

MIDWEST
RELIABILITY
ORGANIZATION

2015 MRO STAKEHOLDER SURVEY

Summary Results

Midwest Reliability Organization

Date of Survey - October 2015

380 St. Peter Street, 800
St. Paul, MN 55102
P. 651.855.1760
F. 651.855.1712
W. MidwestReliability.org

CLARITY ▪ ASSURANCE ▪ RESULTS



Contents

Target Audience.....	3
Executive Summary	3
Survey Purpose	4
Survey Results	4
Performance Measurements.....	4
2015 Survey Results	6
Question 1 – Sector.....	6
Question 2 – Role.....	7
Question 3 – Newsletter.....	7
Question 4 – Service	8
Question 5 – Communication	9
Question 6 – Training and Education	10
Question 7 – Reliability Improvement.....	11
Question 8 – Leadership	12
Question 9 – Board of Directors	13
Question 10 – CIP Version 5	14
Question 11 – Satisfaction	14
Question 12 – Dissatisfaction	14
Question 13 – Remaining Thoughts	14



Target Audience

MRO’s Annual Stakeholder Survey is sent to all MRO Members, Registered Entities and industry stakeholders that do business, are subject to the regulatory oversight, or have an interest in Midwest Reliability Organization. Recognizing that individual experiences may vary, MRO encourages participation from multiple individuals within an organization and does not limit responses in any way.

Executive Summary

Annually, MRO seeks feedback on MRO’s performance in six areas: service, communication, leadership, training and education, reliability improvement, and the board. The results of this survey are used primarily to benchmark MRO’s year-over-year performance related to stakeholder satisfaction, as well as to identify areas for improvement.

The survey is conducted anonymously so respondents can be open and honest in their responses. Respondents are asked to rate MRO on a 4 point scale of “Excellent, Good, Average, and Poor. Respondents can also respond “Not Applicable.” Qualitative comments can be provided in response to all questions. Beginning in 2014, we defined these ratings as follows.

- **EXCELLENT** - Outstanding. Consistently embodies MRO’s Principles of doing the right thing in the right way to support the reliable operations of the Bulk Power System. MRO creates substantial value for the Bulk Power System reliable operations.
- **GOOD** - Superior. More than acceptable. Reflects MRO’s Principles of doing the right thing in the right way to support the reliable operations of the Bulk Power System. MRO creates value for the Bulk Power System reliable operations.
- **AVERAGE** - Passable without distinction.
- **POOR** - Seriously deficient and unacceptable. Often runs counter to expected behaviors under MRO’s Principles.

In 2015, three questions related to the Reliability Assurance Initiative (RAI) were replaced with one question regarding the transition to version 5 of the Critical Infrastructure Protection Reliability Standards. Similar to the RAI questions, this question was structured as a “yes/no question” with comments, and therefore did not affect the year-over-year comparisons of excellent, good, average, poor and not applicable ratings.

Finally, at the end of each survey we ask respondents to comment on any particular areas of satisfaction or dissatisfaction.



Survey Purpose

The primary purpose of the annual survey is to provide a basis for performance improvements using candid feedback from stakeholders, as well as to provide future performance metrics. The eight basic questions have remained the same to ensure consistency year-over-year. The survey is short to provide focus and ease of completion.

Survey Results

The 2015 MRO stakeholder survey was available to complete between October 1 and October 28, 2015. A summary of the survey was shared with the MRO Governance and Personnel Committee at its meeting in November 2015, and the full survey results shared with the MRO Board of Directors at its December 9, 2015 executive session. Following the board's review, this summary of the survey results is being posted on MRO's public-facing website.

