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MIDWEST
RELIABILITY
ORGANIZATION

2016 MRO STAKEHOLDER SURVEY

Summary Results

Midwest Reliability Organization

Date of Survey - October 2016

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

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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 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 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 2016, five questions were added to help measure the success of MRO's outreach efforts related to the CIP Version 5 transition and implementation. Responses to these questions do not impact the numerical ratings for the year-over-year performance in the six areas noted above.

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 2016 stakeholder survey was available to complete between October 3 and October 21. The complete survey results are shared first with MRO's Governance and Personnel Committee and then with the entire board. Following the board's review, this summary of the survey results is posted on MRO's public-facing website.

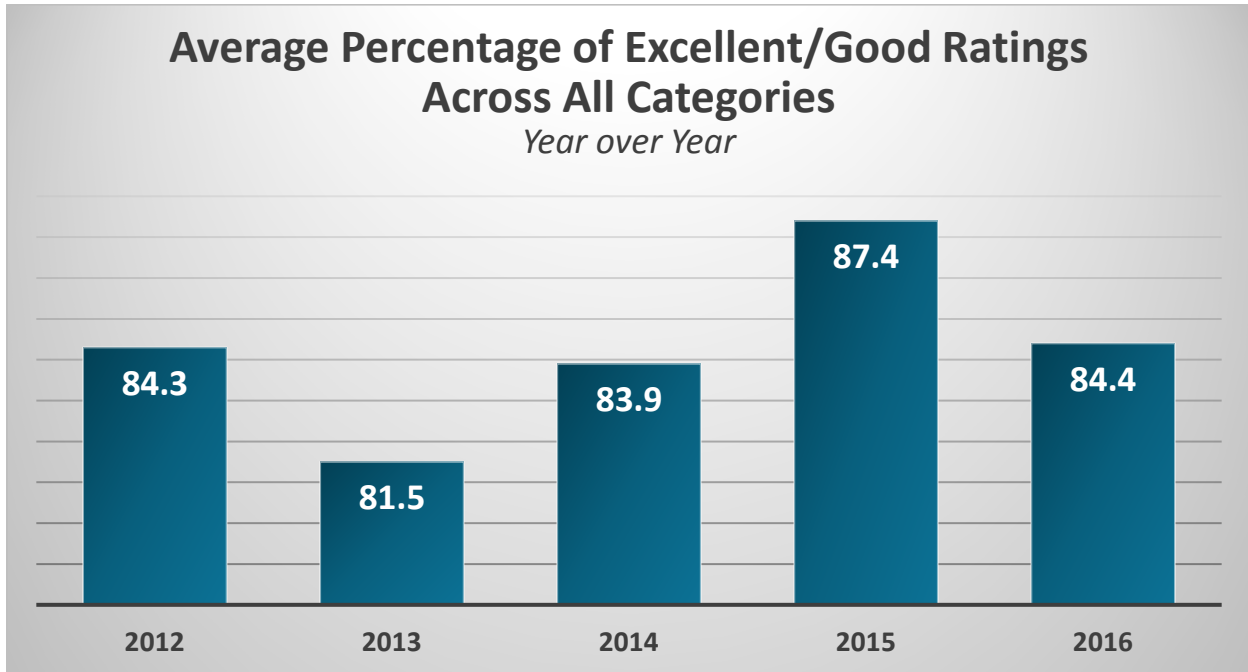
Performance Measurements

MRO first performed its annual stakeholder survey in 2010 and has performed it each year after.

The 2016 survey reflected a 9% drop in stakeholder participation, with 60 respondents in 2016 as compared to 69 respondents in 2015. All sectors participated in the survey and the proportion of respondents who have compliance roles remained constant at 62%. Respondents with engineering roles were 12% of the survey participants. In 2015, respondents with an engineering role comprised 17% of the total survey participants.

Below is a summary of the year-over-year "Excellent" and "Good" responses by survey category. In 2015, 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, 2016 ratings of MRO's performance continue to remain high. Service and Reliability Improvement showed an increase in Excellent/Good Ratings; the remaining four categories declined in Excellent/Good ratings. Training and Education saw the smallest drop in Excellent/Good ratings at 2.2% and the Board saw a drop of 10.5% in Excellent/Good ratings. In 2015, we received one "poor" rating; in 2016 we received 7 "poor" ratings from two different survey respondents, both of whom serve in compliance roles in their organizations. A very high percentage of respondents read *Midwest Reliability Matters* – 92% in 2016, up slightly from 2015 at 90%.

