of the Western workforce. This group includes five non-minority females and 16 minority males which represents 4.5 percent and 16 percent of this group respectively. The civilian labor force for this occupation shows an accumulative minority representation rate of 29.1 percent and 6.1 percent

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for non-minority females. To reach parity with the civilian labor force, Western would need to employ an additional 17 minorities and two non-minority females.

Goals to reach this objective include the modification of recruitment practices and craft recruitment plans to accomplish an increase in the representation of minorities and females in the craft occupations. Other strategies include the utilization of the Student Career Experience Program, visits to vocational and technical institutions representing craft occupations that have significant minority and female student populations, interviewing minority and female students for placement in student and apprentice positions and contacts with military facilities for the purpose of using the Veterans' Recruitment Appointment (VRA) appointment authority and other non-competitive appointment authorities.

Gap Analysis - Competencies
DSW: NA

RMR: On-the-job (OJT) training is effective. However, selections made from other utilities make the transition to Western easier and require less training.

SNR: The current workforce is skilled and able to adapt to changes anticipated in reliability standards and maintenance practices. Management and staff need to maintain preparedness for changes in technology and increased emphasis on system reliability. Management views the projected staffing needs for this organization as within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

UGP: Western is unique and as such you have to train Electronic Equipment Craftsmen (EECs) and Meter and Relay Craftsmen (M&Rs). It is easier if they come from other utilities, but training is still required. The craft training committee continues to keep pace with training. On-the-job training is effective.

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	S	ALL
Low						
DSW	3	0	1	3	1	4
RMR	9	1	1	9	2	11
SNR	1	0	1	1	1	2
UGP	9	0	0	9	0	9
Total Low	22	1	3	22	4	26
High						
DSW	6	0	2	6	2	8
RMR	12	1	1	12	2	14
SNR	3	0	0	3	0	3
UGP	11	0	0	11	0	11
Total High	32	1	3	32	4	36

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Action Plan - Recommendations by Organization
1. Use overhires as needed, including for apprentice programs. (DSW)
2. Continue using developmental hiring programs such as student, veterans, and CIT. (DSW)
3. Hire SCEPS/Apprentices. (RMR)
4. Use targeted recruitment. (SNR)
5. Utilize apprentice and CIT programs to staff future vacancies. (SNR)
6. Train personnel on new technology through mix of trade shows, vendor training, OJT, and classroom instruction. (SNR)
7. Hire SCEPS/Apprentices. (UGP)

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
DSW	4	NA
RMR	3	NA
SNR	4	This organization currently has one Meter and Relay (M&R) vacancy, employs one EEC CIT, one M&R CIT and is very prepared to meet the changes foreseen. The CIT program is very successful but at times craft positions are difficult to fill. Because crew sizes are small it is not always possible to hire trainees and students and maintain the standard journeyman to trainee ratios. Western's practice it to offer pay that is comparable to that of other local utilities, this practice is critical to the success of filling future positions. To maintain wage comparability, the craft wage rate is adjusted periodically through negotiation with the union representing craft employees. Management uses directed recruitment efforts to help fill these positions when needed such as paid public advertising, working cooperatively with the local union hall, and using hiring authorities such as VRA and VEOA, and visiting schools routinely that provide an electric program suitable for the positions Western fills.
UGP	2	NA
Average:	3.25	

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Lineman, WB-2801

Workforce Analysis:
There are 136 lineman positions in Western. The average age is 42, and the average length of
service is 12.6 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
WB-2610	-	-	16	49	12	59	136

WB-2801 Lineman

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	4	3.05%	1	0.76%	5	3.82%
2002	3	2.33%	3	2.33%	6	4.65%
2003	4	3.03%	4	3.03	8	6.06%
2004	5	3.70%	2	1.48%	7	5.19%
2005	6	4.48%	6	4.48%	12	8.96

Number of WB-2801 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	13	9.6%
2007	16	11.8%
2008	16	11.8%
2009	23	16.9%
2010	25	18.4%

OEID data

Linemen, WB-2801 are considered part of the craft category for reporting purposes. As of
September 17, 2005, Western employed 136 permanent linemen which is 10 percent of
Western's workforce. This occupational group includes19 minority males and no females. The
civilian labor force for lineman shows an accumulative minority representation rate of 25.8
percent and 1.4 percent for non-minority females. To reach parity with the civilian labor force,
Western would need to employ two non-minority females and an additional 16 minorities.

Goals to reach this objective include the modification of recruitment practices and craft
recruitment plans to accomplish an increase in the representation of minorities and females in the
craft occupations. Other strategies are aimed to increase the utilization of the Student Career
Experience Program, visits to vocational and technical institutions representing craft occupations

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that have significant minority and female student populations, interviewing minority and female students for placement in student and apprentice positions and contacts with military facilities for the purpose of using the VRA appointment.

Gap Analysis - Competencies
DSW: NA

RMR: NA

SNR: The current workforce is skilled and able to adapt to changes anticipated in reliability standards and maintenance practices. Management and staff need to maintain preparedness for changes in technology and increased emphasis on system reliability. Management views the projected staffing needs for this organization as within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

UGP: NA

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	S	ALL
Low						
DSW	7	0	3	7	3	10
RMR	4	1	1	4	2	6
SNR	0	0	0	0	0	0
UGP	2	0	2	2	2	4
Total Low	13	1	6	13	7	20
High						
DSW	7	0	3	7	3	10
RMR	4	1	2	4	3	7
SNR	0	0	1	0	1	1
UGP	4	0	3	4	3	7
Total High	15	1	9	15	10	25

Action Plan - Recommendations by Organization
1. Continue customizing and improving apprentice and CIT training programs to accommodate workers new to Western. (DSW)
2. Use overhires as needed, including for apprentice programs. (DSW)
3. Hire students/Apprentices. (RMR)
4. Use targeted recruitment. (SNR)
5. Utilize apprentice and CIT programs to staff future vacancies. (SNR)
6. Train personnel on new technology through mix of trade shows, vendor training, OJT, and classroom instruction. (SNR)

WESTERN'S MISSION CRITICAL OCCUPATIONS

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
DSW	4	NA
RMR	3	We have an adequate pool of internal applicants ready for the Foreman positions when they become vacant in RMR and across Western. Traditional recruitment efforts for journeyman have proven to be an effective recruitment method in the past.
SNR	5	This organization is extremely prepared for the future, is currently fully staffed, and has potential successors to the anticipated loss of a Foreman III. This organization successfully hires journeyman linemen and utilizes students and the apprentice program to maintain the workforce needed to reliably maintain the power system. Western's practice is to offer pay that is comparable to that of other local utilities; this practice is critical to the success of filling future positions. To maintain wage comparability the craft wage rate is adjusted periodically through negotiation with the union representing craft employees.
UGP	5	We have a significant pool of internal applicants ready for the Foreman positions when they become vacant.
Average:	4.25	

WESTERN'S MISSION CRITICAL OCCUPATIONS

Workforce Planning for the
Electrician, WB 2810

Workforce Analysis:
There are 112 electrician positions in Western. The average age is 50, and the average length of service is 16.4 years.

Location

	CRSP	CSO	DSW	RMR	SNR	UGP	Total
WB-2810	-	-	21	33	11	47	112

WB-2810 Electrician

Fiscal Year	Number of Retirements	Attrition Rate Due to Retirement	Number of Other Separations	Attrition Rate Due to Other Separations	Total Number of Separations	Total Attrition Rate
2001	3	2.80%	0	0.0%	3	2.80%
2002	3	2.80%	1	0.93%	4	3.74%
2003	4	3.64%	4	3.64%	8	7.27%
2004	5	4.67%	2	1.87%	7	6.54%
2005	6	5.45%	1	.91%	7	6.36%

Number of WB-2810 employees eligible for Optional Retirement by Dec. 31 of Each Year

Year	Number Eligible	Percentage Eligible to Retire
2006	13	11.6%
2007	16	14.3%
2008	16	14.3%
2009	23	20.5%
2010	25	22.3%

OEID data

Electricians, WB-2810 are considered part of the craft category for reporting purposes. As of September 17, 2005, Western employed 112 permanent electricians which is 8.2 percent of the Western workforce. This group includes seven minority males which represents 6.3 percent of the electricians and one non-minority female which represents 0.9 percent of this occupation. The civilian labor force for electricians shows an accumulative minority representation rate of 28.3 percent and a 1.8 percent representation rate for non-minority females. To reach parity with the civilian labor force, Western would need to employ an additional 25 minority electricians and one (1) non-minority female.

Goals to reach this objective include the modification of recruitment practices and craft recruitment plans to accomplish an increase in the representation of minorities and females in the

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craft occupations. Other strategies include the utilization of the Student Career Experience Program, visits to vocational and technical institutions representing craft occupations that have significant minority and female student populations, interviewing minority and female students for placement in student and apprentice positions and contacts with military facilities for the purpose of using the VRA appointment authority and other non-competitive appointment authorities.

Gap Analysis - Competencies
DSW: NA

RMR: NA

SNR: The current workforce is skilled and able to adapt to changes anticipated in reliability standards and maintenance practices. Management and staff need to maintain preparedness for changes in technology and increased emphasis on system reliability. Management views the projected staffing needs for this organization as within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

UGP: NA

Gap Analysis - Forecasted Staffing Needs

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	S	ALL
Low						
DSW	5	2	2	5	4	9
RMR	4	0	4	4	4	8
SNR	0	0	0	0	0	0
UGP	10	0	1	10	1	11
Total Low	19	2	7	19	9	28
High						
DSW	7	2	2	7	4	11
RMR	6	0	4	6	4	10
SNR	3	0	1	3	1	4
UGP	15	0	2	15	2	17
Total High	31	2	9	31	11	42

Action Plan - Recommendations by Organization
1. Continue customizing and improving apprentice and CIT training programs to accommodate workers new to Western. (DSW)
2. Use overhires as needed, including for apprentice programs. (DSW)
3. Continue to develop apprentices. (RMR)
4. Utilize apprentice and CIT programs to staff future vacancies. (SNR)

WESTERN'S MISSION CRITICAL OCCUPATIONS

5. Use targeted recruitment. (SNR)
6. Train personnel on new technology through mix of trade shows, vendor training, OJT, and classroom instruction. (SNR)

Evaluation of Current Level of Preparedness to Replace/Add Employees (1-5 scale)

Organization	Rating	Comments
DSW	4	
RMR	5	We are able to hire electricians at the journey level without difficulty. We have a significant pool of internal applicants for Foreman vacancies.
SNR	3	This organization currently has one journey-level Electrician vacancy, employs two craftsmen in training, one at Tracy and one at Elverta, and is prepared to meet the changes foreseen. SNR has experienced some difficultly in hiring journeymen electricians for the past two years and is using the craft training program to develop employees for these positions. The craft training program is highly successful, but because crew sizes are small it is not always possible to hire trainees and students and maintain the standard journeyman to trainee ratios. In those times management uses directed recruitment efforts to help fill these positions when needed such as paid public advertising, working cooperatively with the local union hall, and use hiring authorities such as VRA and VEOA, and routinely visiting schools that provide an electric program suitable for the positions Western fills. Western's practice is to offer pay that is comparable to local utilities, this practice is critical to the success of filling future positions. To maintain wage comparability, the wage rate is adjusted periodically through negotiation with the union representing the craft employees.
UGP	5	We are able to hire electricians at the journey level without difficulty. We have a significant pool of internal applicants for Foreman vacancies.
Average:	4.25	

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Organization: CRSP Management Center   **Date: February 15, 2006**

Name of Workforce Planning Point of Contact: David Bennion

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

    - Provide stewardship of the financial and electrical resources comprising the CRSP Management Center

    - Promote safe and reliable operation of the power system

    - Continue to manage our costs

    - Comply fully with industry standards and procedures

    - Continuously improve our business practices

    - Protect and maximize the value of the Federal resource

    - Select and retain a diverse, well-qualified, high-performing workforce

    - Provide exemplary customer service

2. Out year retirement projections will provide opportunities to develop new recruitment tools to meet the future staffing needs. A succession plan needs to be developed on how to identify and attract candidates who can fill existing team lead and management positions. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

    There may be increased demand for services of the Montrose Energy Management and Marketing Office. This would likely result in the need to hire an additional 5-6 employees to staff the increased work load.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

    The CRSP MC will be filling a budget analyst position by June of 2006 to replace the incumbent who is retiring.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

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5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
(Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.).

    Not at this time.

6. Please rate your organization's current level of preparedness to replace/add employees. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

7. Please evaluate the workforce planning process and efforts for 2005. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Valuable   2=Somewhat Valuable   **3=Valuable**   4=Very Valuable   5=Extremely Valuable).

8. Do you have any suggestions to improve next year's workforce planning process?

    Continue to look ahead and focus on an organization-based approach.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-301 – Energy Management and Marketing Specialist

List the Subject Matter Expert(s): Jeff Ackerman, Ken Otto

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3 and below		AD- 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	0		0	0					
High	2		3	1			5	1	6

2. What, if any, are the workforce gaps by competency (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)? Please enter region-specific numbers for the columns "has now," "needs now," and "needs in future" on the competency information (AD-4) provided by your workforce planning point of contact.

Risk Management, Accounting, System Operations, Understanding of Market Issues

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Additional budget will be required to add these positions.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Training program for marketers	Ken Otto	10/06	In Progress	Training module in place	Currently programmed
More paid advertising and other nontraditional approaches to filling jobs	Jeff Ackerman	12/06	In Planning	Procedures are established and utilized	No
Work to achieve pay comparability with industry and less volatility in pay increases.	Jeff Ackerman	07/06	In Progress	Process in place to achieve less fluctuation in pay adjustments.	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> Get a stronger focus on knowledge management, including developing and providing training to stay current on changing policies and practices.

> Recruit, train and retain continual learners who have good business and technical skills.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-1130 Public Utilities Specialist

List the Subject Matter Expert(s): Jeff Ackerman, Carol Loftin, Burt Hawkes

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	1		2			2	3	2	5
High	1		3			2	4	2	6

2. What, if any, are the workforce gaps by competency (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)? Please enter region-specific numbers for the columns "has now," "needs now," and "needs in future" on the competency information (GS-5/7, GS- 9/11/12, GS-13/14/15) provided by your workforce planning point of contact.