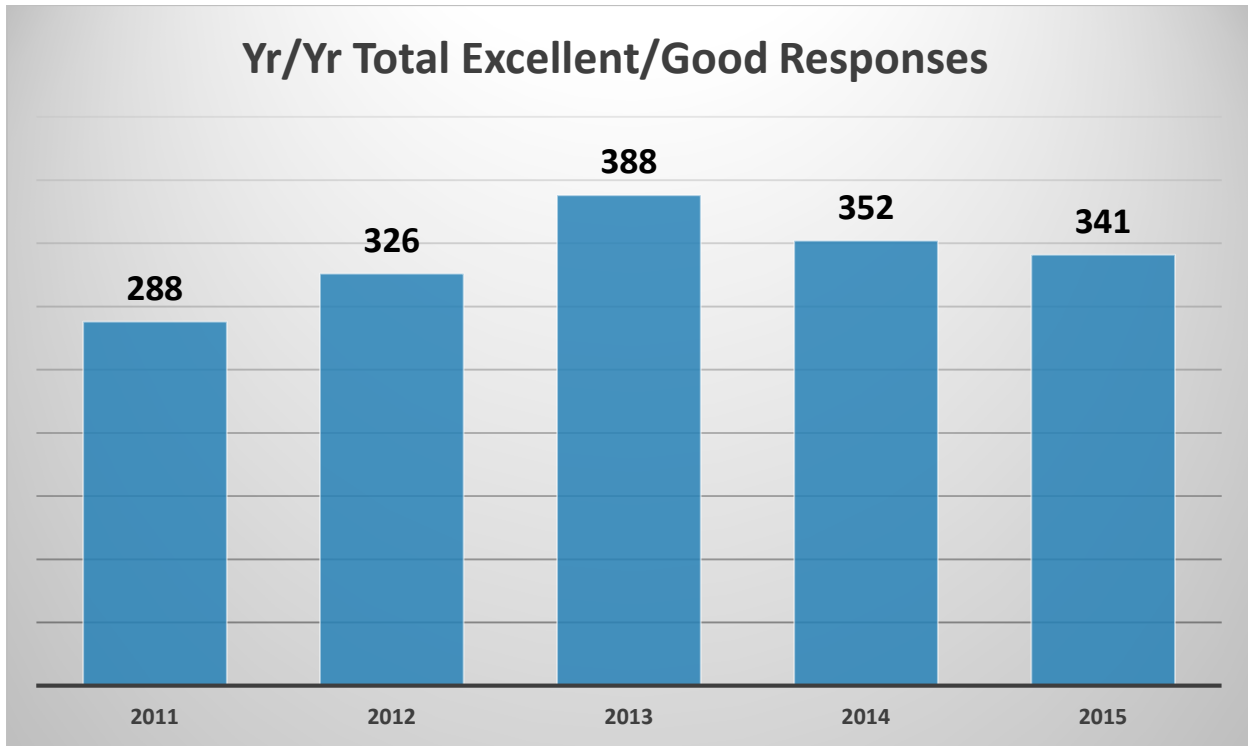
Performance Measurements

MRO first performed the Annual Satisfaction Survey in 2010 and has performed it each year after.

The 2015 survey had a drop in stakeholder participation with 69 respondents in 2015 as compared to 72 respondents in 2014. All sectors participated in the survey, and there was an increase in the number of respondents from the Federal Power Marketing and Investor Owned Utility Sectors. All other sectors had a slight decrease in the number of respondents.

Below is a summary of the year-over-year "Excellent" and "Good" responses by survey category. This year, we removed the "not applicable" rating from the results so these "zero" ratings would not affect the weighted average. The "not applicable" rating was also removed from previous year's survey results to provide accurate year-over-year comparisons.

As you will see by the data provided, 2015 ratings continue to remain high as compared to 2014.



