



**MIDWEST RELIABILITY ORGANIZATION**

**DRAFT**

**MRO ANNUAL  
SURVEY  
Results Summary**

***November 1, 2010***

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## Survey Summary

One of the 2010 MRO Executive Team Goals was to survey senior management and/or the primary compliance contacts at each Registered Entity in the MRO Region to rate their satisfaction with MRO's overall performance. As such, in the fourth quarter of 2010, MRO staff surveyed the Primary Compliance Contacts and Authorized Officers of each Registered Entity in the MRO Region, along with members of the board and each MRO standing committee.

The survey was conducted anonymously so that participants could be open and honest in their responses, thus deriving measurable and actionable results.

## Survey Purpose

It is the intent of staff and the MRO Board to conduct this survey annually, with the primary purpose of providing a basis for organizational and performance improvements, as well as future yr/yr performance metrics. The survey questions were reviewed and approved by the MRO Board, with input from the standing committee chairs.

Staff endeavored to keep the survey brief for ease of completion, while still making it as meaningful as possible.

## Survey Results

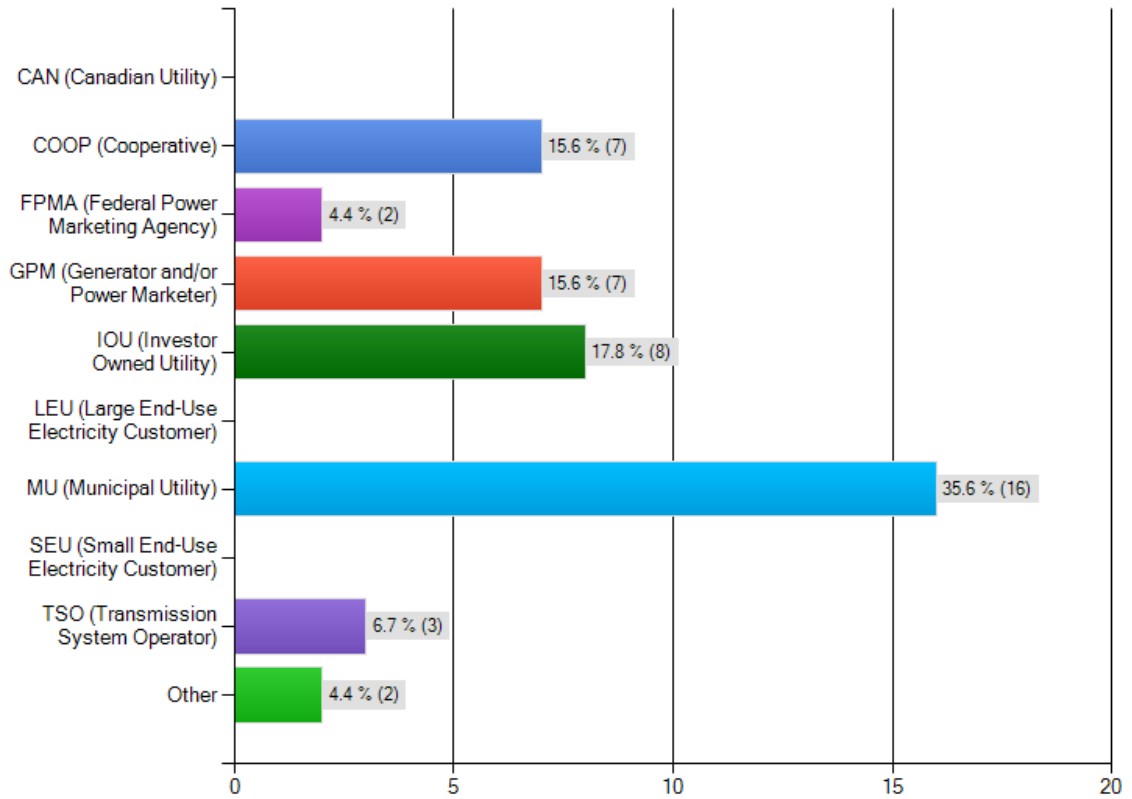
The results of this survey will be used by staff and the MRO Board in the development of the organization's future strategic initiatives and performance goals of MRO executive staff. MRO staff finds this type of feedback very useful in improving its overall operations and the value it provides to industry stakeholders in the MRO Region.