　　Same as in the April 2005 Workforce Planning Report.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Actively recruit students, minorities and others who add diversity in outlook and background	Carol Loftin Jeff Ackerman	10/06	In progress	Recruitment process routinely includes outreach	No
Training/Preserving institutional knowledge	On the Job Training in respective organizations	On-going	On-going	Staff development and ability to meet challenges	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Promote positive work/life incentives such as recognition and teleworking	Carol Loftin Jeff Ackerman	06/06	In progress	Teleworking program in place for Rates group	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

      Recommendations from 2005 are still appropriate.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Annual Workforce Planning Accountability Checklist Certification
(revision date 12/21/05)

Region/CSO: CRSP Management Center

Date: February 15, 2006

Workforce Planning Point of Contact: David Bennion

We certify the organization has conducted workforce planning according to the following guidelines and best practices.

 X Systematically define the size of the workforce needed to meet organizational goals. Use workforce planning reports along with best practice benchmarks to determine the most effective work levels, workload, and resources.

 X Base decisions related to restructuring, redeployment, and reorganization on current empirical and workforce analysis.

 X Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

 X Regularly evaluate customer needs and incorporate these needs into workforce plans, organizational goals, and functions.

 X Analyze how workforce planning needs and recommendations link to Western's strategic plan and annual performance plan.

 X Widely share and use workforce planning products within the organization by those who are responsible and accountable to meet human capital needs.

 X Analyze internal workforce statistics, data, and trends to make the most efficient choices for workforce deployment.

 X Determine the optimal mix of supervisory and non-supervisory positions to best meet customer needs.

(More information on workforce planning accountability can be found at
http://www.opm.gov/hcaaf_resource_center/assets/sa_wp_kepi.pdf

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Organization: CFO   **Date: February, 2006**

Name of Workforce Planning Point of Contact: Dave Gest

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

    Planning for and obtaining adequate funding resources to accomplish Western's mission; Managing those resources to best satisfy the day-to-day needs of each Western organization along with the reporting and performance integration required by DOE, OMB and Congress; Centralized agency & DOE initiatives; Accounting system modernization; streamlining & automation of processes; financial audits; industry changes forcing accounting changes.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, work re-descriptions, new required skills/knowledge, etc.) which may affect your staffing needs over the next 5 years? Please explain.

    If Western is successful in obtaining offsetting collections for annual mission expenses, staff will have to be more focused on cash management. E-Government initiatives to create data systems for budget formulation, funds control, and reporting will require staffs that have a better understanding of IT system capabilities and the ability to effectively use IT systems for day-to-day operations. As a corporate staff office, analysis, operational evaluations, and recommendations related to resource planning are needed. The skill mix for providing future services related to analysis functions of A8100 will need to be assessed in order to provide management greater resource decision making tools than what has been available in the past. Treasury system enhancements or process changes, function consolidation, and an accounting system upgrade will affect staffing needs in the accounting function.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

    Appendices include the 501, 510, 525, 560, 301, and 343 series.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

    Participating in Western-wide workforce planning activities and DOE-wide occupational competency self-assessments; early and optional retirement assessments; reviewing Bureau of Labor Statistics Occupational outlooks. For 510 and 525 series, increased focus on hiring students; more cross-training; reductions in 525 series due to automation and work consolidation; use of contractors when feasible and appropriate.

    The 560 series, in the future, will be too general for the skills that are needed in A8100. A shift from the 560 series to other series (potentially 501-Financial Analyst, 510-

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Systems Accountant, 1515-Operations Research Analyst) will be required to provide broader and increased skills for data systems use, critical analysis, and operational research planning. As skill deficiencies are identified, replacement will focus on the required skills as attrition of current staff occurs. Entry level positions will be used to the greatest extent possible to allow cross training and knowledge transfer with experienced staff eligible for retirement over the next five years.

5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
(Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.).

Options are being considered for use over the next 12 months to provide the vacancy opportunities needed to begin building a staff that will provide the succession skills to prevent gaps during and after anticipated attritions that will occur over the next several years. In A8200, VSIP will be used more so for those positions being displaced due to automation/streamlining (GS-525 series).

6. Please rate your organization's current level of preparedness to replace/add employees. Please indicate on a 1-5 scale, and explain the reason for your rating.

3 - Prepared. A8100 is prepared in that planning and skill assessment is taking place to determine needs. With no increase in FTE level foreseen and small size of the unit limiting available dollars for over-strength in positions, until a vacancy is created, plan implementation and filling new skill requirements cannot occur.

To date, the accounting organization has responded well. Due to the lean nature of the organization, certain employees would be difficult to replace until a cross-training program has been implemented.

7. Please evaluate the workforce planning process and efforts for 2005. Please indicate on a 1-5 scale, and explain the reason for your rating.

3=Valuable. Even though no financial series were included in the 2005 effort, the methodologies and processes involved in that effort are being used for the 2006 effort which includes financial series. Participation in the 2006 planning exercise will prove to be worth while in maintaining sensitivity to workforce management issues.

8. Do you have any suggestions to improve next year's workforce planning process?

Continue to include financial series in workforce planning exercises.

9. U.S. Dept. of Labor, Bureau of Labor Statistics Occupational outlook through 2014:

Accountants and Auditors: "Employment is expected to **grow faster than average**… In addition to openings resulting from growth, the need to replace accountants and auditors who retire or transfer to other occupations will produce numerous job openings…An increased need for accountants and auditors will arise from changes in legislation related to taxes, financial reporting standards, business investment, mergers, and other financial events…As a result of accounting scandals at several large corporate

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

companies, Congress passed legislation in an effort to curb corporate accounting fraud. This legislation requires public companies to maintain well-functioning internal controls to ensure the accuracy and reliability of their financial reporting. It also holds the company's chief executive personally responsible for falsely reporting financial information…In order to ensure that finances comply with the law before public accountants conduct audits, management accountants and internal auditors increasingly will be needed to discover and eliminate fraud. Also, in an effort to make government agencies more efficient and accountable, demand for government accountants should increase".

Accounting and Auditing Clerks: "Employment is expected to **grow more slowly than average**…More job openings will stem from replacement needs than from job growth…Although a growing economy will result in more financial transactions and other activities that require these workers, the continuing spread of office automation will lift worker productivity and contribute to the slower-than-average increase in employment. In addition, organizations will continue to downsize and consolidate various recordkeeping functions, thus reducing the demand…Furthermore, some work performed by these workers will be outsourced…"

Budget Analysts: "Employment is expected to **grow about as fast as the average**…many job openings will result from the need to replace experienced budget analysts who transfer to other occupations or leave the labor force…The increasing efficiency of computer applications used in budget analysis has enabled analysts to process more data in less time. However, because analysts now have much more data available to them, their jobs are becoming more complicated…budget planning and financial control will demand greater attention…Familiarity with computer financial software packages should enhance employment prospects."

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-510 Accountant
(Total in CFO – 22)

List the Subject Matter Expert(s): <u>Gary Michelson/Bob Flores</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs Through 2010

Level	GS-11, and below		GS 12/13		GS- 14, and above		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low (Optional)	0	0	7	0	0	2	7	2	9
High (Early)	0	0	9	0	0	2	9	2	11

2. What, if any, are the workforce gaps?

      See Business Forecasting survey.

3. To make sure this occupation has the right people in the right place 5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Helps Achieve this Strategic Plan Objective	Is additional budget needed? If so, when will it be requested?
Student Hires	Michelson/ Flores as appropriate	As vacancies occur	Ongoing	Increase in number of student hires	II.A.1&3 II.B.2	No
Cross-training and knowledge transfer with experienced staff	Michelson/ Flores as appropriate	Ongoing and as attrition and new hires occur	Ongoing	Maintenance of high level in quality of work products	II.A.1&3 II.B.2	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Helps Achieve this Strategic Plan Objective	Is additional budget needed? If so, when will it be requested?
Use of contractor staff as appropriate	Michelson/ Flores as appropriate	As identified	Ongoing	Contractor staff performing duties formerly performed by Federal staff	II.A.1&3 II.B.2	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> The 510 series was not included in 2005.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.

> See Business Forecasting Survey.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-525 Accounting Technician
(Total in CFO – 11*)

List the Subject Matter Expert(s): <u>Gary Michelson</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many
employees will your organization need to hire in this series? Break out your responses by
supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs Through 2010

Level	GS-11, and below		GS 12/13		GS- 14, and above		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low (Optional)	7*	0	0	0	0	0	7*	0	7*
High (Early)	9*	0	0	0	0	0	9*	0	9*

* Includes 1 GS-301-11 Relocation Specialist

2. What, if any, are the workforce gaps?

See Business Forecasting survey.

3. To make sure this occupation has the right people in the right place 5 years out, please list the
strategies (include measurable goals and milestones) you will undertake for hiring, recruiting,
retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Helps Achieve this Strategic Plan Objective	Is additional budget needed? If so, when will it be requested?
Student Hires	Michelson	As attrition occurs	Ongoing	Increase in number of student hires	II.A.1&3 II.B.2	No
Cross-training and knowledge transfer with experienced staff	Michelson	Ongoing and as attrition and new hires occur	Ongoing	Maintenance of high level in quality of work products	II.A.1&3 II.B.2	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Helps Achieve this Strategic Plan Objective	Is additional budget needed? If so, when will it be requested?
Use of contractor staff as appropriate	Michelson	As identified	Ongoing	Contractor staff performing duties formerly performed by Federal staff	II.A.1&3 II.B.2	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

      The 525 series was not included in 2005.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.

      See Business Forecasting survey.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-560 Budget Analyst
(Total in CFO – 9*)

List the Subject Matter Expert(s): Dave Holland

1. Use the chart below to determine workforce gaps by numbers of employees. How many
employees will your organization need to hire in this series? Break out your responses by
supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs Through 2010

Level	GS-11, and below		GS 12/13		GS- 14, And above		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low (Optional)	0	0	4**	0	0	0	4**	0	4**
High (Early)	0	0	7*	0	0	1	7*	1	8*

* Includes 2 GS-343 Management and Program Analysts
** Includes 1 GS-343 Management and Program Analyst

2. What, if any, are the workforce gaps?

See Business Forecasting survey.

3. To make sure this occupation has the right people in the right place 5 years out, please list the
strategies (include measurable goals and milestones) you will undertake for hiring, recruiting,
retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Helps Achieve this Strategic Plan Objective	Is additional budget needed? If so, when will it be requested?
Entry level hiring	Holland	As attrition occurs	Ongoing	Increase in number of entry level employees	II.A.1&2 II.B.2	No
Cross training and knowledge transfer with experienced staff	Holland	As attrition and new hires occur	Ongoing	Maintenance of high standard in quality of work products	II.A.1&2 II.B.2	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Helps Achieve this Strategic Plan Objective	Is additional budget needed? If so, when will it be requested?
Expand diversity of office skills mix	Holland	As attrition occurs	Ongoing	Increased use of 501, 510, and 1515 series	II.A.1&2 II.B.2	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

   The 560 series was not included in 2005.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.

   See Business Forecasting Survey.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-501 General Financial
(Total in CFO – 4)

List the Subject Matter Expert(s): Gary Michelson/Bob Flores

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs Through 2010

Level	GS-11, and below		GS 12/13		GS- 14, and above		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low (Optional)	0	0	1	0	0	1	1	1	2
High (Early)	1	0	1	1	0	1	2	2	4

Answers to questions 2, 3, 4 and 5 are the same as for 510 series.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Annual Workforce Planning Accountability Checklist Certification
(revision date 12/21/05)

Organization: CFO

Date: February, 2006

Workforce Planning Point of Contact: D. Gest

We certify the organization has conducted workforce planning according to the following guidelines and best practices.

_x_ Systematically define the size of the workforce needed to meet organizational goals. Use workforce planning reports along with best practice benchmarks to determine the most effective work levels, workload, and resources.

_x_ Base decisions related to restructuring, redeployment, and reorganization on current empirical and workforce analysis.

_x_ Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

_x_ Regularly evaluate customer needs and incorporate these needs into workforce plans, organizational goals, and functions.

_x_ Analyze how workforce planning needs and recommendations link to Western's strategic plan and annual performance plan.

_x_ Widely share and use workforce planning products within the organization by those who are responsible and accountable to meet human capital needs.

_x_ Analyze internal workforce statistics, data, and trends to make the most efficient choices for workforce deployment.

_x_ Determine the optimal mix of supervisory and non-supervisory positions to best meet customer needs.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Organization: Office of the Chief Information Officer   Date: 02/09/06
                    (OCIO includes A2000, A2100 & A2200)

Name of Workforce Planning Point of Contact: Cynthia Des Lauriers

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

    Drivers that influence the OCIO's ability to best support Western's business include:
    - Systems Availability. Corporate systems (software applications, the network, e-mail, and the internet) must be secure, available and responsive.
    - Right data to right people at right time. The need for faster reliable communications and data storage/retrieval methods are increasing. This affects the Westernwide users of systems such as Maximo, BIDSS, Corporate Data Repository (CDR), and the Real Estate Information System (REIS).
    - Improve support while reducing costs. This may be through the introduction of new technologies such as web services, portals, xml, and messaging protocols, or it may be as a result of process change. Although the functional community should drive process change, it may require IT to be the catalyst.
    - Cyber Security continues to be a focus. Automation and standardization is part of the solution, as it 24x7 "on-call" support.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain. More reporting, deeper analysis of cost and reliability

    Retirements. Historical data shows IT staff retiring shortly after they become eligible. This could result in additional federal recruitment, retraining, and/or outsourcing to maintain IT service levels.

    Technology. If DOE-Flex participation increases, IT may see an increased need for staff to support the network and wireless technologies.

    Funding. Cost containment/decreased funding may affect the ability to invest in new/upgraded systems.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

    See attached "Staffing Analysis and Forecast" chart.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Both IT related series within the OCIO are addressed in the forecast (IT Specialist 2210 and Computer Scientist 1550).

5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
(Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.).

These tools are used from time to time.

6. Please rate your organization's current level of preparedness to replace/add employees. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared**).

Five. The OCIO is extremely prepared to replace/add employees as evidence by the successful recruitments in 2005.

7. Please evaluate the workforce planning process and efforts for 2005. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Valuable   2=Somewhat Valuable   **3=Valuable**   4=Very Valuable   5=Extremely Valuable).

Three. The workforce planning process and efforts for 2005 were valuable primarily because it gave managers the incentive to review their efforts and commitment to an action plan.

