

NERC

NORTH AMERICAN ELECTRIC
RELIABILITY CORPORATION

Operating Committee Strategic Plan

September 2017

RELIABILITY | ACCOUNTABILITY



3353 Peachtree Road NE
Suite 600, North Tower
Atlanta, GA 30326
404-446-2560 | www.nerc.com

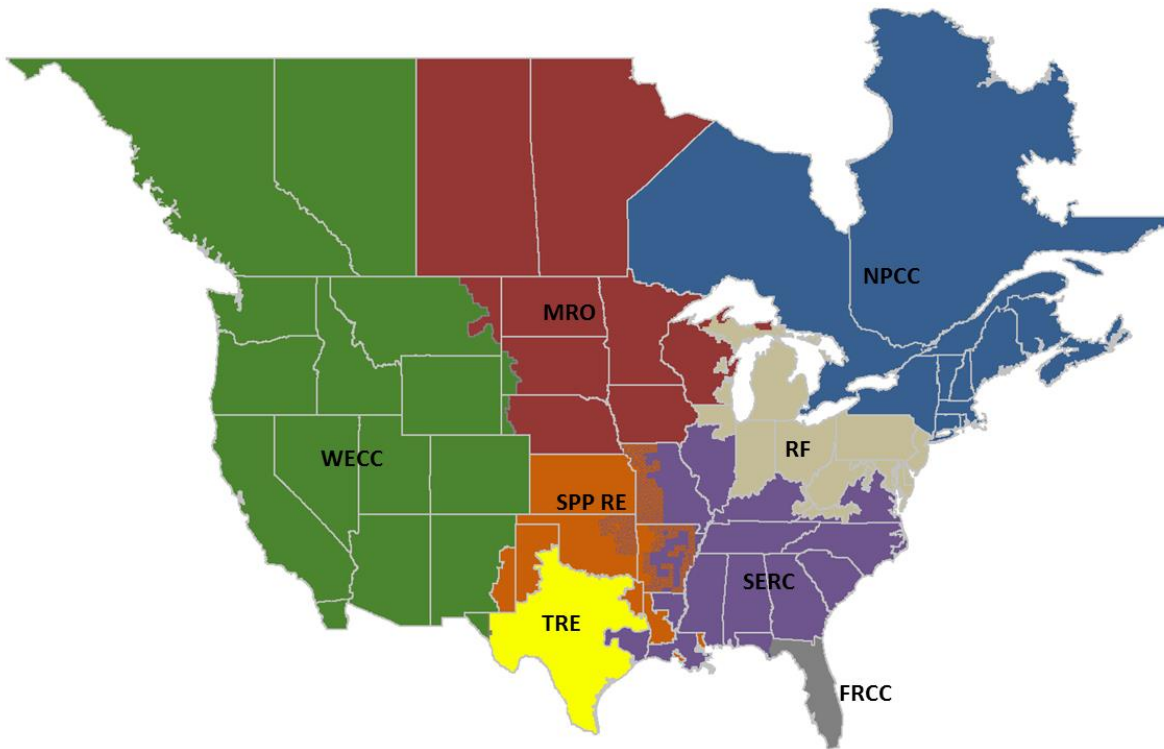
Table of Contents

Preface.....	ii
Introduction.....	iii
Operating Committee Strategic Plan.....	1
Purpose of Strategic Plan	1
Guiding Principles.....	1
Operating Committee Goals.....	2
Goal – OC 1	2
Action Plan – OC 1.....	2
Goal – OC 2	2
Action Plan – OC 2.....	2
Goal – OC 3	3
Action Plan – OC 3.....	3
Goal – OC 4	4
Action Plan – OC 4.....	4
Goal – OC 5	4
Action Plan – OC 5.....	4

Preface

The North American Electric Reliability Corporation (NERC) is a not-for-profit international regulatory authority whose mission is to assure the reliability of the bulk power system (BPS) in North America. NERC develops and enforces Reliability Standards; annually assesses seasonal and long-term reliability; monitors the BPS through system awareness; and educates, trains, and certifies industry personnel. NERC’s area of responsibility spans the continental United States, Canada, and the northern portion of Baja California, Mexico. NERC is the electric reliability organization (ERO) for North America, subject to oversight by the Federal Energy Regulatory Commission (FERC) and governmental authorities in Canada. NERC’s jurisdiction includes users, owners, and operators of the BPS, which serves more than 334 million people.

The North American BPS is divided into several assessment areas within the eight Regional Entity (RE) boundaries, as shown in the map and corresponding table below.