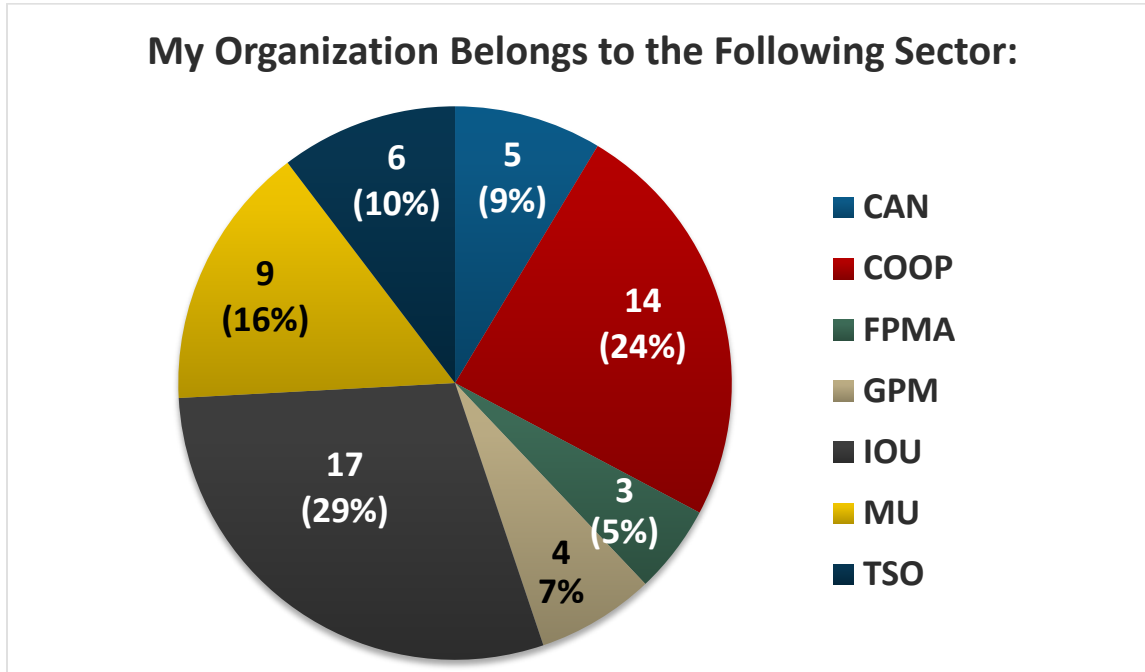


Number and Percentage of Excellent/Good Ratings by Category										
Category	2012	%	2013	%	2014	%	2015	%	2016	%
Service	57	87.7	69	87.3	57	86.4	53	84.1	48	87.3
Communication	56	83.6	67	84.8	59	81.9	60	89.6	49	84.5
Training and Education	55	85.9	64	80.0	58	81.7	58	85.3	49	83.1
Reliability Improvement	46	74.2	62	76.5	52	77.6	55	83.3	47	85.5
Leadership	58	92.1	66	81.5	62	87.3	62	93.9	52	88.1
Board	42	82.4	56	78.9	54	88.5	53	88.3	35	77.8
Average % across all categories:		84.3		81.5		83.9		87.4		84.4