8. Do you have any suggestions to improve next year's workforce planning process?

If planning will be done by organization, rather than series, the background data (DOEInfo and OEID) should be provided by series within each organization. Currently, Westernwide data is provided, but analysis is needed based only a specific portion of it.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
IT Positions (GS-854, 1550, 2210)

List the Subject Matter Expert(s): J. Eun Moredock, Linda Taipale & Pat Winn

1. Use the chart below to determine workforce gaps by numbers of employees. How many
    employees will your organization need to hire in this series? Please provide both high and
    low estimates three to five years out. Break out your responses by supervisory ("S") and
    non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	1	0	2	0	0	0	3	0	3
High	2	0	6	0	0	0	8	0	8

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be
    necessary 3-5 years out that the present workforce does not possess).

    No gaps were identified during the IT Skills Assessment taken in late 2005. However,
    this may change as new business requirements and/or technologies emerge. A new
    Power Marketing Administration (PMA) IT liaison position may be needed to maximize
    Western's relationship with the other PMAs if DOE and/or President's Management
    Agenda requires more cohesiveness among all PMAs.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
    the strategies (include measurable goals and milestones) you will undertake for hiring,
    recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Recruit student(s) at the entry level via the Student Career Experience Program (SCEP)	Taipale & Winn	05/06	In-progress	Student (SCEP) is hired.	No.
Ensure key positions have primary & backup	Taipale & Winn	09/06	In-progress	Key positions are identified. Staff is identified.	No.

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4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> While the recommendation to "Assess training needs for new hires and current staff" is still applicable, it is part of the routine individual development plan (IDP) and needn't be included in the workforce planning recommendations.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared**).

> Five. The OCIO is extremely prepared to replace/add employees as evidence by the successful recruitments in 2005.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Annual Workforce Planning Accountability Checklist Certification
(revision date 12/20/05)

Organization: Office of the Chief Information Officer

Date: February 9, 2006

Workforce Planning Point of Contact: Cynthia Des Lauriers

We certify the organization has conducted workforce planning according to the following guidelines and best practices.

__X_Systematically define the size of the workforce needed to meet organizational goals. Use workforce planning reports along with best practice benchmarks to determine the most effective work levels, workload, and resources.

__X_Base decisions related to restructuring, redeployment, and reorganization on current empirical and workforce analysis.

__X_Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

__X_Regularly evaluate customer needs and incorporate these needs into workforce plans, organizational goals, and functions.

__X_How to link the workforce plan to: 1) strategic plan   2)annual performance plan. What work is required to carry out the goals and objectives of these two documents?

__X_Widely share and use workforce planning products within the organization by those who are responsible and accountable to meet human capital needs.

__X_Analyze internal workforce statistics, data, and trends to make the most efficient choices for workforce deployment.

__X_Determine the optimal mix of supervisory and non-supervisory positions to best meet customer needs.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Organization:Office of the Chief Operating Officer   Date: February 2006

Name of Workforce Planning Point of Contact: Theresa Williams

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

    The Chief Operating Office's main focus is on providing exemplary service in support of Western's mission. At this time, a great deal of energy is going into reliability and workforce support. The primary areas of focus are on support associated with (1) transmission system additions/interconnection requests and new resource development and (2) assuring the needed people, tools, and resources are available to accomplish Western's goals.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

    Highlights of anticipated changes that may affect staffing needs include: OMB initiative for a Human Capital line of business by 2010, on-going automation of recruitment and staffing processes, direct charging likely to increase in the HR function over the course of time, aggressive vegetation management initiatives requiring landowner contracts and environmental reviews, increases in interconnection requests and transmission system additions impacting environmental, realty, design, and procurement workloads, outcome of procurement review unknown at this time – potential impact cannot be assessed, and increased and expanded reliability standards increasing the need for training in the industry overall and in Western.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

    In the COO, we have 3 occupational series that fall into Western mission-critical categories. These are: Electrical Engineering/Electronics Engineering GS-850-855 (many positions), Information Technology Specialist GS-2210 (1 position), and Power Operations Specialist AD-301 (2 positions). See Attachment 1 – Mission-Critical Series Workforce Plans, for business forecasts and workforce plans for these series.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

    Each COO manager has looked at all of the positions in his or her organization. They have assessed the risks associated with one-deep positions, future work requirements, potential retirements, and normal attrition. As a result, contingency plans have been developed and actions are being taken to meet the projected business needs.   See Attachment 2 – Other COO Workforce Planning Assessments, for information.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

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5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
(Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.).

> VSIP and VERA will likely be used by HR. There are no additional specific plans at the present to use these incentives/authorities.

6. Please rate your organization's current level of preparedness to replace/add employees. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

> COO Overall - "4" - Very Prepared

> The COO management team proactively evaluates and plans for workforce needs and uses these plans as a blueprint for the future. These plans are reviewed periodically and updated in response to changing needs. Plans are multi-faceted and include use of over-hires, HR flexibilities, use of contract workforce if and as needed, cross-training, review and redesign of positions, use of the student programs, coordination with Regional personnel on recruitment decisions, etc.

7. Please evaluate the workforce planning process and efforts for 2005. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Valuable   2=Somewhat Valuable   3=Valuable   **4=Very Valuable** 5=Extremely Valuable).

> "4" – Very Valuable

8. Do you have any suggestions to improve next year's workforce planning process?

> We believe that this year's approach of developing of business forecasts and workforce plans for each Senior Manager's organization may result in more meaningful plans that can be acted upon more efficiently and effectively. We suggest continuing to build on this approach next year.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

ATTACHMENT 1
MISSION CRITICAL SERIES WORKFORCE PLANS

In the COO, there are 3 occupational series that fall into Western mission-critical categories. These are: Electrical Engineering/Electronics Engineering GS-850-855 (many positions), Information Technology Specialist GS-2210 (1 position), and Power Operations Specialist AD-301 (2 positions). Plans for each of these follow.

GS-850-855 ELECTRICAL AND ELECTRONICS ENGINEERS
A7900 Design

List the Subject Matter Expert(s):__Phil Davis____

1. Forecasted staffing needs:
Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS-14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low			7		3	2	10	2	12
High			11		5	2	16	2	18

Note: In A7900 there is cross-over between the electrical engineering type tasks performed by civil engineers, electrical engineers, and engineering technicians. The above number reflects the total A7900 staff needs (for electrical engineering type tasks) which may be filled as electrical engineers or may be filled in another engineering series.

2. Analysis of competencies:

Based upon a 12/2005 assessment, the existing workforce for GS-9/11/12, on average, is rated at a "3.7" (upper end of the intermediate scale) in the GS-850-855 competencies. The existing workforce for GS-13/14/15, on average, is rated at "4.1 (lower end of the intermediate to advanced scale). The workforce is strong in the competency areas due to the depth of experience. No gaps exist that require focused attention at this time. Engineering staff is competent in the area of project management even though there aren't requirements for "dedicated" or "certified" project managers. However, A7900 managers support employees who wish to pursue in-depth training to further increase project management competencies.

3. Strategies to assure needed workforce:

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
New hire to perform new work associated with moving Western to another frequency band.	Phil Davis	April 2006	Plan under development.	A contingency plan is in place.	No. Workload should cover contingency plan requirements.
Over-hire for Electrical Engineer (GS-850-14) in anticipation of retirement in the next 12 months.	Phil Davis	April 2006	Plan under development.	A contingency plan is in place.	Projected workload will likely account for required budget for over-hire.
Convert 2 engineering student positions in order to accomplish existing work in the most cost-effective manner.	Phil Davis	April 2006	Plan under development.	A contingency plan is in place.	This is the most cost-effective option. A&E contracts are more costly to use. Projected workload will likely account for required budget for conversions.
Coordinate with Maintenance Managers on contingency plans.	Phil Davis	April 2006	Plan under development.	This coordination step is included in the contingency plans.	N/A

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
A&E contract in place as a contingency in the event needed to complete work.	Doug Hanson	December 2006	Contract in place now however it expires May 14, 2007.	Procurement package to initiate the action for a new contract has been submitted.	Work is direct charged to the regions. Regions prefer use of in-house resources when possible as A&E's cost more. Budget implications addressed on a task by task basis.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

   N/A – there are no open action items.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

   "4" based upon:
   - what Western has to offer potential engineering candidates in job security, diversity of work and location of work, rapid advancement for new hires, and responsible and challenging assignments
   - ability to use the 3 R's
   - depth of competence of current workforce

GS-850-855 ELECTRICAL AND ELECTRONICS ENGINEERS
A7300 Electric Power Training Center

List the Subject Matter Expert(s):__Dennis Schurman____

   There are two electric engineering positions at the EPTC. The risks associated with these positions becoming vacant and needing to be filled are the ability to recruit for candidates with power background who also can be effective as instructors. While there is no near term risk at this time requiring detailed action planning; the EPTC manager is actively involved with power engineering staff in universities and other utilities on a day-to-day basis. He has

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a good professional network to draw from should there be a need to actively recruit to fill these positions.

GS-2210 INFORMATION TECHNOLOGY SPECIALIST
A7800 Technical Services

List the Subject Matter Expert(s): Mike Cowan

There is one GS-2210 position that manages and supports the CSO's telecommunications program. This position is located in the Technical Services Office. Steps have already been taken to assure continuity of service in the function of this position. A fully trained technician is on-board who handles the majority of the routine day-to-day tasks. A back-up is trained in the more technical aspects of the position. This employee presently handles issues, as needed, in the absence of the incumbent.

Should this position become vacant there are several long-term options available. The position could be filled in like kind (it's likely that there is a sufficient potential pool of in-house candidates could compete for the position), contractor resources could be obtained, the position could be redesigned, or the work could be moved to another part of the organization.

AD-301 POWER OPERATIONS SPECIALIST (TRAINING)
A7300 Electric Power Training Center

List the Subject Matter Expert(s): Dennis Schurman

There are two AD-301 training positions that support Western's Electric Power Training Center. The incumbents in these positions are instructors who provide technical training in the area of power operations. While these positions fall into one of Western's mission-critical categories, they are somewhat unique AD-301 positions and they are different from the AD-301 positions performing day-to-day real-time work.

There is great potential for an AD-301 position to become vacant in CY 2006. The manager plans to over hire for this position when and if notification of separation is known.

When this position becomes vacant, several steps can be taken to assure classes continue without interruption. Since EPTC instructors work as a team, it is feasible for other EPTC instructors to fill in temporarily. A temporary instructor with the required background in power operations may be obtained via a detail from within Western or an IPA with an external entity.

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ATTACHMENT 2
OTHER COO WORKFORCE PLANNING ASSESSMENTS

Organization: COO Supervisory Staff, A7000   **Date: February 2006**

Name of Workforce Planning Point of Contact: Timothy Meeks

In the supervisory area, actions are being taken as the need arises to assure continuity in leadership. Actions may include use of HR hiring and retention flexibilities. Steps have recently been taken with the EPTC manager position. At this time, it appears likely that there is a sufficient potential pool of candidates to compete for management positions as incumbents retire.

Organization: Procurement, A7100   **Date: February 2006**

Name of Workforce Planning Point of Contact: Deb Bean

A team is taking an in-depth Western-wide look at the procurement function. A report of findings and recommendations is expected to be completed in the spring 2006. To a large degree, the findings and recommendations in that report will drive workforce planning for the GS-1102's Western-wide. An over hire is planned for the "systems" position in the Procurement Policy Group. This will address needs to assure depth in abilities in the technology areas that support procurement work and will provide continuity for eventual retirement by the incumbent.

Organization: Human Resources, A7200   **Date: February 9, 2006**

Name of Workforce Planning Point of Contact: Frances Telles

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

> Human Resources (HR) provides customer focused HR operational and policy development services Western-wide, including a full-range of HR services to Western management and employees.   To increase Western's business efficiency, HR functions were centralized in April 2005. Continued success of this reorganization requires meeting/exceeding HR service standards and delivery of quality services/products. In December 2005, Western's Administrator outlined his expectations for HR services across Western. They are:
>
> • All employees view HR activities as fair and competent
> • Managers and supervisors can rely on HR for competent advice
> • All HR actions comply with laws and regulations

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

> In the FY06 budget, Office of Management and Budget (OMB) included six lines of businesses (LOB), one is Human Capital or HR. It called for no new starts and set out to

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identify federal agencies that wanted to be service providers to other agencies for "back-door" processes. The transfer would be implemented in 2010. Five-six (5-6) federal agencies will compete for providing these services on a federal-wide basis. Department of Energy (DOE) will not compete as one of the service providers, and will not transition to the centralized organization until the last possible moment, i.e., 2009. It is anticipated that this will impact the personnel action processing services provided by four current positions (1 – Lead HR Assistant, GS-203-8; 1 – HR Assistant, GS-203-7; 2 – Contract). To ensure Western's personnel actions are processed timely, anticipate one position will be required to provide liaison between Western and the servicing organization.

With the on-going automation of recruitment and staffing processes, i.e., Quick Hire Xi, migration to one-stop USAJOBS, and CHRIS workflow; it is unknown at this time, if the HR LOB will impact the recruitment and staffing functions. Advisory/ consultation services will be maintained at the local level.

Direct charging for HR services was implemented in FY06 with a 40% direct charging and 60% indirect charging. It is expected that the direct charging will continue to increase over time.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

   See "Staffing Analysis and Forecast" for Human Resources Specialist GS-201 below.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

   Two series, 201 and 203, in the HR discipline will be covered.

5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
   (Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA. This information is sensitive and will not be included in the report to senior management or otherwise publicized).

   In April 2005, Western centralized the HR functions and established a "target" organization with 20 FTE. With current staffing at 19 federal employees, VSIP and VERA will be used to reach the target organization and realignment of skills between Specialist and Assistant.

| Organization | Current (As of 2/7/06) | | Target |
	Federal	Contractor	Federal
A7200	1	1	1
A7210	4		4
A7220	14	3*	14
Total	19	4	20

* Two full-time and one part-time.

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6. Please rate your organization's current level of preparedness to replace/add employees.
   Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Prepared   **2=Somewhat Prepared**   3=Prepared   4=Very Prepared   5=Extremely Prepared).

   2 – The staffing structure of the current and new organization provide for one-deep
   positions in certain functions, e.g., Employee Relations, Labor Relations, Benefits, SES
   recruitment/staffing, and HR automated systems. With the need to reduce the staffing
   levels to meet the target organization and achieve the right mix of skills/expertise, in
   addition to managing/reducing costs of providing HR services, replacement of employees
   may need to be just-in-time. One option, is to recruit for HR Specialists at the
   trainee/entry level to provide opportunities for HR Assistants potentially displaced by the
   HR LOB.