The Regional boundaries in this map are approximate. The highlighted area between SPP and SERC denotes overlap as some load-serving entities participate in one Region while associated transmission owners/operators participate in another.

FRCC	Florida Reliability Coordinating Council
MRO	Midwest Reliability Organization
NPCC	Northeast Power Coordinating Council
RF	ReliabilityFirst
SERC	SERC Reliability Corporation
SPP-RE	Southwest Power Pool Regional Entity
TRE	Texas Reliability Entity
WECC	Western Electricity Coordinating Council

Introduction

The North American Electric Reliability Corporation (NERC) Operating Committee (OC) is a stakeholder committee chartered by the NERC Board of Trustees (Board) to proactively support the NERC Enterprise mission. This strategic plan provides the OC with a clearly focused five-year road map for enhanced Bulk Electric System (BES) reliability, including alignment with the NERC top priorities as they continue to evolve over time.

This plan is intended to guide the functions and core mission of the OC, providing a sustainable set of expectations and deliverables for the OC to assess and enhance operational reliability of the Bulk Electric System. It is not intended for this strategic plan to remain static throughout a five-year timeframe. Rather, it is crucial that the plan retain the flexibility to address emerging issues. As such, the OC will review the goals and specific items as necessary or, at least once every two years.

This plan, along with its goals and measures, will be reviewed during OC meetings, and enhancements to the plan will be made as required to achieve the goal of promoting reliability. The OC and its subgroups will be actively engaged in promoting operational reliability excellence. Recognized as industry experts, the OC should be sought for expertise in Training and Guidance Documents and assessments of system events and causal analyses, as well as standards recommendations, reviews, interpretations, and assessments. The OC focus will be centered on operating and maintaining the BES within secure limits during the operational planning and real-time periods on an actual and projected post-contingent basis to preserve the effectiveness of the BES.

Operating Committee Strategic Plan

Purpose of Strategic Plan

The NERC OC's Strategic Plan's purpose is to establish strategic direction for the NERC OC, in conjunction with the Electric Reliability Organization's (ERO) vision. The Plan seeks to focus the OC on operational reliability matters and outlines the Guiding Principles under which the NERC OC will utilize for the next five years.

Guiding Principles

- Coordinate with the Reliability Issues Steering Committee (RISC) on priorities and align the OC strategic plan with ERO's strategic plan.
- Maintain a focus on identification, analyses and mitigation of existing and emerging reliability risks.
- Continually strive for the development and dissemination of high quality lessons learned through event analysis (EA), emerging cause code trending and information sharing.
- Maintain relationships with other NERC standing committees and other forums.
- Maintain and enhance reliability through the pursuit of clear NERC Reliability Standards, Reliability Guidelines, NERC Alerts, interpretations, lessons learned, and other operational compliance clarifications.
- Maintain high levels of industry specific expertise to provide sound conclusions and opinions on operational issues.
- Provide industry outreach through coordination with the forums, policymakers, and other entities to assure the reliability guidelines, reference documents and lessons learned are effectively publicized and made available throughout the industry.
- Incorporate an operational perspective into NERC reports being issued to industry.
- Assess effectiveness of system operators training program

Operating Committee Goals

Goal – OC 1

Investigate, review, and assess existing and emerging issues to identify gaps impacting the reliability of the BES and associated NERC Reliability Standards.

The OC will engage in the identification and communication of reliability risks and potential mitigation strategies. These activities will include close coordination with the RISC as well as taking steps to create industry wide awareness.

Action Plan – OC 1

- The OC will actively seek and recommend emergent operating issues, and help establish the priorities in coordination with the RISC while engaging with the appropriate parties to identify and develop the necessary mitigation processes or proposed solutions, such as revisions to standards or the development of Reliability Guidelines or other documents to inform the industry and eliminate reliability gaps.
- The OC will review emergent issues at each standing committee meeting for status, progress and re-prioritization (as necessary) and assign to the appropriate sub-committee(s).
- The OC will assess and inform the industry on the evolving reliability impacts due to changes in the performance, operation, or topology of the Interconnections.
 - The OC will continue to identify gaps, operating challenges, reliability impacts, and operating trends associated with generation and demand-side resource changes and develop proposed solutions.
 - The OC will continue to assess and inform the industry on the reliability impacts of natural gas/electric generation interdependences and provide recommendations where appropriate.
 - The OC will assess, evaluate, and inform the industry on the reliability impacts of fundamental changes to interconnected operations, such as changes to the footprints of reliability coordinators, balancing authorities, transmission operators, Interconnections, and High Voltage Direct Current (HVDC) ties, etc.
- The OC will assess, inform, and where appropriate, provide solutions to the industry on the reliability impacts from possible high-impact, low-frequency events that could have unacceptable operational consequences on the BES.