A summary of the survey will be shared at MRO's Annual Member and Board meeting, but specific survey details will be considered confidential and will not be shared beyond the board and staff.



### Question 1 – Sector

*My organization belongs to the following sector*

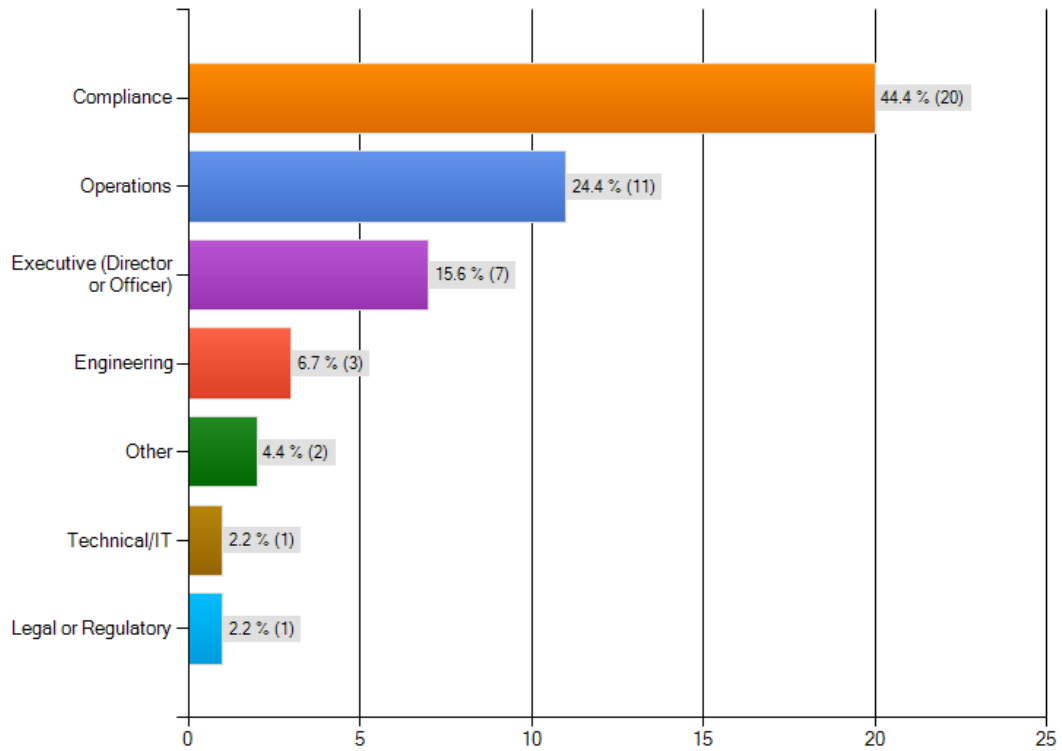


*NOTE: Of the 131 individuals who received the survey, only 45 responded.*



### Question 2 – Role

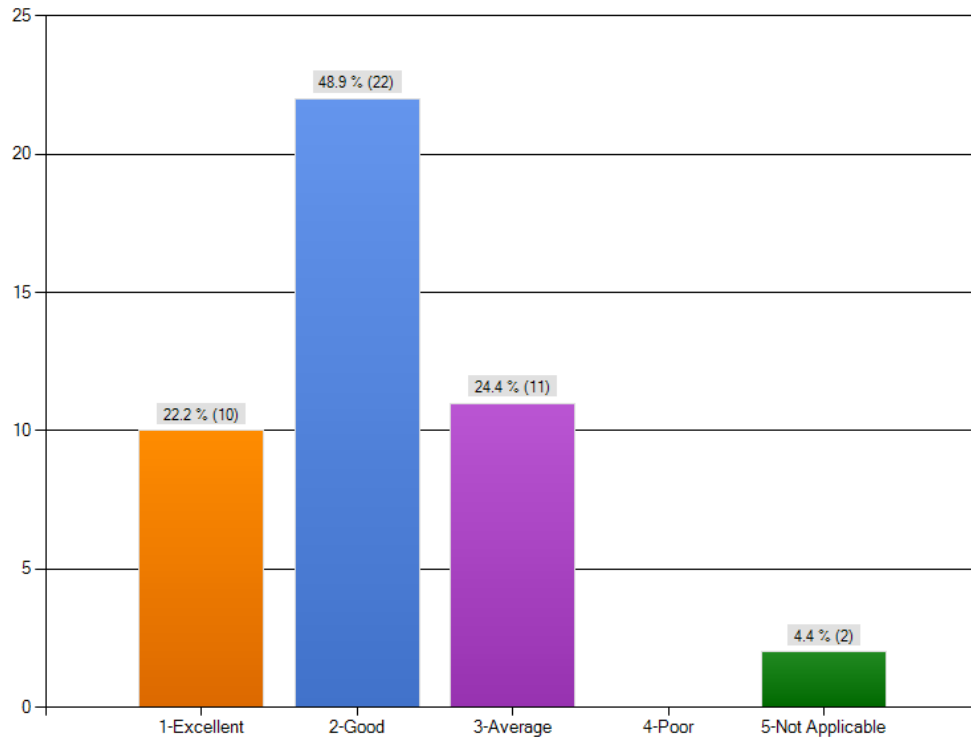
My role within the organization is





### Question 3 - Service

*When my company asks a question regarding reliability matters, including compliance with standards in the MRO region, how well does MRO staff address these questions and concerns in a timely, responsive manner?*



### Feedback and Suggestions

*In relation to the above question, do MRO's existing processes, tools and communication avenues work well in addressing your questions and concerns?*