   Staffing levels of the target organization will be validated in FY06 and cross-training
   amongst certain positions will be established to provide for back-up coverage and
   developmental opportunities.

7. Please evaluate the workforce planning process and efforts for 2005.
   Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Valuable   2=Somewhat Valuable   3=Valuable   **4=Very Valuable**   5=Extremely Valuable).

   4 – Planning for transition of workforce and work requirements is always valuable.
   Workforce planning assists in identifying potential gaps which may not have known
   otherwise.

8. Do you have any suggestions to improve next year's workforce planning process?

   None.

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STAFFING ANALYSIS AND FORECAST
Human Resources Specialist, GS-201

List the Subject Matter Expert(s): Kathi Furnas and Kristen Oest

1. Forecasted Staffing Needs:

Forecasted Staffing Needs 3-5 Years Out (FY09-11)

Level	GS-11, and below		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	0	0	2	0	0	0	2	0	2
High	1	0	4	0	0	1	5	1	6

NOTE:
In FY06 – project filling one GS-11/12 in Workforce Relations
In FY07 – project filling one GS-5/7/9/11/12 in Employment and Position Management
In FY08 – project filling one GS-12/13 in Employment and Position Management

2. Analysis of competencies:

There are seven HR disciplines which have common competencies, but in addition have a variety of specialized skills in their respective function:

Supervisory HR Specialist; HR Specialist (Employee Relations); HR Specialist (Labor Relations); HR Specialist (Training); HR Specialist (Employee Benefits); HR Specialist (Information Systems); HR Specialist (Classification, Staffing & Pay)

3. Strategies to assure needed workforce:

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Analyze the feasibility of establishing student/ career ladder positions within HR.	Telles/ Furnas/ Oest	9/30/06		Identify number of student / career ladder positions and implement.	
Provide for cross-training or detail opportunities amongst the various HR specialties.	Furnas/ Oest	9/30/06		Identify list of cross- training opportunities and establish implementation plan.	

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> None – HR did not have any 2005 workforce planning recommendations.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

> 3 – Due to the requirement to downsize to meet the target organization. There is no immediate need to replace current employees.

Organization: <u>A7400</u>   Date: <u>February 6, 2006</u>

Name of Workforce Planning Point of Contact: <u>C. Shane Collins</u>

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

> A7400 is a customer service organization. We provide essential realty and environmental services to each of the Regions. It is important that we respond to their needs in a timely manner. There is an increasing amount of work in both areas and we work within shorter and shorter timeframes. We are involved in many transmission interconnection requests, with very sensitive timelines.

> Development and maintenance of Western's Environmental Management System will require staff resources on an ongoing basis. We estimate about ½ FTE to that purpose for the next several years.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

> Yes, aggressive vegetation management initiatives will require landowner contacts and environmental reviews. I anticipate these will occur in all Regions. Future interconnection requests and new Western transmission line projects (e.g. EPTP and ToT 3) will require environmental reviews and realty support. Currently, staff is augmented by contract resources, but additional position(s) may be required to support these and other projects if workload continues to increase.

3. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
(Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA. This information is sensitive and will not be included in the report to senior management or otherwise publicized).

> Not at this time.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please rate your organization's current level of preparedness to replace/add employees.
Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

Replace employees: 3 – Prepared. We currently have a SCEP on board in anticipation of needs in the biology field. We also have a cross-functional person we are training in several areas, one of which is to take on the realty specialist responsibilities. An understudy may be hired a few months prior to the loss of the Environmental Team Lead.

5. Please evaluate the workforce planning process and efforts for 2005.
Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Valuable   2=Somewhat Valuable   3=Valuable   **4=Very Valuable**   5=Extremely Valuable).

4 - Very valuable.

6. Do you have any suggestions to improve next year's workforce planning process?

No

Organization: Safety and Security, A7700   Date: February 2006

Name of Workforce Planning Point of Contact: Terry Dembrowski

In good shape at this time. Have recently experienced vacancies in key positions due to retirements. Vacancies have been filled and key staff is in place to meet the needs.

Organization: Technical Services and SOS, A7800   Date: February 2006

Name of Workforce Planning Point of Contact: Mike Cowan

Potential Retirements (1 to 2 year horizon)
1. July 2006, Records Management Specialist, GS-343-12
    a. Take 3 to 6 months to decide how best to fill the vacancy – assigning CSO records management to an employee temporarily; continuing to use contract support. (preferred option)
    b. Begin recruitment process 90-days prior to anticipated separation date (July 2, 2006).
    c. Bring on additional contract support 30-days prior to anticipated retirement date and placing an employee over CSO records for 3 to 6 months to decide how best to fill the vacancy.
2. January 2007, Aviation Operations Specialist, GS-2181-12
    a. Use the vacancy as an opportunity to recruit an understudy to the Aviation Manager. Assign some administrative duties to existing staff and/or contract support.
    b. Modify the position description with an emphasis on administrative and technician type duties. Initiate the recruitment process 90-days prior to loss of incumbent.

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3. June 2007, Project Manager, GS-301-14
    a. Initiate a recruitment to fill the position and to allow for a minimum of 30-day overlap before the incumbent separates.
    b. Advertise a 120-day detail opportunity to allow for a minimum of 30-day overlap before the incumbent retires. Use the detail period to evaluate the position description and to fill the vacancy.
4. January 2008, Power Operations Specialist, GS-301-14
    a. Check with the Regional Power Operations managers to determine if they would like to consider a proposal to senior managers for distributing the duties to regional operations personnel.
    b. Initiate recruitment to fill the position at least 90 days prior to loss of incumbent – and allow for a 30-day overlap period.
5. January 2007 to July 2008, Property Specialist, GS-2010-12
    a. Consider eliminating the position and distributing duties to the energy services equipment loan program operator, mail and printing specialist, and/or an administrative assistant.
    b. Initiate recruitment 90-days prior to loss of incumbent. Keeping the position description as is.

Potential Retirements (3 to 5 year horizon)
1. January 2009, Support Operations Specialist, GS-342-12
    a. Recruit to fill vacancy early enough to provide a 60-day overlap.
2. January 2009, Aviation Manager, GS-2181-14
    a. Use the FTE and budget from potential loss of Aviation Operations Specialist to support an understudy to the aviation manager for a period of 6 months to a year.
    b. Advertise to fill the aviation manager position early enough to support a 60 to 90 day overlap.
3. June 2009, Facilities Manager, GS-342-12
    a. Understudy position has been identified. Will support facilities manager with either a facilities manager GS-7/9 – or use contract support.
4. June 2009, 2 Pilots, GS-2181-12/13
    a. Recruit to fill vacancy 30-days prior to loss of incumbent pilots.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Annual Workforce Planning Accountability Checklist Certification
(revision date 12/21/05)

Region/CSO: Office of the Chief Operating Office

Date: 2/2006

Workforce Planning Point of Contact: Theresa Williams

We certify the organization has conducted workforce planning according to the following
guidelines and best practices.

_X_ Systematically define the size of the workforce needed to meet organizational goals.
Use workforce planning reports along with best practice benchmarks to determine the most
effective work levels, workload, and resources.

_X_ Base decisions related to restructuring, redeployment, and reorganization on current
empirical and workforce analysis.

_X_ Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

_X_ Regularly evaluate customer needs and incorporate these needs into workforce plans,
organizational goals, and functions.

_X_ Analyze how workforce planning needs and recommendations link to Western's strategic
plan and annual performance plan.

_X_ Widely share and use workforce planning products within the organization by those who are
responsible and accountable to meet human capital needs.

_X_ Analyze internal workforce statistics, data, and trends to make the most efficient choices for
workforce deployment.

_X_ Determine the optimal mix of supervisory and non-supervisory positions to best meet
customer needs.

(More information on workforce planning accountability can be found at
http://www.opm.gov/hcaaf_resource_center/assets/sa_wp_kepi.pdf

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Organization: Desert Southwest Region   **Date: Feb 28, 2006**

Name of Workforce Planning Point of Contact: Catherine Castle

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

    The focus will be to ensure that our people have the tools and knowledge to help them work effectively with these changing times. We will do that by providing the necessary equipment to perform their job properly and effectively and by ensuring they have the proper training to perform efficiently.

    We will continue to focus on recruiting highly qualified personnel at all levels and for succession planning and we will continue to use rotational programs for engineers and project managers, as well as other programs for apprentices, students, and overhires/understudies.

    We are focusing on the availability, redundancy and reliability of all of the Production systems starting with the SCADA and Scheduling systems. Both systems are planned to be upgraded or replaced within the next 3 to 5 years.

    Over the next 3 to 5 years, Power Marketing will continue to focus on providing excellent customer service to our customers. In addition, we must be prepared to participate in and respond to changes taking place in the electric utility industry. The focus will be to ensure that our people have the tools and knowledge to help them work effectively with these changing times.

    We have restructured entry level positions in Rates, Contracts and Resources. These are GS-5 and/or GS-7 level positions that are usually recruited from outside the organization. We have found these to be excellent opportunities to bring in new employees. In addition, they serve as a recruitment pool when higher graded positions become vacant.

    Succession Planning has been put in place for budget, financial analysis, and accounting positions within the Finance Office. Lower graded staff is hired to ensure an adequate pool of knowledgeable staff that is available to replace those that retire. Finance Manager has established an analyst position that performs budget and billing activities to enable continuity of those duties when a staff member retires.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

    Retirements – We expect between 2 and 3 eligible employees to actually retire during this time frame. We have built up a replacement program for these employees using the student and rotation programs here at DSW.

    We are always working with our customers to provide services. If a customer requests services and agrees to provide funding to pay for those services, we may need additional staffing to respond to the customer request. This would be a situation similar to the Department of Navy agreement we just recently entered into.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

    This has been completed.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

    The following non-mission critical positions may experience separations within the next 3-5 years:

    GS-301-11 – 1 position
    GS-802-11 – 2 positions
    GS-809-11 – 2 positions
    GS-810-13 – 1 position
    GS-1170-11 – 2 positions

5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
   (Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.)

    We recently offered both voluntary separation incentive payments and voluntary early retirements to specific series and grades, where proposed organizational changes are being implemented or will be implemented. Changes are due in part to technology enhancements, but are mostly due to better business management of organizational structure in our IT and Maintenance functional areas.

6. Please rate your organization's current level of preparedness to replace/add employees. Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

    DSW managers have been extremely proactive in their recruiting efforts by offering rotational programs for engineers in Operations, Power Marketing, Engineering, and Information Technology. In addition, managers have recruited from small colleges and universities, which are attended by minorities in order to recruit students and train them from the ground level up.

7. Please evaluate the workforce planning process and efforts for 2005. Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Valuable   2=Somewhat Valuable   3=Valuable   **4=Very Valuable**   5=Extremely Valuable).

8. Do you have any suggestions to improve next year's workforce planning process?
        No additional comments or suggestions.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-303 Dispatcher

List the Subject Matter Expert(s): <u>Tim Calkins, Mike Olson, Larry Edwards, Tony Montoya</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3 and below		AD- 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	0	0	3	0	0	0	3	0	3
High	0	0	6	2	0	1	6	3	9

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess). Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (AD-4) provided by your workforce planning point of contact.

AD-4 dispatchers have training and certification requirements that result in specialized training needs. DSW uses dedicated dispatcher trainers to meet this requirement. Therefore, gaps are minimal and filled on an ongoing basis.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Use an ongoing intern program to recruit and train candidates from both inside and outside Western to hire dispatchers at the AD-01/03 level. All regions have succeeded in	Tim Calkins, Mike Olson, Larry Edwards, Vernon Rogers	On-going	Not needed to meet near term objectives due to current ability to recruit and retain certified dispatchers.	Evaluate ability to recruit certified dispatchers at time of recruitment. If qualified candidate pool falls below three for any	Additional authority will be required if interns are requested in the future.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
filling dispatch positions by recruiting interns from inside, training them and, within two to three years, placing them at the AD-03 level. The intern program could be extended outside Western through a student program with a school that has the appropriate curriculum. This would help recruit and retain local people.				recruitment, consider selecting a trainee through the intern program.	
Have an active recruitment program with colleges, military/technical schools and other appropriate sites that offer technical training.	Tim Calkins, Mike Olson, Larry Edwards, Vernon Rogers	On going	Western has participated in the development of a college level dispatcher training program at Bismarck State College. Active recruitment not needed at present to meet near term objectives due to ability to recruit and retain certified dispatchers.	Evaluate ability to recruit certified dispatchers at time of recruitment. If qualified candidate pool falls below three for any recruitment, consider selecting a trainee through college recruitment program.	Additional authority will be required if interns are requested in the future.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> See the above.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

> We have been successful in recruiting and retaining AD3 and AD4 dispatchers from the outside to meet our requirements. AD4 dispatchers have been successful at meeting needs for AD5 and AD6 dispatchers. This scenario is expected to continue for at least two years.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-850/855 Electrical & Electronics Engineer

List the Subject Matter Expert(s): Stanley Spencer, David Radosevich

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS-14		TOTALS		
	NS	S	NS	S	NS	S	NS	N	ALL
Low	1		2	1			3	1	4
High	1		6	1			7	1	8

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess). Please note any changes to the competency information (GS 9/11/12, and GS 13/14/15) provided by your workforce planning point of contact.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
On a site specific basis, use overhire/understudy authority as needed and as approved via Regional/CSO Management processes.	Dean Mata, Stan Spencer, David Radosevich	On FY basis	On-going	Due periodic reviews throughout the FY to identify the number of overhires/understudies that were brought in during the year.	Additional funds will be requested on as needed basis.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue using existing tools: STEP/SCEP Programs, recruitment incentives, Western Rotation Program as needed as tools to attract candidates.	David Radosevich	On FY basis	On-going	Due periodic reviews throughout the FY to identify the number of personnel that were brought in using these programs during the year.	Additional funds will be requested on as needed basis.
We used the rotation program to bring in an electrical engineer into our Power Marketing Contracts group. We do anticipate that one of our GS-13 Electrical Engineers will be separating at the end of this year. With the addition of the rotation engineer to our organization, there will be at least two potential candidates for this GS-13 Electrical Engineering vacancy.	Jean Gray	On FY basis	On-going	Due periodic reviews throughout the FY to identify the number of personnel that were brought in using the rotational programs during the year.	Additional funds will be requested on as needed basis.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

    See above.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
    (1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-1130 Public Utilities Specialist

List the Subject Matter Expert(s): <u>Jean Gray, Mary Oretta</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	N	ALL
Low	0	0	4	0	0	1	4	1	5
High	0	0	7	0	0	3	7	3	10

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess). Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (GS-5/7, GS- 9/11/12, GS-13/14/15) provided by your workforce planning point of contact.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Utilizing understudies; consider making hires 12-18 months prior to a vacancy occurring. We have used the SCEP program to hire students from local colleges and universities. Our focus has been to hire students in business-related programs of study (e.g., Marketing, Finance, IT, Accounting, etc.). In addition, we have focused our	Jean Gray	On FY basis	On-going	Due periodic reviews throughout the FY to identify the number of personnel that were brought in using these programs during the year.	Additional funds will be requested on as needed basis.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
recruitment efforts on colleges and universities with representation in the student populations that has the potential to improve our diversity statistics. One of our SCEP students will be graduating this spring. As a result, we will use the Rotational Program to give her exposure to other functional areas in the Region prior to her permanent placement in our Contracts group. We have restructured entry level positions in Rates, Contracts and Resources. These are GS-5 and/or GS-7 level positions that are usually recruited from outside the organization. We have found these to be excellent opportunities to bring in new employees. In addition, they serve as a recruitment pool when higher graded positions become vacant. We continue to rely on training programs at our Electric Power Training Center to get these employees oriented and knowledgeable about Western's business and the electric utility industry in general. We have used and continue to use over hires and understudy positions to ensure overlap when critical positions are likely to have turn over.					