2016 Survey Results

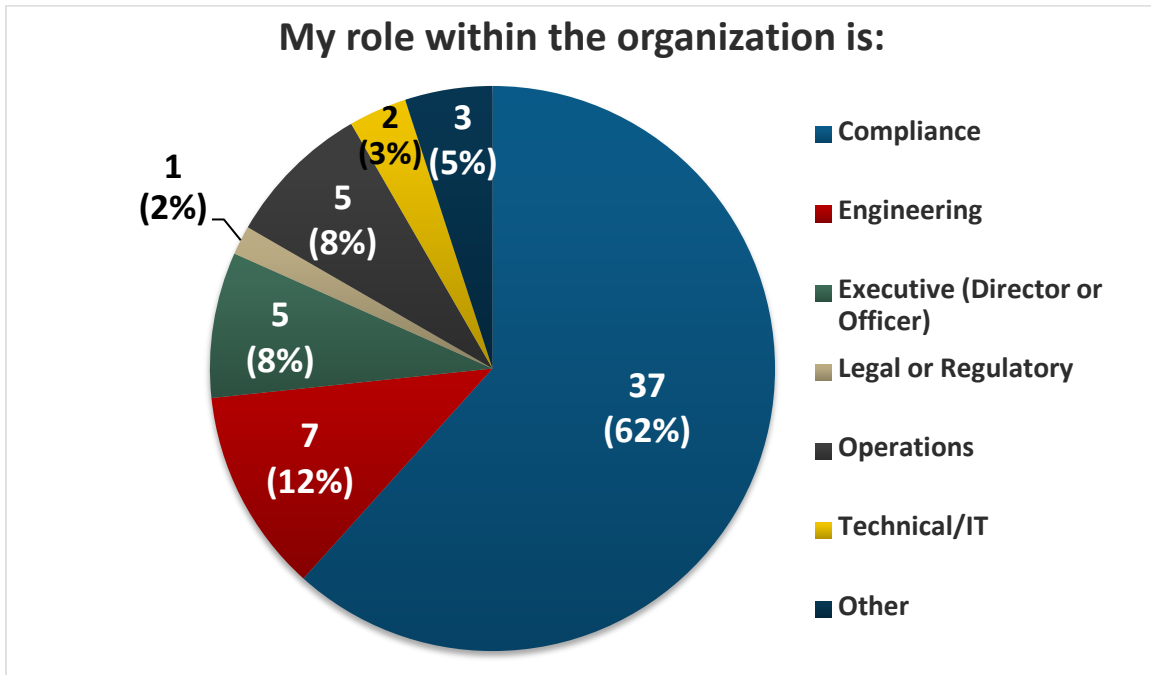
Question 1: Sector



Sector	2012	2013	2014	2015	2016
CAN (Canadian Utility)	6	5	8	8	5
COOP (Cooperative Utility)	15	15	16	11	14
FPMA (Federal Power Marketing Agency)	1	2	0	2	3
GPM (Generator and/or Power Marketer)	8	12	9	6	4
IOU (Investor Owned Utility)	14	20	16	17	17
MU (Municipal Utility)	9	15	12	11	9
TSO (Transmission System Operator)	7	7	6	8	6
Other	7	6	4	6	2
Skipped			1	0	0
Total Respondents	67	82	72	69	60



Question 2: Role



Role	2012	2013	2014	2015	2016
Compliance	34	41	39	42	37
Executive (Director or Officer)	4	10	8	6	5
Engineering	11	10	10	12	7
Legal or Regulatory	4	8	3	1	1
Operations	10	11	8	5	5
Technical/IT	3	2	1	0	2
Other	1	1	3	3	3

Question 3: Newsletter

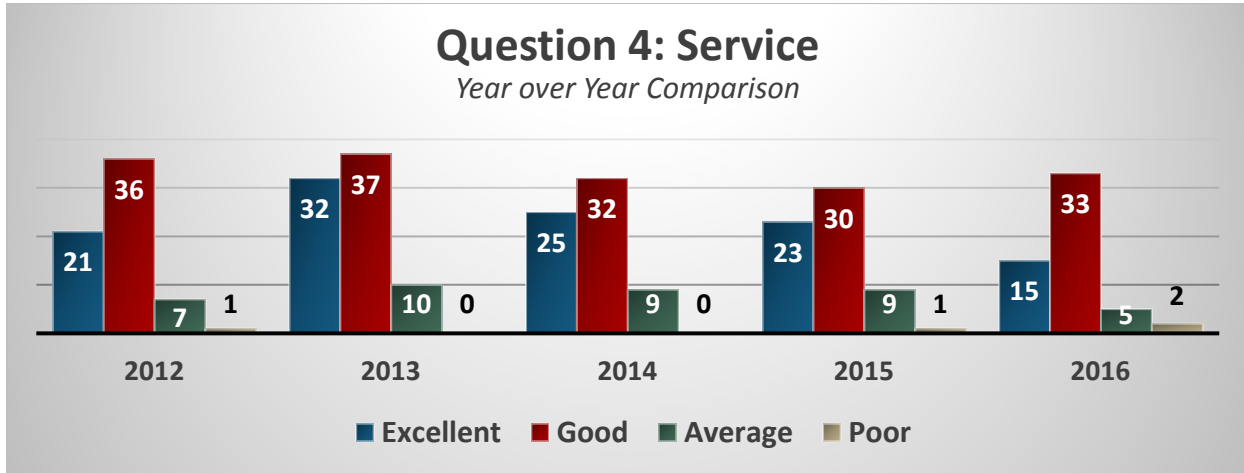
Are you a regular reader of the MRO newsletter Midwest Reliability Matters?