MRO received very positive ratings in this area. Respondents expressed that MRO staff is responsive, organized, helpful, professional, and focused on problem resolution. Suggestions for improvement were that MRO, along with the other Regions, could do more to provide Registered Entities with information regarding new and existing Standards requirements-especially related to interpretations and changes. The charter of the MRO Standards Committee was recently revised to increase training and education efforts of Entities in the MRO Region regarding new and existing Standards. MRO Entities will see the results of this effort in 2011.

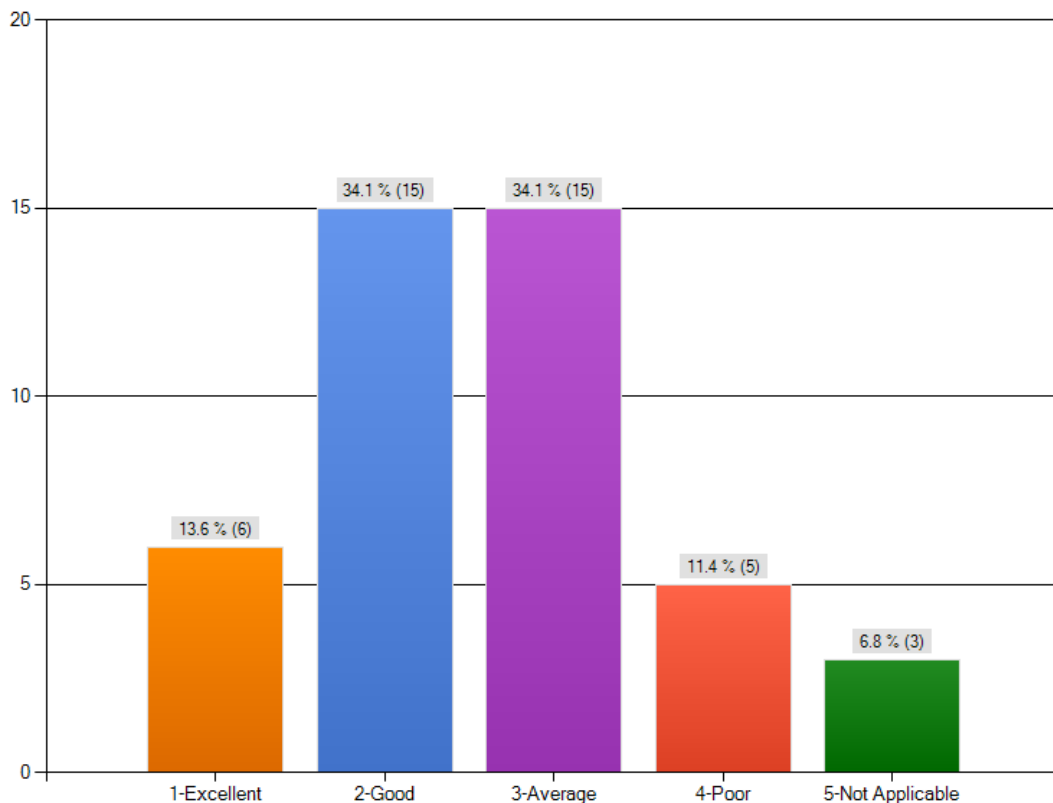
Two Entities expressed frustration that MRO staff will not answer specific questions related to compliance, but rather only repeat what is stated in the standards. As a compliance organization, MRO staff has been hesitant to answer certain hypothetical questions.