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

    See above.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
IT Positions (GS-854, 1550, 2210)

List the Subject Matter Expert(s): <u>Jim Potts</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	N	ALL
Low			0	0		0	0	0	0
High			2	1		1	2	2	4

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess).

We have started to concentrate on project management, Enterprise Architecture (EA) and System Engineering Methodology (SEM) to ensure secure and well documented systems. As we have increased our requirement for the above talent, we have reduced our need for 'in-house' developers with better requirements gathering and commercial off-the-shelf (COTS) software.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Assess training needs for new hires and current staff. Training methods may include understudy positions, visits to offices across Western, or formal coursework. The	Jim Potts	April 06	In-progress	Periodic review of the Individual Development Plans (IDP) measuring percentage of training achieved.	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Corporate Training function can provide further advice.					
Increase interaction with colleges and universities to facilitate student placements, and to keep current with changes in IT languages and technology. Managers may be on campus to recruit behind student vacancy announcements.	Jim Potts	On-going	On-going	Scheduled trips for recruitment and participation in the SCEP program.	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006? See above.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2610 (Meter and Relay, Electronic Equipment Craftsman, Communication &
Instrumentation Craftsman)

List the Subject Matter Expert(s): <u>Hugh Starkey</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many
employees will your organization need to hire in this series? Please provide both high and
low estimates three to five years out. Break out your responses by supervisory ("S") and
non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	N	ALL
Low	3	0	1	3	1	4
High	6	0	2	6	2	8

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be
necessary 3-5 years out that the present workforce does not possess).

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
the strategies (include measurable goals and milestones) you will undertake for hiring,
recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Use overhires as needed, including for apprentice programs where approved.	Hugh Starkey	On-going	On-going	Due periodic reviews throughout the FY to identify the number of overhires/ apprentices that were brought in during the year.	Additional funds will be requested on as needed basis.
Continue using developmental hiring programs such as student, veterans, and CIT. Continue recruiting from a larger area.	Hugh Starkey	On-going	On-going	Due periodic reviews throughout the FY to identify the number of personnel that were brought in using these programs during the year.	Additional funds will be requested on as needed basis.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006? See above.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2801 Lineman

List the Subject Matter Expert(s): <u>Stanley Spencer</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	N	ALL
Low	7		3			10
High	7		3			10

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess).). Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (Journeyman) provided by your workforce planning point of contact.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue customizing/improving apprentice and CIT training programs to efficiently accommodate workers new to Western, such as those from other electric utilities who need additional training to fulfill Western's maintenance needs.	Stan Spencer	On-going	On-going	Due periodic reviews throughout the FY to identify the number of personnel that were brought in using these programs during the year.	Additional funds will be requested on as needed basis.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Use overhires as needed, including for apprentice programs where approved.	Stan Spencer	On-going	On-going	Due periodic reviews throughout the FY to identify the number of personnel that were brought in using these programs during the year.	Additional funds will be requested on as needed basis.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006? See above.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2810 Electrician

List the Subject Matter Expert(s): <u>Stanley Spencer</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	N	ALL
Low	5	2	2			9
High	7	2	2			11

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue customizing/improving apprentice and CIT training programs to efficiently accommodate workers new to Western, such as those from other electric utilities who need additional training to fulfill Western's maintenance needs.	Stan Spencer	On-going	On-going	Due periodic reviews throughout the FY to identify the number of personnel that were brought in using these programs during the year.	Additional funds will be requested on as needed basis.
Use overhires as needed, including for apprentice programs where approved.	Stan Spencer	On-going	On-going	Due periodic reviews throughout the FY to identify the number of	Additional funds will be requested on as needed basis.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
				personnel that were brought in using these programs during the year.	

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006? See above.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
(Non-Mission Critical Series. GS-1102, Contract Specialist)

List the Subject Matter Expert(s): <u>Catherine Castle</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many
    employees will your organization need to hire in this series? Please provide both high and
    low estimates three to five years out. Break out your responses by supervisory ("S") and
    non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	1		1				2		2
High	1		1				2		2

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be
    necessary 3-5 years out that the present workforce does not possess). Which competencies
    are mission-critical? Why? (*Use "Resources" sheet to determine what makes the
    competency mission-critical - i.e. "WAPA Strategic Plan 2.C.1: Support industry reliability",
    and list it)

    Increased emphasis on Performance Based Services type contracts, requires specific
    expertise in planning/soliciting/awarding/administering based upon requirements set by
    the Department and changes in conducting business management.

    Oversight of special programs such as Small Business Program, Purchase Card Program,
    in addition to increased software programs utilized to track acquisitions.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
    the strategies (include measurable goals and milestones) you will undertake for hiring,
    recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	*Helps Achieve this Mission Objective	Is additional budget needed? If so, when will it be requested?
Increase training for personnel currently in positions to ensure all possess the necessary skills.	Catherine Castle	Dec 06	On-going	Personnel have completed necessary training.	2. B. 2	Additional funding may be required to help fund the additional training.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

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4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006? N/A

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

We have allowed for succession planning by adding a GS-11 position, and we are looking at the possibility of increasing the grade structure for our GS-7 to a GS-7/9 for increased succession planning. This will ensure succession planning for all Procurement positions at DSW.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Annual Workforce Planning Accountability Checklist Certification
(revision date 12/21/05)

Organization: DSW

Date: February 17, 2006

Workforce Planning Point of Contact: Catherine Castle, DSW Administrative Officer

We certify the organization has conducted workforce planning according to the following guidelines and best practices.

 _X_ Systematically define the size of the workforce needed to meet organizational goals. Use workforce planning reports along with best practice benchmarks to determine the most effective work levels, workload, and resources.

 _X_ Base decisions related to restructuring, redeployment, and reorganization on current empirical and workforce analysis.

 _X_ Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

 _X_ Regularly evaluate customer needs and incorporate these needs into workforce plans, organizational goals, and functions.

 _X_ Analyze how workforce planning needs and recommendations link to Western's strategic plan and annual performance plan.

 _X_ Widely share and use workforce planning products within the organization by those who are responsible and accountable to meet human capital needs.

 _X_ Analyze internal workforce statistics, data, and trends to make the most efficient choices for workforce deployment.

 _X_ Determine the optimal mix of supervisory and non-supervisory positions to best meet customer needs.

(More information on workforce planning accountability can be found at
http://www.opm.gov/hcaaf_resource_center/assets/sa_wp_kepi.pdf)

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Organization: ROCKY MOUNTAIN REGION   Date: February 10, 2006
Name of Workforce Planning Point of Contact: Cathy McCartney

1. What are the most important business priorities influencing the work and work environment for this organization? (E.g. what do you most want to accomplish? Where will you focus?)

   The key business drivers for the Rocky Mountain Region (RMR) are the challenges related to Marketing the Federal power which includes setting rates and assuring proper contractual relationships are in place for RMR's activities. Directly related to this mission is assuring that the Federal system within the RMR's area of responsibility is operated and maintained on a day-to-day basis in accordance with prudent utility practices.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

   RMR's construction program will see a significant increase in workload over the next 3-5 years. There will be some increase in staffing related to the program, but most of the staff has already been hired. There will be some staffing changes related to the Operations and Maintenance workforce as a result of the passage of the Energy Policy Act of 2005. RMR anticipates that these challenges can be met through a shift in resources and not require significant staffing increases or organizational changes.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

   See attached

4. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

   GS-810
      We are currently recruiting for one **GS-810.** The jobs were announced as GS 9/11/12's. The job recruitments went out as Merit Promotion and Delegated Examining to insure a broad pool of candidates. If we don't receive a diverse pool of candidates we will consider other recruiting approaches.

   GS-510 & GS-560
      The impact would be at the **GS-510** and **GS-560** levels. A couple years ago additional staffing was brought in to allow for cross-training and in anticipation of pending retirements. If additional staffing was hired, enough expertise is on hand to assist in lessening the learning curve impacts.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

GS-1102 Procurement
With the aggressive construction program over the next 10 years we will require adequate procurement support to provide the services required. There is the potential loss of a GS-1102-13, GS-1102-12 and GS-1102-9 by 2009. The procurement organization is currently being studied. When a decision is made regarding an organizational structure for Western's procurement organization the intent of RMR is to establish a temporary GS-13 technical position to focus on Eastern Plains transmission Project and to recruit and fill a GS-13 Supervisory/Lead position to prepare for loss of existing leadership (eligible to retire 2006).

5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.   (Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.).

No specific plans in place, however if a good business case can be made in the future it would certainly be considered.

6. Please rate your organization's current level of preparedness to replace/add employees.
Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

Overall RMR Rating is _____4_____

7. Please evaluate the workforce planning process and efforts for 2005.
Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Valuable   2=Somewhat Valuable   **3=Valuable**   4=Very Valuable 5=Extremely Valuable).

Overall RMR Rating is _____3 _____

8. Do you have any suggestions to improve next year's workforce planning process?

The Regional approach being conducted this year is much more effective than the occupation-targeted approach used in the past.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-303 – Dispatcher

List the Subject Matter Expert(s): <u>Nancy Bellows, Paul Humberson, Jack Hardgrave</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3, and below		AD 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	1		4			1	5	1	6
High	3		6			1	9	1	10

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledge will be necessary 3-5 years out that the present workforce does not possess)? Please note any changes to the competency information (AD-1/2, AD-3, AD-4/5) provided by your workforce planning point of contact.

   None

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue the use of the Dispatch Intern Program	Hulls	On-going	On-going	Continue to have participants in the dispatch intern program as FTE/Budget allows.	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Utilize the Aspiring Dispatcher Program	Hulls	Ongoing	Currently reviewing applicants	Have one or more employees successfully complete the training and experience AND be selected for a future vacancy	No
Seek options to hire Veterans and/or disabled veterans	Hulls	Ongoing	Currently establishing relationship with Veterans Administration	Hiring at least one AD-3 or below using VRA hiring authority.	VA may provide some funding for training of individuals.

The regulatory agencies (FERC and NERC) have continued to focus on Power System Dispatcher positions and the training of these individuals. More stringent certification, training, and educational requirements will be implemented through the next few years. The more stringent training and educational requirements may cause either an accelerated separation rate or force some current employees into other occupations if they are unable to maintain their certifications as Power System Dispatchers.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

(See above)

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

As mentioned above we have a few approaches established in addition to traditional methods of recruiting. We anticipate success based on a variety of approaches to recruitment.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-301 – Energy Management and Marketing Specialist

N/A for RMR

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-850/855 Electrical & Electronics Engineer

List the Subject Matter Expert(s): Bob Easton & Kevin Howard

1. Use the chart below to determine workforce gaps by numbers of employees. How many
employees will your organization need to hire in this series? Please provide both high and
low estimates three to five years out. Break out your responses by supervisory ("S") and
non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS-14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	1		3	2		1	4	3	7
High	1		3	5		1	4	5	10

Operations: (1) 850-13 eligible for retirement;

2. What, if any, are the workforce gaps by competency? (I.e. what skills and knowledge will be
necessary 3-5 years out that the present workforce does not possess)? Please note any
changes to the competency information (GS 9/11/12, and GS 13/14/15) provided by your
workforce planning point of contact.

> Ongoing changes can be expected in Communication and Meter and Relay Technologies

> Computer skills sometimes a gap with Maintenance Specialists

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
the strategies (include measurable goals and milestones) you will undertake for hiring,
recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue the use of the STEP/SCEP program to recruit engineers	Ed Hulls	On-going	On-going	Having trainees on board to develop for anticipated needs.	No
Continue relationship with universities	Ed Hulls	On-going	On-going	Continue to have students tour our facility and apply to our vacancies	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-1130 Public Utilities Specialist

List the Subject Matter Expert(s): Ron Steinbach

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low			3			2	3	2	5
High			4			2	4	2	6

2. What, if any, are the workforce gaps by competency? (I.e. what skills and knowledge will be necessary 3-5 years out that the present workforce does not possess)? Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (GS-5/7, GS- 9/11/12, GS-13/14/15) provided by your workforce planning point of contact.

   The overall competency level within power marketing is adequate. Junior staff members are progressing at a good pace in acquiring the knowledge needed to be successful in power marketing.

   There is one primary area of competency that is frequently lacking in power marketing: critical thinking as it relates to problem solving.

   The other potential competency needed relates to understanding the complexities of RTOs and financial management of transmission congestion and Organized Energy Markets.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Detail opportunities	Steinbach and other direct reports to Regional Manager	Ongoing	Recently detailed Lead Mtnce Mgmt Spec AND exposing SCEP from maintenance to Power Marketing.	Detailers apply or are reassigned to vacancies or shadow positions established in Power Marketing. Completed detail assignments.	No
Assign Project Leader assignments to existing staff	Steinbach	Dec 2006	May or may not be an option due to workload	Completed Assignment	No
Transfer institutional knowledge	On the Job Training	On-going	On-going	Staff development and ability to meet challenges	No
Determine if Re-alignment of work is needed (position mgmt/understudies)	Ron Steinbach	June 2006	Decision to study or consider realignment of work under consideration.	Review of workload & staffing needs complete and plan to move forward with changes completed.	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> Recommendations from 2005 are appropriate, especially the use of understudies and details.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

> Most positions can be filled through traditional recruitment. However, exposing existing workforce to roles of PUS through details, and SCEPS is helpful.   Advertising future vacancies prior to vacancy and/or with multiple grade levels may be beneficial and will be explored as opportunities arise.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
IT Positions (GS-854, 1550, 2210)

List the Subject Matter Expert(s): <u>Linda Buderus</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

> **Note:** a number of positions are contract versus Federal. There are no anticipated retirements of federal employees through 2010. Turnover rate of federal staff is extremely low. Recruitment for an unanticipated vacancy is not of concern.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	N	ALL
Low									0
High									0

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledge will be necessary 3-5 years out that the present workforce does not possess)?