	2012	2013	2014	2015	%	2016	%
Yes	N/A	N/A	68	62	89.86	55	91.67
No	N/A	N/A	4	7	10.14	5	8.33



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?



Number of Year over Year Responses by Category										
	2012		2013		2014		2015		2016	
	Count	%	Count	%	Count	%	Count	%	Count	%
Excellent	21	32.3	32	40.5	25	37.9	23	36.5	15	27.3
Good	36	55.4	37	46.8	32	48.5	30	47.6	33	60.0
Average	7	10.8	10	12.7	9	13.6	9	14.3	5	9.1
Poor	1	1.5	0	0.0	0	0.0	1	1.6	2	3.6
N/A	2	0	4	0	5	0	6	0	5	0
Total	65		79		66		63		60	

Number and Percentage of Excellent/Good Ratings by Category										
Category	2012	%	2013	%	2014	%	2015	%	2016	%
Service	57	87.7	69	87.3	57	86.4	53	84.1	48	87.3

Feedback and Suggestions

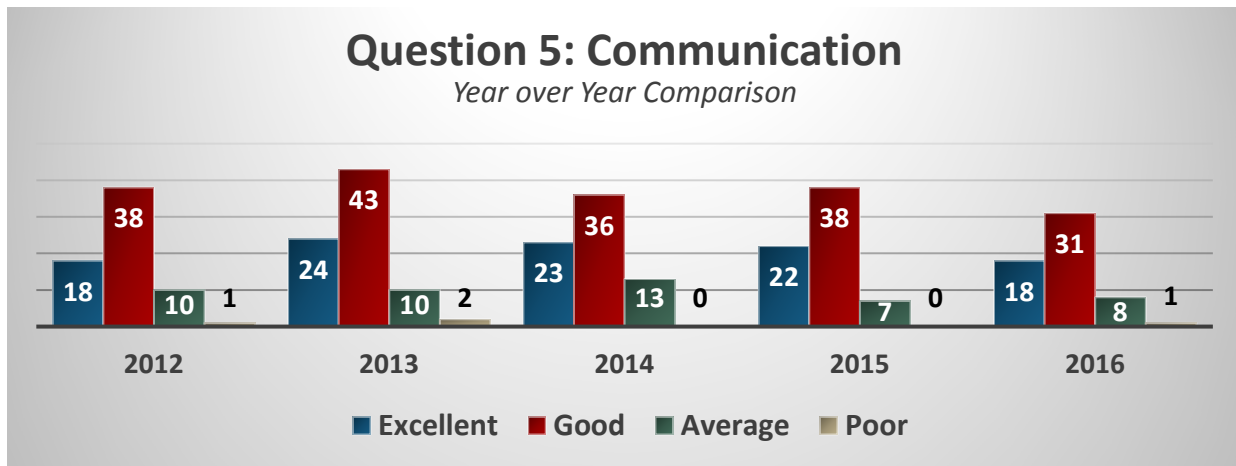
The responses in this section continue to reflect high satisfaction with the level of service MRO provides to its stakeholders—87.3% of respondents provided either *Excellent* or *Good* ratings. Respondents expressed that overall, MRO staff are very helpful and knowledgeable and do an excellent job of communicating with stakeholders. One respondent noted that “[M]RO staff responds timely and competently to reliability-related inquiries...and has earned and deserves the full respect of the member companies.” Two poor ratings were received and some respondents expressed frustration with delayed and longer than usual response times, although one respondent noted “Timely responses have improved of late.” In 2016, several MRO staff took leadership roles on ERO working groups and task forces to assist with the development and implementation of risk-based processes and procedures. In addition, MRO dedicated staff to help NERC resolve complex CIP issues with a key system operator. These matters adversely affected response times