Number of Excellent/Good Ratings by Category and Percentage of Total Responses

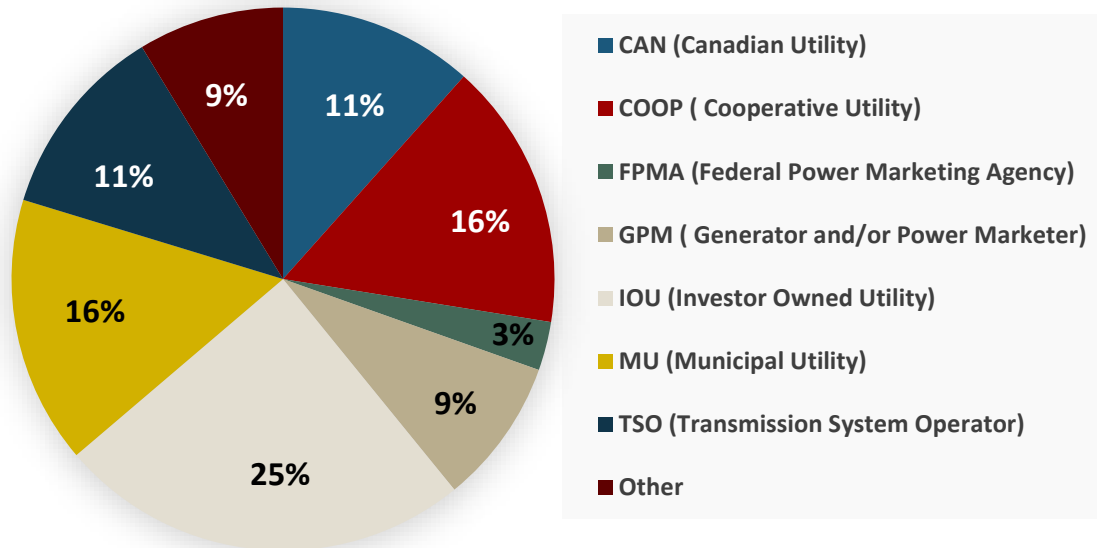
CATEGORY	2011	%	2012	%	2013	%	2014	%	2015	%
Service	56	94.9	57	87.7	69	87.3	57	86.4	53	84.1
Communication	49	79.0	56	83.6	67	84.8	59	81.9	60	89.6
Training and Education	48	84.2	55	85.9	64	80.0	58	81.7	58	85.3
Reliability Improvement	40	76.9	46	74.2	62	76.5	52	77.6	55	83.3
Leadership	44	84.6	58	92.1	66	81.5	62	87.3	62	93.9
Board	47	92.2	42	82.4	56	78.9	54	88.5	53	88.3



2015 Survey Results

Question 1 – Sector

My Organization Belongs to the following sector:

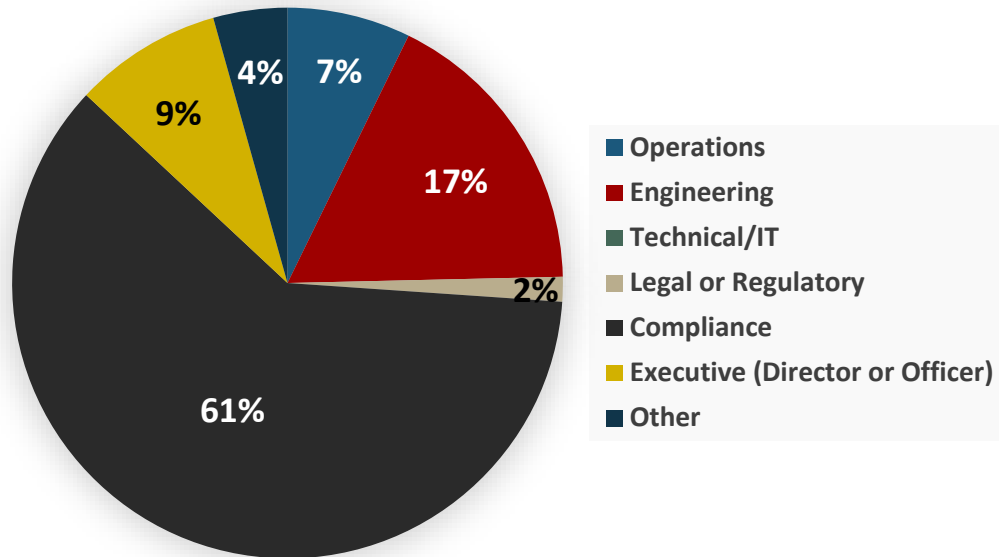


Sector	2011	2012	2013	2014	2015
CAN (Canadian Utility)	4	6	5	8	8
COOP (Cooperative Utility)	7	15	15	16	11
FPMA (Federal Power Marketing Agency)	2	1	2	0	2
GPM (Generator and/or Power Marketer)	12	8	12	9	6
IOU (Investor Owned Utility)	14	14	20	16	17
MU (Municipal Utility)	12	9	15	12	11
TSO (Transmission System Operator)	7	7	7	6	8
Other	5	7	6	4	6
Skipped				1	0
Total Respondents	63	67	82	72	69



Question 2 – Role

My role withing the organization is:



Role	2011	2012	2013	2014	2015
Compliance	28	34	41	39	42
Operations	11	10	11	8	5
Executive (Director or Officer)	4	4	10	8	6
Engineering	12	11	10	10	12
Other	3	1	1	3	3
Technical/IT	0	3	2	1	0
Legal or Regulatory	5	4	8	3	1

Question 3 – Newsletter

Are you a regular reader of the MRO newsletter Midwest Reliability Matters?