Other comments provided were that additional information, including updated FAQ's regarding compliance audits, would be helpful, and that the new webCDMS tool is much improved over previous versions.

#### Question 4 - Communication

*How well does MRO share lessons learned and recommendations from compliance audits, disturbance events, and enforcement proceedings to help you improve compliance and address reliability matters?*



#### Feedback and Suggestions

*In relation to the above question, do MRO's existing processes, tools and communication avenues work to adequately convey these lessons learned?*

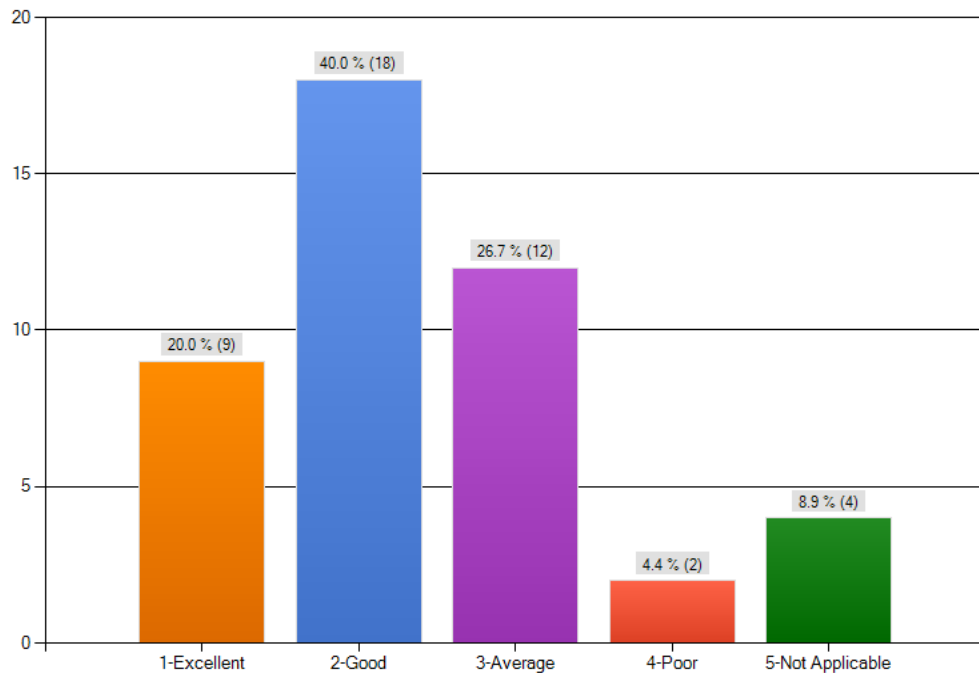
Of all the areas surveyed, this section identifies the greatest need for improvement. Survey participants expressed a desire for better and more information-more often. Participants recognize that improvements have been made at MRO and across the ERO, but better coordination of information sharing and more transparency is still needed. MRO should continue to work through confidentiality issues and push to deliver lessons learned to the Region in a timely manner-reliability would be improved if information could be shared and Entities could learn from each other.