in other areas. MRO leadership will continue to evaluate resources and workload in 2017 and look for opportunities to continue to improve the timeliness of staff responses to stakeholder inquiries.

Question 5: Communication

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



Number of Year over Year Responses by Category										
	2012	%	2013	%	2014	%	2015	%	2016	%
Excellent	18	26.9	24	30.4	23	31.9	22	32.8	18	31.0
Good	38	56.7	43	54.4	36	50.0	38	56.7	31	53.5
Average	10	14.9	10	12.7	13	18.1	7	10.4	8	13.8
Poor	1	1.5	2	2.5	0	0.0	0	0.0	1	1.7
N/A	0	0	3	0	0	0	1	0	1	0
Total	67		79		72		67		59	

Number and Percentage of Excellent/Good Ratings by Category										
Category	2012	%	2013	%	2014	%	2015	%	2016	%
Communication	56	83.6	67	84.8	59	81.9	60	89.6	49	84.5

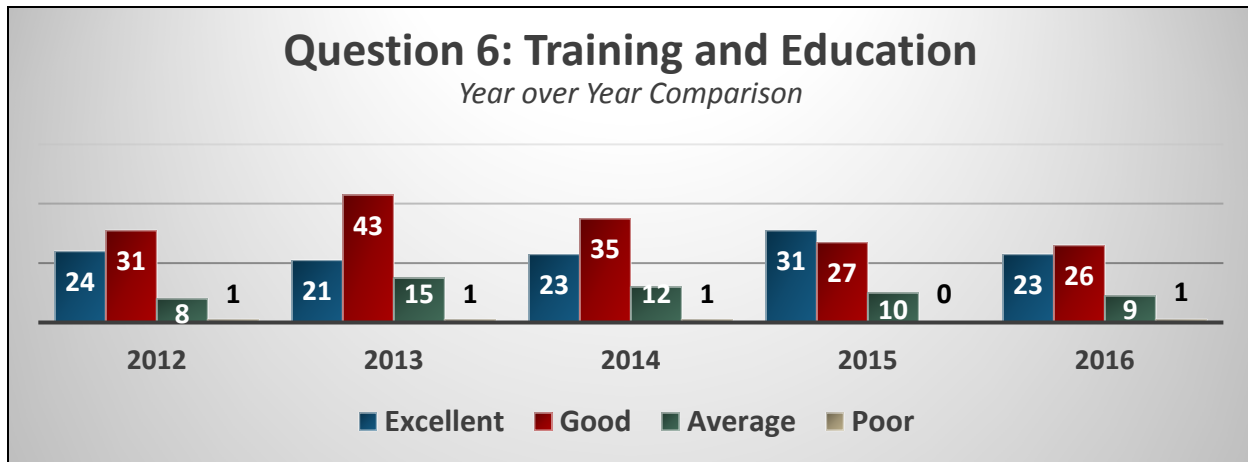
Feedback and Suggestions

Respondents seem satisfied overall with the information MRO communicates regarding reliability issues. One respondent noted that “[t]he information provided by MRO is both comprehensive and relevant to maintaining BES reliability.” Based on the responses, there is a clear desire for more information like standards application guidance, industry lessons learned and CIP Version 5 low-impact requirements. MRO stakeholders are currently working on developing application guidance on low-impact CIP assets, which should be available in early 2017. MRO will also continue to focus on improving its communication and outreach efforts in 2017.



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?