> See note above

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue to provide opportunities for training to assure staff is well trained and able to meet customer expectations.	Linda Buderus	Ongoing	Ongoing	Continue to retain technically qualified staff. Meet customer needs.	No
Continue Cyber Security training using Western resources and external classes	Linda Buderus	On-going	Ongoing	Continue to have Successful independent Audits.	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006.

   Recommendations continue to apply.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2610 (Meter and Relay, Electronic Equipment Craftsman, Communication &
Instrumentation Craftsman)

List the Subject Matter Expert(s): <u>Division Maintenance Directors</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many
employees will your organization need to hire in this series? Please provide both high and
low estimates three to five years out. Break out your responses by supervisory ("S") and
non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	Foreman	ALL
Low	9	2	2	9	4	13
High	12	2	2	12	4	16

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledge will be
necessary 3-5 years out that the present workforce does not possess)?

Fortunately on the job training is effective. However, selections made from other utilities
make the transition to Western easier and requires less training. On the job training is
effective

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
the strategies (include measurable goals and milestones) you will undertake for hiring,
recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Hire SCEPS/Apprentices	Clark Ledoux and Division Managers	On-going	On-going	There are SCEPS or Apprentices for anticipated vacancies.	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any,
should be brought forward for work in 2006?

Continue use of hiring students and/or apprentice.   Provide training for technology that
continues to change.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2801 Lineman

List the Subject Matter Expert(s): <u>Clark Ledoux and Division Managers</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	(Foreman)	ALL
Low	4	1	2	4	3	7
High	4	1	2	4	3	7

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledge will be necessary 3-5 years out that the present workforce does not possess)?). Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (Journeyman) provided by your workforce planning point of contact.

      None

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Hire students/apprentices	Clark Ledoux and Division Mgr	Ongoing	Ongoing	There are SCEPS or Apprentices for anticipated vacancies.	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

We have an adequate pool of internal applicants ready for the Foreman positions when they become vacant in the Region and across Western. Traditional recruitment efforts for journeyman have proven to be an effective recruitment method in the past.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2810 Electrician

List the Subject Matter Expert(s): <u>Clark Ledoux and Division Directors</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	(Foreman	ALL
Low	4		4	4	4	8
High	6		5	8	5	13

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledge will be necessary 3-5 years out that the present workforce does not possess).

    None

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue to develop apprentices	Div Maintenance Managers	ongoing	Currently have 3 apprentice	Successful completion of apprentice – become journeyman and fills anticipated vacancies...	No
Number of current crew members will be competitive for future foreman opportunities	Div Maintenance Managers	Ongoing OJT training	Ongoing	Advertise, recruit and hire.	No

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared**).

We are able to hire electricians at the Journey level without difficulty. We have a significant pool of internal applicants for Foreman vacancies.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

<u>Annual Workforce Planning Accountability Checklist Certification</u>
(revision date 12/21/05)

Organization: Rocky Mountain Region

Date: 022406

Workforce Planning Point of Contact: Cathy McCartney

We certify the organization has conducted workforce planning according to the following guidelines and best practices.

  X   Systematically define the size of the workforce needed to meet organizational goals.

  X   Use workforce planning reports along with best practice benchmarks to determine The most effective work levels, workload, and resources.

  X   Base decisions related to restructuring, redeployment, and reorganization on current empirical and workforce analysis.

  X   Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

  X   Regularly evaluate customer needs and incorporate these needs into workforce plans, organizational goals, and functions.

  X   Analyze how workforce planning needs and recommendations link to Western's strategic plan and annual performance plan.

  X   Widely share and use workforce planning products within the organization by those who are responsible and accountable to meet human capital needs.

  X   Analyze internal workforce statistics, data, and trends to make the most efficient choices for workforce deployment.

  X   Determine the optimal mix of supervisory and non-supervisory positions to best meet customer needs.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Organization: Sierra Nevada Region   Date: March 1, 2006

Name of Workforce Planning Point of Contact: Anita Wiley

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

   a.   Provide exemplary customer service by protecting and maximizing the value of the Federal resource.
   b.   Engage in long-term planning to manage costs and secure the resources necessary to reliably operate and maintain the power system while complying with industry standards and procedures.
   c.   Participate in industry-wide forums to keep abreast of the latest regulatory changes affecting the way SNR conducts its business.
   d.   Select and/or retain a workforce that is capable of successfully accomplishing the mission in the changing electric industry.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

   The recent enactment of the Energy Policy Act, promulgation of mandatory FERC and NERC reliability standards and right of way vegetative management policy changes will affect future operations and staff. We anticipate changes in technology imposed by the regulating agencies and California Independent System Operator (CAISO) that will affect how we operate the power system and market power; this affects our SCADA and business operating systems, the merchant function, power operations, maintenance and future construction.

   Although we expect an ongoing need to enhance technology and maintain reliable operating and maintenance practices, the region is very prepared to address these changes through effective resource planning. Management is working with customers to secure customer funds when appropriations are not sufficient to sustain mission critical performance.

   In addition to this review process for Western-wide reporting purposes, local management reviews 2-year (current and next year) staffing requirements monthly and 5-year (current and at least next 4 years) staffing requirements at least annually. These planning efforts include a formal review of each anticipated vacancy to determine if the position should be abolished, restructured or filled in the current grade and series. The 2-year staffing projections allow management to utilize attrition to maximize the use of budget authority and to provide cross training and/or under study, and student trainee positions as needed. The 5-year projections are used to identify long-term staffing needs and to assure future budgets are sufficient to hire and/or maintain a well trained

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

workforce to meet changes facing the utility industry and the region. Management uses all recruitment/retention tools available and has very successfully staffed the organization to meet changing needs and manage attrition.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

    See appendices.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

    Additional current vacancies not identified in the appendices include one Environmental Protection Specialist (Lead) GS-0028-13 and a Financial Analyst GS-1160-13. Projected losses include one Contract Specialist GS-1102-12, one Safety and Occupational Health Specialist GS-0018-12, and three Financial Analyst GS-1160-11/12 positions. These vacancies and projected losses will be monitored in the same manner as described in 2. above. Regional management's workforce planning practices apply to all projected vacancies in the region regardless of series.

    The regional manager is currently eligible to retire. Three of eight direct reports to the regional manager are also eligible to retire within the next two to five years; these are the industry restructuring advisor, the business process advisor, and the maintenance manager. At least one of these positions may not be filled if/when vacated. To enhance the skills of the existing direct reports for any future Regional Manager position, the existing GS-15 managers were rotated and re-assigned to other organizations to increase the diversity and scope of their technical and managerial backgrounds. In addition to routine training, developmental opportunities such as project management certification, cross-training, rotational assignments, temporary promotions, understudy and detail opportunities are also being utilized to train all managers, supervisors, and team leads for future vacancies in management. Employees are also encouraged to participate in Western's leadership development programs.

5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
    (Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.

    These options are considered each year and used as tools to restructure and/or abolish positions as needed.

6. Please rate your organization's current level of preparedness to replace/add employees. Please indicate on a 1-5 scale, and explain the reason for your rating.
    (1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Resource planning is a high priority and the region is very prepared to replace/add employees as needed.

7. Please evaluate the workforce planning process and efforts for 2005.
Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Valuable   2=Somewhat Valuable   **3=Valuable**   4=Very Valuable   5=Extremely Valuable).

The Westernwide workforce planning efforts in 2005 were valuable to identify mission critical positions and develop consistent data/statistic gathering for Westernwide reporting purposes. Regional on-going workforce planning efforts keep management engaged in present and future staffing needs with an increasing awareness of and preparedness for change.

8. Do you have any suggestions to improve next year's workforce planning process?

Continue to refine the regional workforce planning efforts to meet and streamline Westernwide Workforce Planning and Reporting requirements.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-301 Energy Management and Marketing Specialist

List the Subject Matter Expert(s):___Debbie Dietz___

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3, And below		AD 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low									
High			2	1			2	1	3

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)? Please note any changes to the competency information (AD-1/2, AD-3, AD-4/5) provided by your workforce planning point of contact.

The CAISO is constantly driving change to market operations and billing procedures. Since we started the Merchant Function in January 2005, the CAISO has issued 18 Tariffs affecting how Western markets power in the CAISO grid. This requires management and staff to stay engaged in the public processes, evaluate the affect on Western's operations and to be ready to implement change as it occurs. Management is currently studying the cost effectiveness of increasing future staff levels to meet changes imposed by the CAISO. If staff is increased, these positions would be paid for by the customers directly benefiting from these services.

Management views the projected staffing needs for this organization are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Stay engaged at FERC and with CAISO to address changing electric utility markets.	D. Dietz	On-going	On-going	The organization implements changes and meets customer needs in a timely manner.	Specific projects are included in budgets as needed.
	D. Dietz	9/06		Business processes are reviewed and Standard Operating Procedures (SOPs) updated.	
Maintain proficiency through training.	D. Dietz	As needed.	As needed.	The organization is staffed with trained EMMS.	Routinely included in budget request.
	S. Anners	5/06		Train EMMS and pre-schedulers on WebTrader upgrade changes.	
Develop a cost/benefit study to determine the products and services to be provided by the SNR Merchant function.	T. Boyko T. Carter	4/06	On-going	Study is complete and used to assist in determining future staffing levels.	Positions would be paid for by benefiting customers. Next opportunity to request additional FTE, if not absorbed, is FY 09 budget cycle.
Review and revise the Administratively Determined pay setting process.	T. Boyko	11/06	In Progress	Pay setting process is revised and locally competitive salaries are set.	Salaries are included in all budget requests.

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Use developmental positions to fill future vacancies.	D. Dietz	As needed	As needed	Developmental positions are filled in FYs 07/08 to understudy or fill projected vacancies.	Understudy positions are subject to availability of funds.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

Management will continue the current practice to evaluate all staffing needs, present and future.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

This organization is currently fully staffed and management is very prepared for future staffing needs. Western's salaries are competitive with neighboring utilities; Western's management is engaged in the CAISO public processes and stays abreast of changes to assure customer needs are met and the team is trained.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-303 Dispatcher

List the Subject Matter Expert(s):_____Darren Buck____

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3 And below		AD- 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low			1				1		1
High			3			2	3	2	5

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)? Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (AD-4) provided by your workforce planning point of contact.

NERC and WECC reliability standards and training changes are anticipated and will be addressed by the Regional trainer and the dispatcher training program.

In addition to the projected vacancies in dispatch, management is also considering the need to fill 2 power operations engineer positions in the five-year period. Management views the projected staffing needs for this organization are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Maintain proficiency through formal training programs.	Regional Trainer	On-going	On-going	Dispatchers maintain certification.	Routinely included in budget request.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Prepare for potential loss of both AD 6 Supervisory dispatchers, by providing cross training through detail, temporary promotion and special project opportunities for AD 4/5.	D. Buck	On-going	On-going		Routinely included in budget request.
		9/05	Complete	TSS and TSO Team leads rotated assignments.	
		9/05	Complete	Outage Coordinator and AGC lead positions were filled via temporary promotional assignments.	
AD 5s attend supervisory training.	D. Buck	On-going	On-going	Training is complete.	Routinely included in budget request.
Stay engaged with regulating entities to address changing electric utility markets.	D. Buck	On-going	On-going	The organization implements changes and meets customer needs in a timely manner.	Specific projects are included in budgets as needed.
	R. Miller	4/06	In progress	Business processes are reviewed and SOPs updated.	
	M. Mirzadeh	12/07	In progress	SOLE Project - After the fact accounting is automated.	

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Revise pay setting process.	D. Buck	11/06	In Progress	Pay setting process is revised and locally competitive salaries are set.	Salaries are included in all budget requests.
Utilize dispatch intern program to fill vacancies when needed.	D. Buck	As needed.	As needed	Interns are hired as needed, and successfully complete the program.	Routinely included in budget request.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> Management will continue the current practice to evaluate all staffing needs, present and future.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared).**

> Management is extremely prepared to replace/add employees. Western's salaries are comparable to that of neighboring utilities, the dispatcher training and intern programs are highly successful, and the organization is currently over staffed by one AD 4/5 and one AD 6 based on future projected needs.

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STAFFING ANALYSIS AND FORECAST
GS-850/855 Electrical & Electronics Engineer

List the Subject Matter Expert(s):_Amy Fong, Sonja Anderson, and Morteza Sabet_

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS-14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low									
High	2		2			1	3	1	4

What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)? Please note any changes to the competency information (GS 9/11/12, and GS 13/14/15) provided by your workforce planning point of contact.

Sierra Nevada Region has electrical engineers in N2200 IT-Engineering Services (SCADA), N5500 Engineering, and N4400 Planning and Operations Engineering. Recent changes to the Energy Policy Act, and NERC reliability and integrated vegetation management policy changes will affect future operations and staff. We anticipate changes in technology imposed by the regulating agencies and California Independent System Operator (CAISO) that will affect how we operate the power system and market power. This affects maintenance and construction engineering, resource planning, and the systems used to monitor the power system and make and track market transactions on a real time basis.

Management views the projected staffing needs for these organizations are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Stay informed of changes imposed by regulating entities to address changes to power marketing and operations.	Fong, Anderson Sabet	On-going	On-going	Organizations successfully implement changes and meet customer needs in a timely manner.	Specific projects are identified and included in budget requests as needed.
Maintain proficiency	Fong, Anderson Sabet	As needed	As needed	Organizations are staffed with trained engineers.	Routinely included in budget requests.
	Anderson	9/06	In progress	SCADA manager filled via temporary promotions and detail opportunities	
	Anderson	9/06	In process /scheduled.	EPTC and SANS training.	
		6/06		DOE- HLS- SCADA System Security Training.	