	2011	2012	2013	2014	%	2015	%
Yes	N/A	N/A	N/A	68	94.4	62	89.86
No	N/A	N/A	N/A	4	5.6	7	10.14



Question 4 – Service

When my company asks a question regarding reliability matters, how well does MRO staff address these questions and concerns in a timely, responsive manner?



	2011	%	2012	%	2013	%	2014	%	2015	%
Excellent	25	42.4	21	32.3	32	40.5	25	37.9	23	36.5
Good	31	52.5	36	55.4	37	46.8	32	48.5	30	47.6
Average	3	5.1	7	10.8	10	12.7	9	13.6	9	14.3
Poor	0	0.0	1	1.5	0	0.0	0	0.0	1	1.6
N/A	4	0	2	0	4	0	5	0	6	0
Total	59		65		79		66		63	

Feedback and Suggestions

As you can see, the responses in this section continue to reflect high stakeholder satisfaction with very similar excellent and good ratings in 2014 and 2015 (86.4% versus 84.1%). There was one poor rating related to MRO’s level of service. Respondents expressed that overall, MRO staff are very helpful and knowledgeable and do a good job of communicating with stakeholders. Several respondents commented that although the responses received from MRO staff are very good, the timeliness of the response is sometimes lagging. Late in 2015, MRO created a new position in Risk Assessment and Mitigation which has been filled by an internal staff member; the transferring position was eliminated at this time, thus, saving one FTE. In addition, MRO leadership will continue to evaluate resources and workload in 2016 looking for opportunities to optimize staff talents and do more with less.



Question 5 – Communication

How well does MRO share information to help you improve reliability?



	2011	%	2012	%	2013	%	2014	%	2015	%
Excellent	13	21.0	18	26.9	24	30.4	23	31.9	22	32.8
Good	36	58.1	38	56.7	43	54.4	36	50.0	38	56.7
Average	13	21.0	10	14.9	10	12.7	13	18.1	7	10.4
Poor	0	0.0	1	1.5	2	2.5	0	0.0	0	0.0
N/A	1	0	0	0	3	0	0	0	1	0
Total	62		67		79		72		67	