Earlier this year, MRO staff performed a detailed review of its external communication and training efforts, and as a result, plans to revamp both its newsletter and website in 2011. The survey results also provided some great suggestions that staff will implement as part of this effort.

### Question 5 – Training and Education

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



### Feedback and Suggestions

*Do MRO's existing processes, tools and communication avenues work well in relation to training and education?*

The overall responses in this category were very positive. Respondents who had participated in MRO workshops, committee meetings and other training opportunities thought very positively of the content and information provided. Survey participants emphasized, however, that MRO could provide more training opportunities in different locations or by other avenues, such as half-day seminars, discussion panels, web-ex, etc. Topic suggestions were; compliance with CIP standards, examples of correct documentation for compliance with standard requirements, education on new standards, how to conduct effective internal audits, developing good mitigation plans, “real world” examples of compliance, and compliance strategies employed by other Registered Entities.

With the recent changes to the MRO Standards Committee charter, much more and better information regarding compliance with new and existing standards will be available than

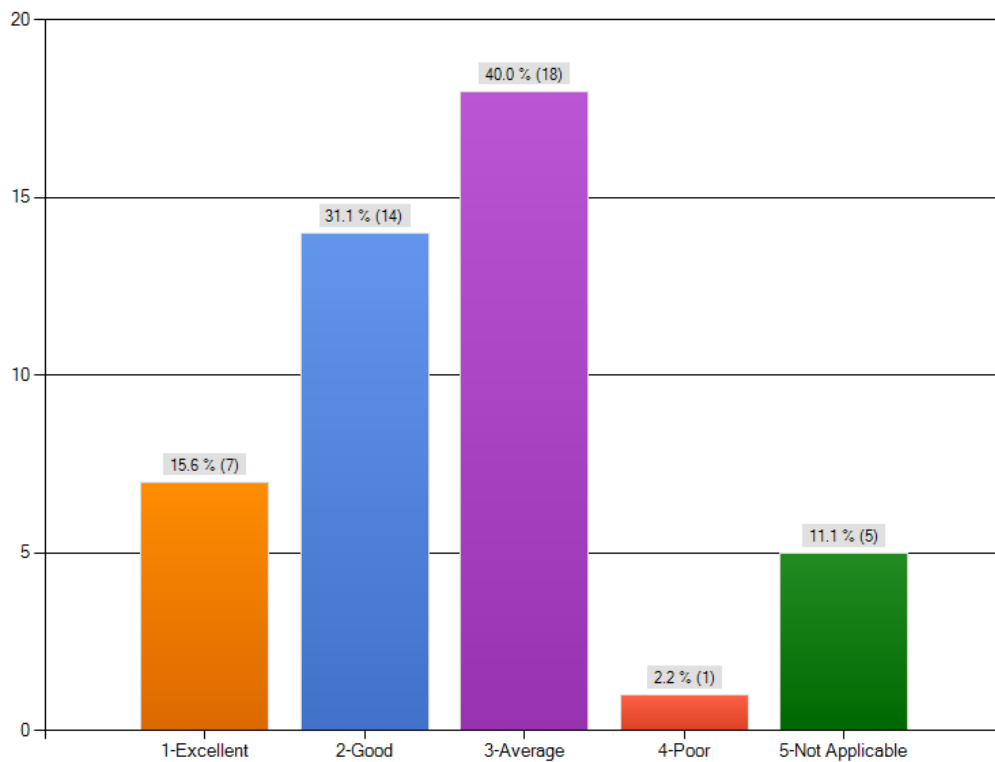


has been in years past. That effort, along with the improvements to MRO’s external communications and lessons learned documents, should greatly improve the amount of information provided to Registered Entities.

MRO will also endeavor to find alternate methods (in addition to the face-to-face workshops) of providing this information to Registered Entities, especially those with limited resources.