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Targeted Recruitment-SCEP, VRA, VEOA etc.	Fong, Anderson Sabet HR	As needed	As needed	Recruitment tools are used and positions targeted for recruitment are filled in a timely manner.	Manage existing resources to assure critical positions are filled.
	Fong	In progress	In progress	SCEP Electrical Engineer is successfully converted.	
		04/06	Recruiting	STEP Electrical Engineer	
Use Western's Rotational Engineering Program	Fong	As needed	As needed	Organization is staffed with trained engineers.	Manage existing resources to assure critical positions are filled.
Augment federal workforce with contractor personnel.	Fong, Anderson Sabet	As needed.	As needed.	Peak workload is accomplished through contractor personnel.	Specific needs will be budgeted as needed.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> Management will continue the current practice to evaluate all staffing needs, present and future.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

> The IT organization was restructured during FY 03-05 and is extremely prepared for the future with only one anticipated vacancy in the 5-year period. The other organizations are very prepared to meet the changes foreseen, but at times engineering positions are

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difficult to fill and because these organizations are relatively small it is not always possible to hire trainees and students and accomplish work. During these periods management uses directed recruitment efforts to help fill these positions when needed such as paid public advertising, use hiring authorities such as VRA and VEOA, and visit schools that provide an electric program suitable for the positions Western fills, for example N5500 currently employees one SCEP and is recruiting a STEP for future needs.

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STAFFING ANALYSIS AND FORECAST
GS-1130 Public Utilities Specialist

List the Subject Matter Expert(s):_ Tom Boyko, Debbie Dietz, Sean Sanderson, and Jeanne Haas_

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low									
High	3		3				6		6

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)? Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (GS-5/7, GS- 9/11/12, GS-13/14/15) provided by your workforce planning point of contact.

Management is currently studying the cost effectiveness of increasing future staff levels to meet changes imposed by the CAISO. If filled, these positions would be paid for by the customers directly benefiting from these services.

There are no projected Public Utility Specialist (PUS) vacancies in Power Contracts and Energy Services, or Rates. We are currently recruiting on GS 9 PUS in Power Billing. In 2009, we anticipate the loss of four PUSs.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Stay engaged at FERC and with CAISO to address	S. Sanderson	On-going	On-going	The organization implements changes and	Specific projects are included in budgets as

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
changing electric utility markets to ensure the organization implements changes and meets customer needs in a timely manner.	G. Edwards	9/06	In progress	meets customer needs in a timely manner. Business processes are reviewed and SOPs updated.	needed.
Maintain proficiency through training.	S. Sanderson D. Dietz	As needed	As needed On going	Organization is staffed with trained PUS. Staff is trained as Power Billing System is upgrades occur.	Routinely included in budget request.
Develop a cost/benefit study to determine the products and services to be provided by the SNR Merchant function.	T. Boyko T. Carter	April 2006	In Progress	Study is used to assist in determining future staffing levels.	Positions would be paid for by benefiting customers. Next opportunity to request additional FTE, if not absorbed, is FY 09 budget cycle.
Augment federal workforce with contractor personnel.	S. Sanderson	As needed.	As needed.	Peak workload is accomplished through contractor personnel.	Specific needs will be budgeted as needed.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

   Management will continue the current practice to evaluate all staffing needs, present and future.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

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At times PUS positions are difficult to fill and management recognizes the benefit to fill these positions early using developmental or cross organizational training opportunities. Management may also use directed recruitment efforts to help fill these positions when needed such as paid public advertising, use hiring authorities such as VRA and VEOA, and visit schools that provide an electric program suitable for the positions Western fills. The study will be used to determine long term organizational needs and management has two years to assure staff is prepared for anticipated vacancies.

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STAFFING ANALYSIS AND FORECAST
IT Positions (GS-854, 1550, 2210)

List the Subject Matter Expert(s):____Sonja Anderson___

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low									
High			1				1	0	1

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)?

We anticipate changes in technology imposed by the regulating agencies and California Independent System Operator (CAISO) that will affect how we operate the power system and market power this affects maintenance and construction engineering, resource planning, and the systems used to monitor the power system and make and track market transactions on a real time basis. We also anticipate other technology changes imposed through Presidential, Departmental and CSO initiatives.

This organization has the skills required to meet these changes and is currently recruiting one GS 12/13 IT Specialist/Computer Engineer and there are no other projected losses in this organization in the five-year window.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Maintain proficiency through training.	S. Anderson	On-going	On-going	Staff successfully completes training and new technologies are implemented as needed.	Training is routinely budgeted.
		9/06	In progress	Staff receives EPTC and SANS Training.	
		9/07	Planned	TIBCO integration training is complete.	
Staff is given opportunities to cross train in leadership roles via assignments in project management roles, cross functional details and temporary promotions.	S. Anderson	On-going	In Progress	A pool of qualified candidates is available for future vacancies.	N/A
		9/06	Complete	At least one employee is a certified Project Manager.	
		In progress	In progress	Staff is identified and receiving proper training in project management.	
Augment federal workforce with contractor personnel to meet peak workload.	S. Anderson	As needed	As needed	Peak workload is accomplished using temporary contractor personnel.	Specific projects are included in the region's replacements budgets as needed.

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4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> Management will continue the current practice to evaluate all staffing needs, present and future.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared**).

> This organization is very prepared to meet future needs. Through succession planning, training, detail and temporary promotion opportunities, this organization is currently and is projected to be fully staffed in the next 3-5 years.

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STAFFING ANALYSIS AND FORECAST
WB-2610 (Meter and Relay, Electronic Equipment Craftsman, Communication & Instrumentation Craftsman)

List the Subject Matter Expert(s):_____Don Clifton____

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	S	ALL
Low	1		1	1	1	2
High	3			3		3

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)?

The current workforce is skilled and able to adapt to changes anticipated in reliability standards and maintenance practices. Management and staff need to maintain preparedness for changes in technology and increased emphasis on system reliability.

Management views the projected staffing needs for this organization are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Targeted Recruitment	D. Clifton HR	As needed	In progress	Recruitment tools are used and positions targeted for recruitment are filled in a timely manner.	Manage existing resources to assure critical positions are filled.

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Utilize Apprentice and Craft In Training Programs to staff future vacancies.	D. Clifton HR	On-going	On-going	Positions are filled as needed.	N/A
	D. Clifton	3/06	In progress	EEC CIT is a qualified journeyman.	
	D. Clifton	2/08	In progress	M&R CIT is a qualified journeyman.	
Train personnel on new technology through mix of trade shows, vendor training, OJT and classroom instruction.	D. Clifton	On-going	On-going	Staff is trained and maintains proficiency.	Training is routinely budgeted.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> Management will continue the current practice to evaluate all staffing needs, present and future.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

> This organization currently has one Meter and Relay (M&R) vacancy, employs one EEC CIT, one M&R CIT and is very prepared to meet the changes foreseen. The CIT program is very successful but at times craft positions are difficult to fill. Because crew sizes are small it is not always possible to hire trainees and students and maintain the standard journeyman to trainee ratios. Western's practice it to offer pay that is comparable to that of other local utilities, this practice is critical to the success of filling future positions. To maintain wage comparability, the craft wage rate is adjusted periodically through negotiation with the union representing craft employees.

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Management uses directed recruitment efforts to help fill these positions when needed such as paid public advertising, working cooperatively with the local union hall, and using hiring authorities such as VRA and VEOA, and visiting schools routinely that provide an electric program suitable for the positions Western fills.

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STAFFING ANALYSIS AND FORECAST
WB-2801 Lineman

List the Subject Matter Expert(s):___Ross McFate_____

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	S	ALL
Low						
High			1	0	1	1

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess)?). Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (Journeyman) provided by your workforce planning point of contact.

   The current workforce is skilled and able to adapt to changes anticipated in reliability standards and maintenance practices. Management and staff need to maintain preparedness for changes in technology and increased emphasis on system reliability.

   Management views the projected staffing needs for this organization are within normal attrition ranges, manageable, and not a threat to the continuity of service provided.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Targeted Recruitment	R. McFate	As needed	As needed	Recruitment tools are used and positions targeted for recruitment are filled in a timely manner.	Manage existing resources to assure critical positions are filled.

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Utilize Apprentice and Craft In Training Programs to staff future vacancies	R. McFate	On-going	On-going	Positions will be filled as needed. Trainees successfully complete the program to become journeyman.	N/A
		1/10	In Progress	North Line Crew Apprentice is a qualified journeyman.	
		10/09	In Progress	South Line Crew Apprentice is a qualified journeyman.	
Train personnel on new technology through mix of trade shows, vendor training, OJT and classroom instruction.	R. Mc Fate	On-going	On-going	Staff is trained and maintains proficiency.	Training is routinely budgeted.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

Management will continue the current practice to evaluate all staffing needs, present and future.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared**).

This organization is extremely prepared for the future, is currently fully staffed, and has potential successors to the anticipated loss of a Foreman III. This organization successfully hires journeymen lineman and utilizes students and the apprentice program

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to maintain the workforce needed to reliably maintain the power system. Western's practice it to offer pay that is comparable to that of other local utilities, this practice is critical to the success of filling future positions. To maintain wage comparability the craft wage rate is adjusted periodically through negotiation with the union representing craft employees.

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STAFFING ANALYSIS AND FORECAST
WB-2810 Electrician

List the Subject Matter Expert(s): Rich Perry

1. Use the chart below to determine workforce gaps by numbers of employees. How many
employees will your organization need to hire in this series? Please provide both high and
low estimates three to five years out. Break out your responses by supervisory ("S") and
non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	S	ALL
Low						
High	3		1	3	1	4

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be
necessary 3-5 years out that the present workforce does not possess)?

The current workforce is skilled and able to adapt to changes anticipated in reliability
standards and maintenance practices. Management and staff need to maintain
preparedness for changes in technology and increased emphasis on system reliability.

Management views the projected staffing needs for this organization are within normal
attrition ranges, manageable, and not a threat to the continuity of service provided.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
the strategies (include measurable goals and milestones) you will undertake for hiring,
recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Utilize Apprentice and Craft In Training Programs to staff future vacancies	R. Perry	On-going	On-going	Positions will be filled as needed. Trainees successfully complete the program to become journeyman.	N/A

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Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
		11/06	In Progress	Tracy Crew Apprentice is a qualified journeyman.	
		12/06	In Progress	Elverta Crew Apprentice is a qualified journeyman.	
Targeted Recruitment	R. Perry HR	As needed	As needed	Recruitment tools are used and positions targeted for recruitment are filled in a timely manner.	Manage existing resources to assure critical positions are filled.
		1/06	Complete	Canvassed local union halls to fill vacant electrician position on a temporary appointment while continuing recruitment efforts.	
Train personnel on new technology through mix of trade shows, vendor training, OJT and classroom instruction.	R. Perry	On-going	On-going	Staff is trained and maintains proficiency.	Training is routinely budgeted.

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

Management will continue the current practice to evaluate all staffing needs, present and future.

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5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

This organization currently has one journey-level Electrician vacancy, employs two craftsmen in training, one at Tracy and one at Elverta, and is prepared to meet the changes foreseen. SNR has experienced some difficultly in hiring journeymen electricians for the past two years and is using the craft training program to develop employees for these positions. The craft training program is highly successful, but because crew sizes are small it is not always possible to hire trainees and students and maintain the standard journeyman to trainee ratios. In those times management uses directed recruitment efforts to help fill these positions when needed such as paid public advertising, working cooperatively with the local union hall, and use hiring authorities such as VRA and VEOA, and routinely visiting schools that provide an electric program suitable for the positions Western fills.

Western's practice is to offer pay that is comparable to local utilities, this practice is critical to the success of filling future positions. To maintain wage comparability, the wage rate is adjusted periodically through negotiation with the union representing the craft employees.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

<u>Annual Workforce Planning Accountability Checklist Certification</u>
(revision date 12/21/05)

Organization: Sierra Nevada Region

Date: February 16, 2006

Workforce Planning Point of Contact: Anita Wiley

We certify the organization has conducted workforce planning according to the following guidelines and best practices.

__X_ Systematically define the size of the workforce needed to meet organizational goals. Use workforce planning reports along with best practice benchmarks to determine the most effective work levels, workload, and resources.

__X__Base decisions related to restructuring, redeployment, and reorganization on current empirical and workforce analysis.

__X_Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

_X__Regularly evaluate customer needs and incorporate these needs into workforce plans, organizational goals, and functions.

_X__Analyze how workforce planning needs and recommendations link to Western's strategic plan and annual performance plan.

_X__Widely share and use workforce planning products within the organization by those who are responsible and accountable to meet human capital needs.

_X__Analyze internal workforce statistics, data, and trends to make the most efficient choices for workforce deployment.

_X__Determine the optimal mix of supervisory and non-supervisory positions to best meet customer needs.

(More information on workforce planning accountability can be found at
http://www.opm.gov/hcaaf_resource_center/assets/sa_wp_kepi.pdf)

Organization: Upper Great Plains Region **Date: February 6, 2006**

Name of Workforce Planning Point of Contact: Robin R. Johnson

1. What are the most important business priorities influencing the work and work environment for this organization? (e.g. What do you most want to accomplish? Where will you focus?)

Important business priorities influencing work and work environment of the Power System Dispatchers includes:

Safe operation of the system—Ensure the safety of employees and the public through strict adherence to published safety rules, criteria and procedures and by understanding the operating requirements and limitations of the power system equipment.

Reliable operation of the system— Provide enhanced reliability of power system operation through increased technical training, upgrading analysis tools and more accurate knowledge of power system operation under steady-state, dynamic, and emergency conditions.

Economic operation of the system— System Operators need to have knowledge related to how their decisions and operating alternatives can financially impact Western and our customers. However, economic considerations are the third priority following Safety and Reliable System Operations.

Automation of systems and processes— This is necessary to improve the Power System Dispatcher's ability to reliably operate the grid and to identify and respond to situations affecting grid reliability. This may require the development of new decision support tools for the Power System Dispatchers.

Compliance— Fully complying with the changing Federal Energy Regulatory Commission (FERC), North American Electric Reliability Council (NERC), and regional reliability council standards and procedures will become critical based on proposed sanctions and financial penalties for non-compliance.

Recruitment and continued retention of a skilled, diverse workforce of power system operators.

Achievement of a high level of Power System Operator Excellence - Highly trained, motivated, certified, and competent Power System Operator workforce.

Develop an AD succession plan, to cover future key positions due to retirements, etc.

Customer service excellence (internal and external customers).