Number of Year over Year Responses by Category										
	2012		2013		2014		2015		2016	
	Count	%	Count	%	Count	%	Count	%	Count	%
Excellent	24	37.5	21	26.3	23	32.4	31	45.6	23	39.0
Good	31	48.4	43	53.8	35	49.3	27	39.7	26	44.0
Average	8	12.5	15	18.8	12	16.9	10	14.7	9	15.3
Poor	1	1.6	1	1.3	1	1.4	0	0.0	1	1.7
N/A	3	0	3	0	1	0	1	0	1	0
Total	64		80		71		68		60	

Number and Percentage of Excellent/Good Ratings by Category										
Category	2012	%	2013	%	2014	%	2015	%	2016	%
Training and Education	55	85.9	64	80.0	58	81.7	58	85.3	49	83.1

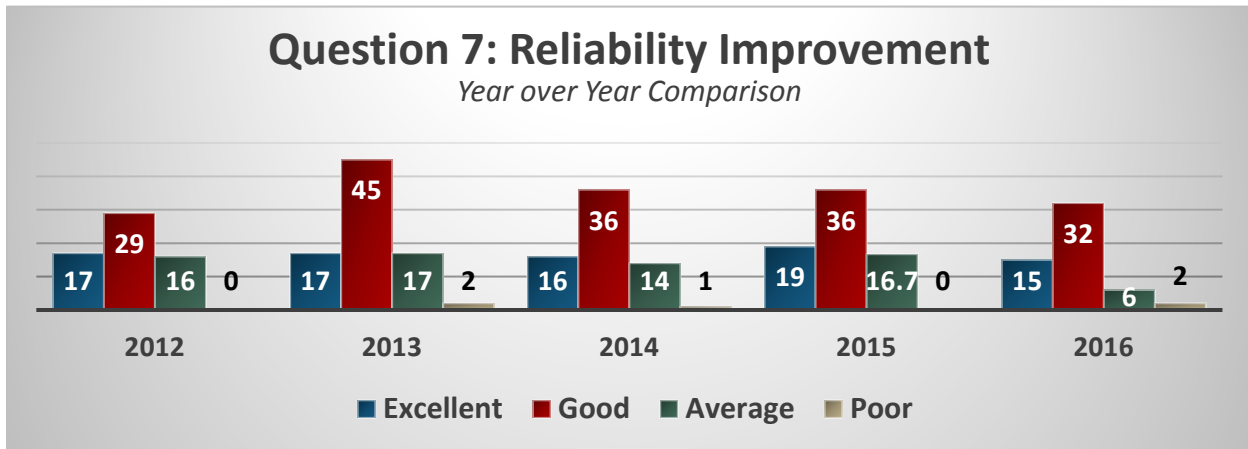
Feedback and Suggestions

Respondents seem quite satisfied with the number and type of educational opportunities offered by MRO. One respondent stated that “MRO’s workshops have been outstanding.” The Annual Security Conference in particular, received high marks. Respondents also expressed appreciation for MRO’s participation at other industry events, like the Midcontinent Compliance Forum. As with years past, the responses continue to indicate a strong desire for more information and for the opportunity to attend remotely. In early 2016, MRO opened its new conference center with capabilities to live stream and record conferences and events. The last two conferences in 2016 offered remote attendance, and we are excited to continue this practice as we improve our training and outreach efforts in 2017! 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?



Number of Year over Year Responses by Category										
	2012	%	2013	%	2014	%	2015	%	2016	%
Excellent	17	27.4	17	21.0	16	23.9	19	28.8	15	27.3
Good	29	46.8	45	55.6	36	53.7	36	54.5	32	58.2
Average	16	25.8	17	21.0	14	20.9	11	16.7	6	10.9
Poor	0	0.0	2	2.5	1	1.5	0	0.0	2	3.6
N/A	3	0	2	0	5	0	2	0	5	0
Total	62		81		67		66		60	

Number and Percentage of Excellent/Good Ratings by Category										
Category	2012	%	2013	%	2014	%	2015	%	2016	%
Reliability Improvement	46	74.2	62	76.5	52	77.6	55	83.3	47	85.5

Feedback and Suggestions

There continues to be a steady increase in the percentage of *Excellent* and *Good* responses year over year when compared with the total response rate. Respondents generally expressed that MRO has done a good job providing insight to industry and steering the region towards a “safe and reliable bulk power system.” One commenter observed: “There is a clear focus on reliability, although I know this not to be the case; a casual observer might think that reliability comes first and compliance comes second.” In 2017, we will continue working with NERC and the Regional Entities on initiatives to improve reliability 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?