### Question 6 – Reliability Improvement

*How well has MRO assisted your company in improving compliance with Reliability Standards and addressing matters related to reliability?*



### Feedback and Suggestions

*In relation to the above question, do MRO's existing processes, tool and communication avenues work well in this area? If not, what changes could be implemented to help us improve?*

Again, responses in this section reiterated that MRO staff is very responsive, professional and helpful regarding compliance-related matters and continues to provide excellent support in this area. Entities also commented that there is too much focus currently on administrative aspects of standards requirements, and that the ERO should continue moving towards a risk-based approach to improve reliability of the Bulk Power System. The creation of reliability metrics should help identify where the ERO should focus its efforts.

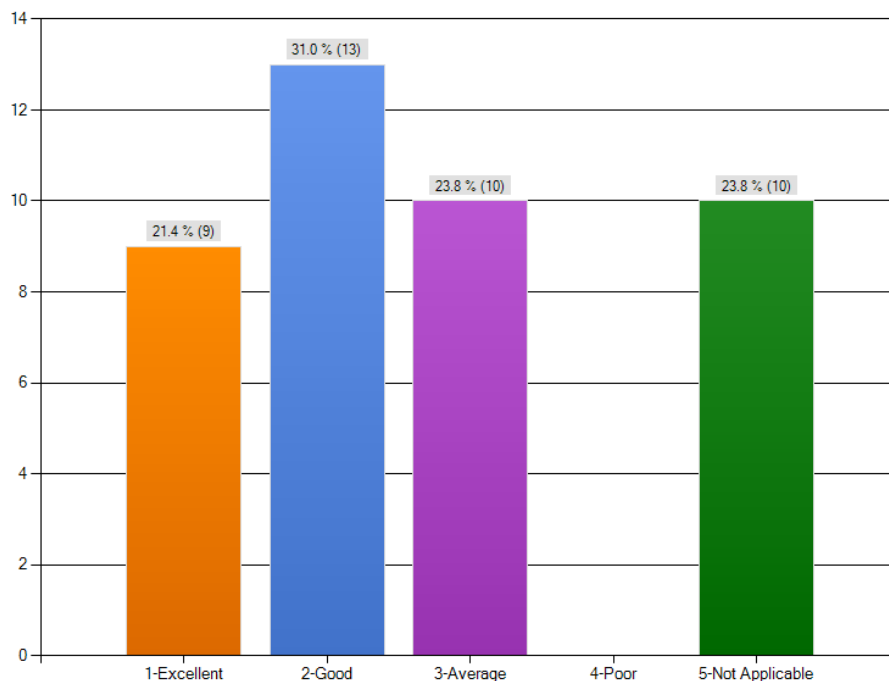


Survey respondents would like MRO and NERC, as the ERO, to work through confidentiality issues and provide real examples of non-compliance for other entities to learn from. Without this information, it is difficult for Entities to improve their programs and processes, and as a result; improve reliability.

One respondent expressed concern that the industry is suffering from information overload, and requested that MRO assist Registered Entities by sorting out the valuable information from the different information resources.

### Question 7 – Leadership

*Overall, how would you rate MRO's leadership as a Cross Border Regional Entity helping to improve reliability and addressing risks to the Bulk Power System?*



### Feedback and Suggestions

*Are there any services you would like to see MRO provide that are not currently available?*