In **Power Marketing** the ability to maintain good customer relations and provide a firm power rate at the lowest cost.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

UGP will be faced with a public process from 2007-2010 dealing with a marketing plan initiative. Additionally, keeping up with the existing power contracts while managing the new requests and other workload outside of our control is challenging. .

In the Energy Management and Marketing arena the most critical priorities are: the ISO Requirements, Risk Management, Financial Settlements and software to meet the requirements.

In **Maintenance**, the key priorities are meeting engineering and construction needs of the annual maintenance program and trust fund obligations to new construction projects as a result of interconnection requests and meeting load growth.

The changing requirements of MAPP, WSCC and other the regulatory agencies are challenging.

Also, fully implementing the Reliability Centered Maintenance program

In **Information Technology and the Computer Support Division –** continuing to meet the Cyber Security Requirements.

2. Do you anticipate any changes (e.g. new program initiatives, funding levels, work locations, technology enhancements, etc.) which may affect your staffing needs over the next 3-5 years? Please explain.

Anticipated changes affecting Dispatch staffing needs in next three to five years include:

Western's missions of firm electric service and system operations will not change in concept. Current operating parameters that are of paramount importance will not likely increase or decrease even though the number of facilities subject to these may. Of the four Regional Operations offices, all offer a complete package of both merchant and reliability services with the exception of SNR not operating a control area, even though operating a new sub-control area offers comparable challenges. New program initiatives are not likely as Western is already tasked with almost all possible elements in a wholesale operating utility mission. However, some further support may be needed for program elements not currently being performed well (or at all).

Functional Model
The Model will deploy at some unpredictable schedule. Many tasks will remain the same with a different name but there will be new tasks/tools needing different levels of support. The impact on staffing is currently unknown.

Changing or emerging NERC standards with mandatory compliance
Version Zero has been approved, but the conversion from the old set of policies to the new standards is just beginning. Further requirements are yet to be developed.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Known staff retirements

Out year retirement projections will provide opportunities to develop new recruitment tools to meet the future staffing needs. A succession plan needs to be developed on how to identify and attract candidates who can fill existing team lead and management positions.

Enhanced automation versus system complexity

If tools increase in capability at a faster rate than system complexity, then less staff could be needed. If the reverse occurs, then more staff is likely. The state of flux of future system requirements is too great to put any further defining numbers to this for now.

Increased training requirements

As training hours are added, it is becoming more difficult to have enough hours available for both work and training. At some point, overtime will not be the answer to increase available hours. We will also need to re-evaluate the priorities of the training being provided by the trainers, to make sure we meet present and future NERC requirements.

The recent past has brought about rapid mandated change for which we were not prepared (no budget, expensive infrastructure changes to meet new requirements, and requirements changing faster than the budget cycle can respond). Western's budgeting processes will need to make allowances for worst-case scenarios related to the above changes affecting the staffing needs.

Communication alarm systems currently not being monitored real-time will be brought into the control center. Standard operating procedures are not being revised due to a lack of staff. The coordination requirements and the difficulty in taking power system elements out of service will increase due to the growing use of current transmission and lack of new transmission development to meet the growing needs.

In Power Marketing:

Software enhancements and changes and risk management in the merchant function. The increase in auditing and accounting will add to the pressure on the staffing.

The potential that the Standards of Conduct could affect the rates staffing as it is currently a shared function between operations and marketing.

Industry changes are difficult to predict.

3. Please complete the attached appendices for each mission-critical series in your organization, and any additional series of concern.

4. The attached appendices do not cover all positions in your organization. What workforce planning efforts are being undertaken for those positions (especially those in the following series: GS-018, 201, 340, 510, 525, 560, 801, 802, 809, 810, 1102, 1170).

    The region evaluated the GS-1102 series and does not see any immediate needs.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

5. Does the organization plan to use Voluntary Separation Incentive Payments and/or Voluntary Early Retirement Authority to achieve goals? Please provide details.
   (Note: This info is cross-referenced by OPM/OMB in reviewing and approving requests for VSIP/VERA.).

   No

6. Please rate your organization's current level of preparedness to replace/add employees. Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

7. Please evaluate the workforce planning process and efforts for 2005. Please indicate on a 1-5 scale, and explain the reason for your rating.
   (1=Not Valuable   2=Somewhat Valuable   **3=Valuable**   4=Very Valuable   5=Extremely Valuable).

   The workforce planning process mainly provides us a method to document plans that were already in place.

    - The regional efforts have helped keep a focus on planning for succession and attrition. The challenge is we are dealing with a finite budget/FTE and therefore cannot meet all needs.

8. Do you have any suggestions to improve next year's workforce planning process?

   Continue to look ahead and do whatever we can to meet advance needs.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-301 – Energy Management and Marketing Specialist

List the Subject Matter Expert(s):<u>John Stonebarger</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3 and below		AD- 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low			3			1	3	1	4
High			4			1	4	1	5

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess). Please enter region-specific numbers for the columns "has now", "needs now" and "needs in future" on the competency information (AD-4) provided by your workforce planning point of contact.

Risk Management, Rate Knowledge, Accounting, ISO Settlements Knowledge

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Place OATI-Web Trader Software in service, and review next generation of software.	J. Stonebarger	12/06	In Progress	Web Trader software is up and running correctly with staff trained in its use. Next generation software is reviewed.	NA

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Establish adequate controls for risk management.	J. Stonebarger	12/06	In Planning	Risk management controls are in place. Reviews (external/internal) of processes and financial performance are satisfactory.	NA
Place OATI settlement software in service.	J. Stonebarger	12/06	In progress	Staff is trained to check MISO bills, bill payment review is correct, perimeters are set correctly, and Western is able to settle disputes with MISO.	NA

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
  (1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
AD-303 – Dispatcher

List the Subject Matter Expert(s): Nick Zusmer, Earl Cass, Darrick Moe and Lloyd Linke

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	AD-3, and below		AD 4/5		AD-6		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	9		3			1	12	1	13
High	13		4			2	17	2	19

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess). Please note any changes to the competency information (AD-1/2, AD-3, AD-4/5) provided by your workforce planning point of contact.

      None

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue the use of the Dispatch Intern Program	Linke	On-going	On-going	Continue to have participants in the dispatch intern program and FTE/Budget allows.	No

      The regulatory agencies (FERC and NERC) are taking an increasingly hard look at the Power System Dispatcher positions and the training of these individuals. We anticipate that more stringent certification, training, and educational requirements will be implemented within the planning horizon for this report. The more stringent training and educational requirements may cause either an accelerated separation rate or force some

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

current employees into other occupations if they are unable to maintain their certifications as Power System Dispatchers

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

See above

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

We have plains laid out to deal with the situation, however some of them are not fully implemented at this time and the number of potential retirements is such that there will be some concern on the timing of these retirements, i.e. if they happen in large groups at the same time.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-850/855 Electrical & Electronics Engineer

List the Subject Matter Expert(s): Edward Weber, Sam Miller, Scott Mallard, Eric Phillips

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS-14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low			2	2		2	2	4	6
High			5	3		3	5	6	11

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess). Please note any changes to the competency information (GS 9/11/12, and GS 13/14/15) provided by your workforce planning point of contact.

Communication and Meter and Relay Technologies change on an ongoing basis.

Computer skills sometimes a gap with Maintenance Specialists

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Explore having an outside entity perform more of the tariff administration functions	Lloyd A. Linke	Dec 06	Started in Jan 06	A decision will have been made on which tariff functions could be performed by an outside entity, whether we should do it, and how to structure the arrangement.	Yes, September of 2006

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Continue the use of the SCEP program to recruit engineers	Engineering Manager	On-going	On-going	Having trainees in the pipeline for when critical positions are vacated.	No

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
GS-1130 Public Utilities Specialist

List the Subject Matter Expert(s): Darrick Moe, Jon Horst, Doug Hellekson

1. Use the chart below to determine workforce gaps by numbers of employees. How many
    employees will your organization need to hire in this series? Please provide both high and
    low estimates three to five years out. Break out your responses by supervisory ("S") and
    non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11, and below		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	S	ALL
Low	3		2			2	5	2	7
High	6		3			2	9	2	11

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be
    necessary 3-5 years out that the present workforce does not possess). Please enter region-
    specific numbers for the columns "has now", "needs now" and "needs in future" on the
    competency information (GS-5/7, GS- 9/11/12, GS-13/14/15) provided by your workforce
    planning point of contact.

        Same as in the April 2005 Workforce Planning Report.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
    the strategies (include measurable goals and milestones) you will undertake for hiring,
    recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Assign Project Leader assignments to staff	Horst	Oct 2006	In Progress	Completed Assignment	No
Training/Preserving institutional knowledge	Division On the Job Training	On-going	On-going	Staff development and ability to meet challenges	N/A

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Re-align work to enhance position management	Darrick Moe	September 2006	GS-11 position has been filled	Review of workload is completed and staffing changes will be completed	After the workload review is completed

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

> Recommendations from 2005 are still appropriate, especially the use of understudies as appropriate.

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   **4=Very Prepared**   5=Extremely Prepared).

> Typical staff replacements can be handled through local vacancy announcements. Best preparation for the future is to have a career ladder approach to division employees. Current structure provides a steady progression to meet future needs of the organization.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
IT Positions (GS-854, 1550, 2210)

List the Subject Matter Expert(s): Matt Miller, Darrick Moe

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	GS-11		GS 12/13		GS- 14		TOTALS		
	NS	S	NS	S	NS	S	NS	N	ALL
Low			2						2
High			4						4

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess).

Additional Cyber Security proficiencies within each specific classification and each specialty within IT.

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Migrate the computer assistants to the IT series	Darrick Moe	Feb 07	Assessing workload and realigning work	New position descriptions have been reviewed by HR	No
Continue Cyber Security training using Western resources and external classes	Matt Miller	On-going	Continuing	Successful independent Audit with minor findings	None Expected

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   **3=Prepared**   4=Very Prepared   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2610 (Meter and Relay, Electronic Equipment Craftsman, Communication & Instrumentation Craftsman)

List the Subject Matter Expert(s): <u>Scott Mallard, Eric Phillips</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	N	ALL
Low	9			9		9
High	11			11		11

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess).

Western is unique and as such you have to train EEC's and M &R's. It is easier if they come from other utilities, but training is still required. The craft training committee continues to keep pace with training. On the job training is effective .

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?
Hire SCEPS/Apprentices	State Manager	On-going	On-going	Ideally, there is a back up for all personnel that can retire in 5 years.	Keep within our existing budget/FTE so we don't impact rates

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

Continue customizing/improving apprentice and CIT training programs to efficiently accommodate workers new to Western.

Training for continuously changing technology.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   **2=Somewhat Prepared**   3=Prepared   4=Very Prepared   5=Extremely Prepared).

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2801 Lineman

List the Subject Matter Expert(s): <u>Scott Mallard, Eric Phillips</u>

1. Use the chart below to determine workforce gaps by numbers of employees. How many
employees will your organization need to hire in this series? Please provide both high and
low estimates three to five years out. Break out your responses by supervisory ("S") and
non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	S(Foreman)	ALL
Low	2		2	2	2	4
High	4		3	4	3	7

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be
necessary 3-5 years out that the present workforce does not possess). Please enter region-
specific numbers for the columns "has now", "needs now" and "needs in future" on the
competency information (Journeyman) provided by your workforce planning point of
contact.

     None

3. To make sure this occupation has the right people in the right place 3-5 years out, please list
the strategies (include measurable goals and milestones) you will undertake for hiring,
recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?

4. Please review the 2005 workforce planning recommendations for this series. Which, if any,
should be brought forward for work in 2006?

5. Please rate your organization's current level of preparedness to replace/add employees in this
series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared**).

    We are able to hire at the journey level.   We have a significant pool of internal applicants
ready for the Foreman positions when they become vacant.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

STAFFING ANALYSIS AND FORECAST
WB-2810 Electrician

List the Subject Matter Expert(s): Scott Mallard, Eric Phillips

1. Use the chart below to determine workforce gaps by numbers of employees. How many employees will your organization need to hire in this series? Please provide both high and low estimates three to five years out. Break out your responses by supervisory ("S") and non-supervisory ("NS") positions.

Forecasted Staffing Needs 3-5 Years Out

Level	Journeyman	Foreman 1	Foreman 2 or 3	TOTALS		
				NS	(Foreman)	ALL
Low	10		1	10	1	11
High	15		2	15	2	17

2. What, if any, are the workforce gaps by competency? (i.e. what skills and knowledges will be necessary 3-5 years out that the present workforce does not possess).

> No

3. To make sure this occupation has the right people in the right place 3-5 years out, please list the strategies (include measurable goals and milestones) you will undertake for hiring, recruiting, retention, training, and preserving institutional knowledge.

Recommendation	Responsible Party	Due Date	Status	Performance Metrics (How you'll know you're done).	Is additional budget needed? If so, when will it be requested?

4. Please review the 2005 workforce planning recommendations for this series. Which, if any, should be brought forward for work in 2006?

5. Please rate your organization's current level of preparedness to replace/add employees in this series. Please indicate on a 1-5 scale, and explain the reason for your rating.
(1=Not Prepared   2=Somewhat Prepared   3=Prepared   4=Very Prepared   **5=Extremely Prepared**).

> We are able to hire electricians at the Journey level without difficulty. We have a significant pool of internal applicants for Foreman vacancies.

WESTERN'S BUSINESS FORECASTING & WORKFORCE PLANNING TOOL

Annual Workforce Planning Accountability Checklist Certification
(revision date 12/21/05)

Region/CSO: Upper Great Plains

Date: 2/10/06

Workforce Planning Point of Contact: Robin Johnson

We certify the organization has conducted workforce planning according to the following guidelines and best practices.

__X__ Systematically define the size of the workforce needed to meet organizational goals. Use workforce planning reports along with best practice benchmarks to determine the most effective work levels, workload, and resources.

__X__ Base decisions related to restructuring, redeployment, and reorganization on current empirical and workforce analysis.

__X__ Conduct risk assessments to minimize adverse impacts on workforce due to restructuring.

_ X___ Regularly evaluate customer needs and incorporate these needs into workforce plans, organizational goals, and functions.

_X___ Analyze how workforce planning needs and recommendations link to Western's strategic plan and annual performance plan.

_X___ Widely share and use workforce planning products within the organization by those who are responsible and accountable to meet human capital needs.

_X__ Analyze internal workforce statistics, data, and trends to make the most efficient choices for workforce deployment.

_X___ Determine the optimal mix of supervisory and non-supervisory positions to best meet customer needs.