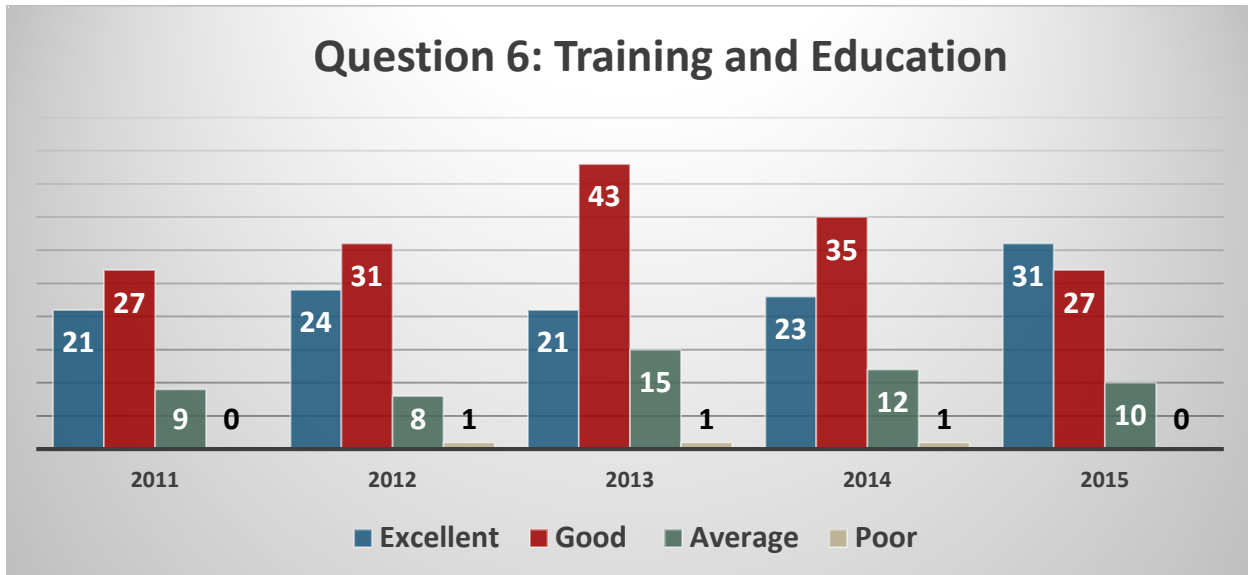
Feedback and Suggestions

The excellent and good ratings in 2015 significantly exceeded the 2014 ratings (89.5% versus 81.9%). MRO did not receive any poor ratings in 2015. High marks were received for the Standard Application Guides, newsletters and Hot Topics. One respondent suggested that MRO consider ways in which it can produce lessons learned from events to its members, as that would be beneficial to the industry at large. Another respondent cautioned that the industry is suffering from information overload, and to be careful not to duplicate information released by other industry respondents like NERC and FERC. Continuing to improve MRO's communication and outreach efforts will be a focus in 2016.



Question 6 – Training and Education

Has MRO effectively created opportunities for you and your staff to participate in the organization through committees, workshops and other areas?



	2011	%	2012	%	2013	%	2014	%	2015	%
Excellent	21	36.8	24	37.5	21	26.3	23	32.4	31	45.6
Good	27	47.4	31	48.4	43	53.8	35	49.3	27	39.7
Average	9	15.8	8	12.5	15	18.8	12	16.9	10	14.7
Poor	0	0.0	1	1.6	1	1.3	1	1.4	0	0.0
N/A	5	0	3	0	3	0	1	0	1	0
Total	57		64		80		71		68	

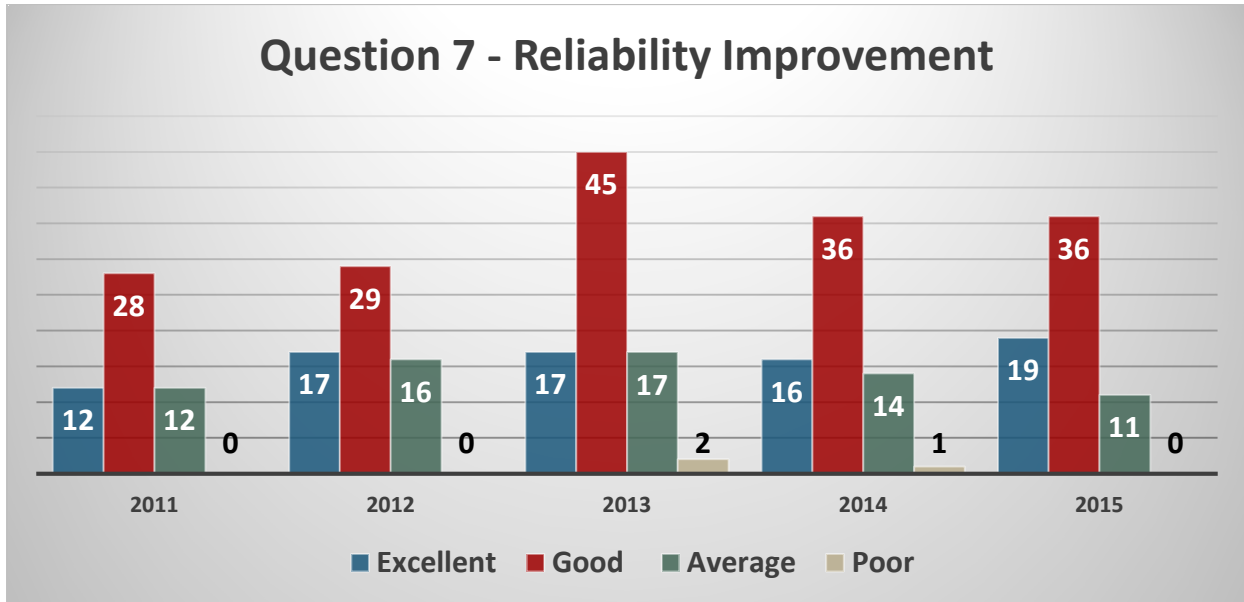
Feedback and Suggestions

There was an increase in the percentage of 2015 excellent and good responses in this area over 2014 (85.3% and 81.7% respectively), and no poor ratings were received. Respondents who participated in MRO workshops, committee meetings and other training opportunities thought very positively of the content and information provided, especially regarding the CIP Version 5 webinars. Several respondents expressed a desire for more training and education opportunities, and a few noted that offering online opportunities would be beneficial. Training and education will continue to be a strong focus in 2016. If you would like to suggest a training topic, please contact training@midwestreliability.org.