Number of Year over Year Responses by Category										
	2012	%	2013	%	2014	%	2015	%	2016	%
Excellent	26	41.3	35	43.2	31	43.7	35	53.0	25	42.4
Good	32	50.8	31	38.3	31	43.7	27	40.9	27	45.8
Average	5	7.9	14	17.3	9	12.7	4	6.1	6	10.2
Poor	0	0.0	1	1.2	0	0.0	0	0.0	1	1.7
N/A	4	0	1	0	1	0	3	0	1	0
Total	63		81		71		66		60	

Number and Percentage of Excellent/Good Ratings by Category										
Category	2012	%	2013	%	2014	%	2015	%	2016	%
Leadership	58	92.1	66	81.5	62	87.3	62	93.9	52	88.1

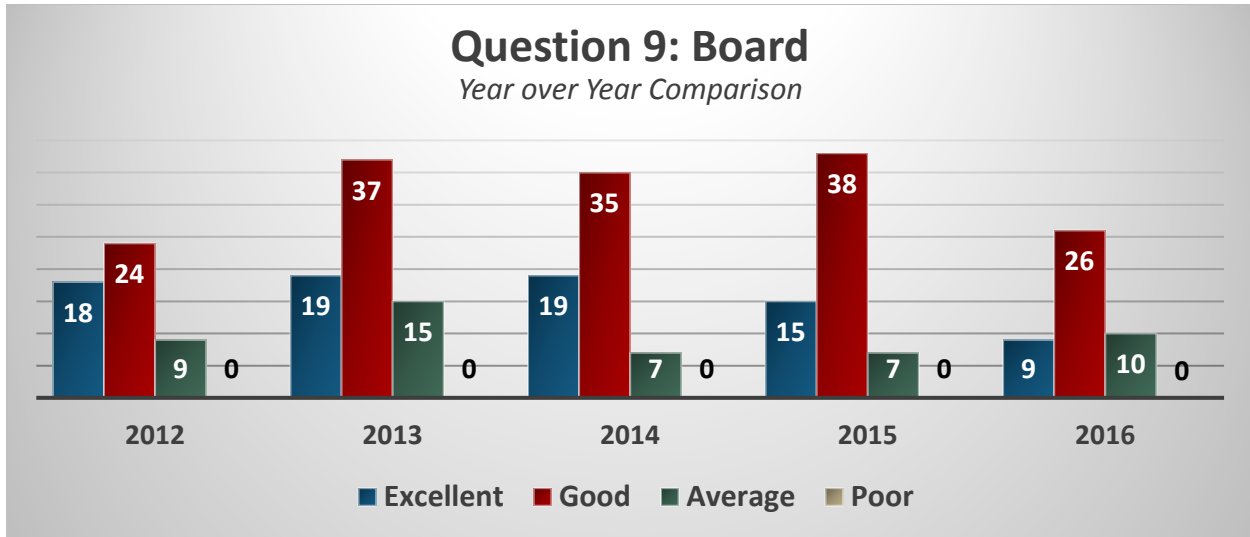
Feedback and Suggestions

The responses in this section continue to reflect a very high level of satisfaction with the leadership of the organization—88.1% of respondents provided either *Excellent* or *Good* ratings. The comments from respondents were overwhelmingly positive; one respondent said that “MRO has done an excellent job of promoting reliability and addressing risks,” and another stated that “We feel fortunate to be in the MRO Region because of the guidance and collaborative approach to oversight.” The MRO leadership team will continue to seek opportunities to promote our [Vision and Purpose](#) and support highly effective reliability organizations in 2017.