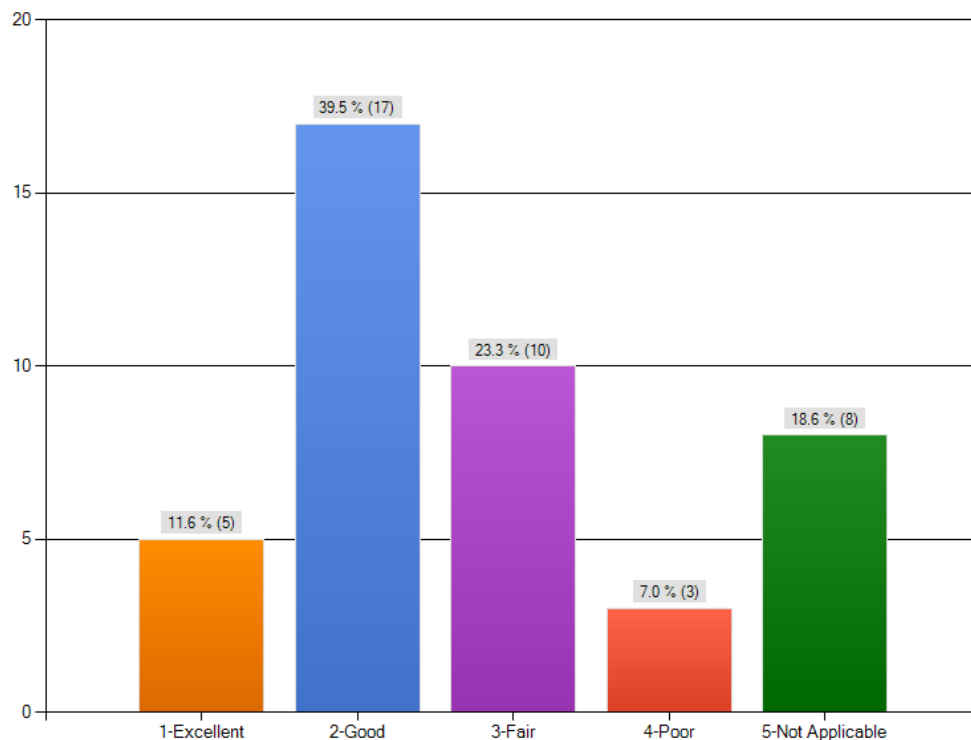
Participants commented that MRO does strive to provide a high degree of leadership as a Regional Entity, but could do more to increase its presence in the industry. MRO recently added an External Affairs and Public Relations Director to its staff to do just that. This individual will be meeting with the communications and public relations staff of MRO Registered Entities, as well as state and federal authorities regarding legislation that may impact Registered Entities in the MRO Region.



Other suggestions in this area were that MRO executive management could attend more committee and sub-committee meetings to allow easier access to these individuals for the stakeholders, and that more concentration on education and pro-active assistance would be helpful.

### Question 8 – Board of Directors

*The MRO has a stakeholder Board of Directors. Do you feel that the Board provides adequate strategic guidance and review to the activities of MRO?*



### Feedback and Suggestions

*Please Explain:*

Respondents felt that MRO's stakeholder board is very effective overall, and due to their industry experience, has provided accurate direction and guidance to the organization and staff. Respondents expressed the importance of the MRO board, as a stakeholder board, to continue to provide policy input to the ERO.

Other suggestions were that the board could to more to communicate its efforts with Registered Entities, as some are unaware of board's undertakings. Regarding the strategic direction of the organization, efforts on this front have improved with the recent addition of the board's strategic planning process, but additional metrics are necessary to



monitor the organization's progress. The board could also do a better job of sharing this information with MRO Registered Entities.

One respondent felt that given the compliance and enforcement nature of MRO, more independence on the MRO board is needed.

### *Question 9 – Satisfaction*

*Please list any specific characteristics of MRO with which you are SATISFIED.*

Respondents commended staff for their knowledge, responsiveness, accessibility, professionalism, and excellent customer service. Appreciation was also expressed for the recent push for improved communications and more engagement with stakeholders, as well as the introduction of new and improved tools like webCDMS.

One respondent praised MRO for its courage to push for improvements and the simplification of processes across the ERO.

### *Question 10 – Dissatisfaction*

*Please list any specific characteristics of MRO with which you are DISSATISFIED.*

Respondents again requested that MRO provide more training and education opportunities, and suggested that improvements be made to MRO's website for easier access to compliance tips and lessons learned. MRO was also encouraged to continue pushing for reduced administrative aspects of compliance—too much time is spent on paperwork and not enough time spent on making improvements to reliability.

### *Question 11 – Remaining Thoughts*

*Please share any remaining thoughts about MRO below.*

The recently added "Tips and Lessons Learned" section in the MRO newsletter is very helpful, and MRO staff should continue working to ensure consistency across the ERO. MRO could also better coordinate its educational opportunities with MISO and MAPP.