Question 7 – Reliability Improvement

How well has MRO assisted your company in addressing matters related to reliability?



	2011	%	2012	%	2013	%	2014	%	2015	%
Excellent	12	23.1	17	27.4	17	21.0	16	23.9	19	28.8
Good	28	53.8	29	46.8	45	55.6	36	53.7	36	54.5
Average	12	23.1	16	25.8	17	21.0	14	20.9	11	16.7
Poor	0	0.0	0	0.0	2	2.5	1	1.5	0	0.0
N/A	9	0	3	0	2	0	5	0	2	0
Total	52		62		81		67		66	

Feedback and Suggestions

The 2015 excellent and good ratings in this area significantly increased from 2014 (83.3 % versus 77.6%). Based on the comments received, MRO’s support of risk-based compliance monitoring and enforcement is well-received. In 2016, we will continue working with NERC and the Regions to refine the risk-based processes across the Electric Reliability Organization.



Question 8 – Leadership

Overall, how would you rate MRO’s leadership to improve reliability and address risks to the bulk power system?



	2011	%	2012	%	2013	%	2014	%	2015	%
Excellent	17	32.7	26	41.3	35	43.2	31	43.7	35	53.0
Good	27	51.9	32	50.8	31	38.3	31	43.7	27	40.9
Average	8	15.4	5	7.9	14	17.3	9	12.7	4	6.1
Poor	0	0.0	0	0.0	1	1.2	0	0.0	0	0.0
N/A	9	0	4	0	1	0	1	0	3	0
Total	52		63		81		71		66	