Question 9: Board of Directors

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



Number of Year over Year Responses by Category										
	2012	%	2013	%	2014	%	2015	%	2016	%
Excellent	18	35.3	19	26.8	19	31.1	15	25.0	9	20.0
Good	24	47.1	37	52.1	35	57.4	38	63.3	26	57.8
Average	9	17.6	15	21.1	7	11.5	7	11.7	10	22.2
Poor	0	0.0	0	0.0	0	0.0	0	0.0	0	0
N/A	16	0	11	0	10	0	9	0	14	0
Total	51		71		61		60		59	

Number and Percentage of Excellent/Good Ratings by Category										
Category	2012	%	2013	%	2014	%	2015	%	2016	%
Board	42	82.4	56	78.9	54	88.5	53	88.3	35	77.8

Feedback and Suggestions

The number of *Excellent* and *Good* responses in this area significantly declined this year, with 14 respondents rating this question as *Not Applicable*. Respondents generally stated they had little to no interaction with the board and do not follow the board's activities. MRO will continue to communicate information about the work of the board to its stakeholders, but the question may need to be reframed to be more meaningful to the survey audience.



Questions 10–15: CIP Version 5 Outreach Efforts

Five questions were added to the survey this year to measure the effectiveness of MRO’s outreach efforts to help prepare industry for the transition and implementation of the new CIP Version 5 Reliability Standards. Respondents were asked to rank each particular type of outreach as being *Very Helpful*, *Helpful*, or *Not Helpful*, and to provide any additional comments or suggestions regarding this outreach. The types of outreach provided were:

1. One-on-one discussions with MRO staff.
2. Staff responses to questions.
3. MRO-hosted conferences, webinars and conference calls.
4. Information received from MRO staff at other industry events.

More than 95% of respondents rated MRO’s overall outreach efforts as being *Very Helpful* or *Helpful*, with one-on-one conversations with MRO staff and MRO-hosted conferences and webinars receiving the highest ratings at 98%. While the responses to this question varied, most respondents appreciated MRO staff’s availability and willingness to discuss transition challenges, as well as staff’s open and honest responses. Based on the comments received, it appears that those entities that participated in CIP Version 5 outreach found it to be very useful in preparation for the transition. The CIP-002 Standard Application Guide developed by the MRO Standards Committee also received high marks, and there were requests for more of this type of guidance.

One respondent stated the belief that during the CIP Version 5 transition, insufficient attention has been paid to the 30 or so Operations & Planning Reliability Standards that are coming into effect in 2016 and 2017, some of which address more significant risk to the reliable operations of the bulk power system. MRO staff agrees that these new and revised Operating and Planning Reliability Standards address risks to the reliable operations of the bulk power system. This is reflected in the construct of the Performance Areas for compliance monitoring, the dedication of MRO staff resources to follow drafting teams’ work in these areas, the publication of various articles in *Midwest Reliability Matters* about this body of Reliability Standards, and in the choice of topics addressed at this year’s CMEP Conference. In the February/March issue of *Midwest Reliability Matters*, staff will publish a newsletter article that references this information which is found in a variety of places. In addition, staff will note the availability of heros@midwestreliability.org for any individual entity questions.

Question 15: Satisfaction

Respondents were asked to list any specific characteristics of MRO with which they were SATISFIED. There were several compliments regarding the knowledge, willingness and professionalism of MRO staff, the level of stakeholder outreach and communication, and MRO’s leadership towards more risk-based regulation. The executive team’s commitment to innovative approaches to oversight while keeping costs down was also praised.



Question 16: Dissatisfaction

Respondents were asked to list any specific characteristics of MRO with which they were DISSATISFIED. Of the 18 comments received, 4 were “none” and 1 related to NERC. Of the remaining comments, 9 of 13 related to timeliness of certain CMEP processes and responses from staff. 2016 was a critical year for development of risk-based oversight processes and MRO dedicated significant resources to ensure success. Additional staff was not added for this purpose, which created resource constraints in other areas. MRO leadership staff will continue to monitor resources and workload, and look for opportunities to improve our overall responsiveness in 2017. Suggestions were also made for minor improvements to the ability to search MRO’s newsletter and website, which staff will address in 2017.

Question 17: Remaining Thoughts

Respondents were asked to share any remaining thoughts about their experiences with MRO, including suggestions for improvement. Generally, respondents seemed very satisfied with MRO’s performance and encouraged a continued focus on industry education and outreach. Expanding MRO’s outreach opportunities will remain an objective for MRO in 2017, as will improving our execution and promoting our Vision of a reliable regional bulk power system through adaptive, risk-based regulation.