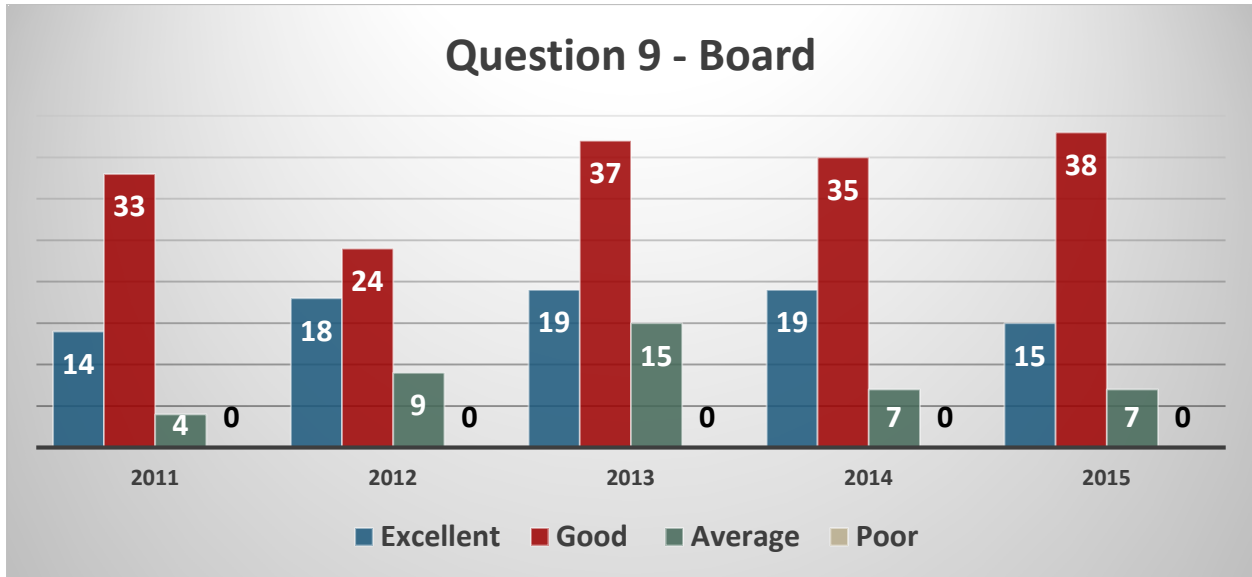
Feedback and Suggestions

In 2015, MRO leadership received the highest marks since the survey was first conducted in 2010 with a combined excellent/good rating of 93.9%. MRO’s leadership efforts pertaining to risk-based compliance monitoring and enforcement seem to be the primary driver for this increase. One commenter noted: “MRO continues to lead efforts to implement risk-based compliance monitoring and enforcement. This allows industry to better focus on risks and improve reliability.” Suggestions were made to focus on better metrics to measure reliability and on consistency in regulation across the ERO.



Question 9 – Board of Directors

How well do you feel that the board provides adequate strategic guidance and review of the activities of MRO?



	2011	%	2012	%	2013	%	2014	%	2015	%
Excellent	14	27.5	18	35.3	19	26.8	19	31.1	15	25.0
Good	33	64.7	24	47.1	37	52.1	35	57.4	38	63.3
Average	4	7.8	9	17.6	15	21.1	7	11.5	7	11.7
Poor	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
N/A	12	0	16	0	11	0	10	0	9	0
Total	51		51		71		61		60	

Feedback and Suggestions

The responses in this are continue to reflect high stakeholder satisfaction with very similar excellent and good ratings in 2014 and 2015 (88.5% and 88.3% respectively). Respondents stated that the board seems well-informed and engaged in the organization and its operations. One respondent stated that the board appears to have strengthened its ties with MRO’s technical committees, which was a suggestion in the 2014 survey. Other respondents noted that they are not familiar with the board or its work. MRO will continue to communicate information about the work of the board through board meeting materials and the bimonthly newsletter.



Question 10 – CIP Version 5

Respondents were asked to list any comments on their company's readiness for the transition to CIP Version 5 on April 1, 2016, and provide information on what MRO can do to support their company's transition. While the responses to this question varied, most respondents were optimistic that their companies would be ready for the transition even though there was more work to do. Several respondents stated that the outreach MRO has done related to the transition has been excellent and encouraged MRO to continue these efforts in 2016. It is apparent from the responses that there is still a need for more information or clarification on certain requirements. Please submit your questions on the CIP Version 5 transition to CIPV5@MidwestReliability.org. A list of frequently asked questions has been published and can be found [here](#).

Question 11 – Satisfaction

Respondents were asked to list any specific characteristics of MRO with which they were SATISFIED. Thirty-six responses were received. There were several compliments regarding the knowledge and professionalism of MRO staff, and the level of industry outreach provided to stakeholders. The management team at MRO was praised for its vision and leadership as the ERO focuses more on risk and moves towards a common goal of maintaining reliability.

Question 12 – Dissatisfaction

Respondents were asked to list any specific characteristics of MRO with which they were DISSATISFIED. Of the 28 responses received, seven responses were none. Of the remaining 21 responses received, 13 related to timing issues and another 4 related to the logistics of conferences (timing and location). We added additional staff in the Risk Assessment and Mitigation Department the fourth quarter of 2015 with an internal transfer from our Operations Department, which will not be backfilled. We hope the additional person in the Risk Assessment and Mitigation Department will improve timeliness in the CMEP process, and we will continue to evaluate resources in 2016.

Question 13 – Remaining Thoughts

Respondents were asked to share any remaining thoughts about their experiences with MRO, including suggestions for improvement. Generally, respondents seem very satisfied with MRO's performance and leadership as a Regional Entity. MRO's 2016 strategic objectives continue to revolve around providing Clarity, Assurance and Results -- we will do this through simplifying our processes and continuing to work with our Registered Entities -- our HEROs.¹

¹ Highly Effective Reliability Organizations follow five principles: (1) Preoccupation with failure; (2) Reluctance to simplify; (3) Sensitivity to operations; (4) Commitment to resilience; and (5) Deference to expertise. See Weick, K.E. and Sutcliffe, K.M. (2007) *Managing the Unexpected: Resilient Performance in an Age of Uncertainty* (2007) San Francisco, CA: Jossey-Bass.