Goal – OC 2

Promote EA Processes and utilize the results to improve the reliable operation of the BES.

The OC will focus on event prevention by providing industry with information associated with good industry practices and emerging tools, technology and techniques. In addition, the OC will champion and continually enhance the EA program to rapidly develop and disseminate lessons learned. Finally, the OC will take steps to enhance stakeholder awareness concerning the application of lessons learned, good industry practices, and recommended actions.

Action Plan – OC 2

- The OC will review and approve the members of the Event Analysis Subcommittee (EAS) to ensure technical leadership and expertise is sufficient to allow the EAS to develop good industry practices and to identify emerging trends.
 - As a result of lessons learned and cause code trending, the EAS may recommend to the OC:

- Development and communication of reliability guidelines¹
- Development and communication of reference documents²
- Development and communication of NERC Alerts
- Improvements to existing Reliability Standards
- New Reliability Standards
- The EAS will present root causes and lessons learned at OC meetings with the objective of sharing information on industry improvement opportunities.
- The EAS will leverage industry groups (such as the North American Transmission Forum and Generation Forum) in the development and communication of quality lessons learned.
- The EAS, in coordination with the Personnel Subcommittee, will recommend training and education as a result of lessons learned and emerging trends.
- The EAS will periodically survey the Regional Entities to determine if lessons learned recommendations are being implemented and if not why. The EAS will report the survey results to the OC.
- The EAS will develop a communication strategy in coordination with the appropriate parties to encourage the use of lessons learned and to inform the industry of current and past lessons learned and good industry practices.

Goal – OC 3

The OC will be proactive in the review of proposed Reliability Standards under development or revision.

The practical application of new or revised Reliability Standards in enhancing reliability or mitigation of emerging risks will be assessed by the OC. The industry expertise of the OC will be leveraged to provide feedback with the intent of ensuring that Standards are reasonable and provide reliability benefits. The OC will engage early in development processes to ensure feedback is provided at the appropriate stage of the process.

Action Plan – OC 3

- The OC will:
 - Engage the of the Standards Committee and the Standards Drafting Team Chairs to update the OC on the associated standards to allow the OC to provide early review, discussion and guidance on recommendations.
 - Recommend to Standards Committee revisions to standards or the retirement of existing standards as appropriate.
 - Encourage OC involvement in the informal standards development process.
 - Prepare responses to requests for Standard interpretations.
 - Establish and maintain a method for active management of field tests associated with Standards development, including the leadership of the field test (as necessary).
 - Participate in the periodic review of the effectiveness of existing Reliability Standards.

¹ Proactively reach out to stakeholders through the OC guidelines outreach process (See “Action Plan – OC 5” below for details)

² Proactively reach out to stakeholders through the OC guidelines outreach process (See “Action Plan – OC 5” below for details)

Goal – OC 4

Improve the depth of NERC reports to include operations perspectives.

Key findings and recommendations within NERC reports may serve as the technical basis for NERC Reliability Standards, project prioritization, compliance improvement, assessments, and critical infrastructure protection, as well as a roadmap into the future. In addition, technical reports provide information on reliability impacts to governmental bodies which enhance their decision making capabilities. Therefore, the OC will be proactively engaged in the development of NERC reports. By providing early input into NERC, the OC can provide a valuable service to the industry, as well as support NERC in addressing its top priorities.

Action Plan – OC 4

- The OC will direct the Resources Subcommittee to coordinate with the NERC Performance Analysis Subcommittee to provide reports and information as needed.
- The OC will direct the Operating Reliability Subcommittee to coordinate with the NERC Reliability Assessment Subcommittee to provide reports and information as needed.
- The OC will provide input, review and endorse NERC’s annual State of Reliability report.
- The OC will assure OC representation, and will collaborate, with the appropriate subgroups on issues such as:
 - Reliability metrics
 - Operational Security
 - Interconnection frequency response
 - Performance analysis
 - Essential Reliability Services
 - Other groups identified by current and emerging technologies, such as inverter-based resources
- The OC will engage in the NERC Special Assessment Process by:
 - Providing feedback and recommendations on Special Assessment topics.
 - Providing feedback on Special Assessment Reports.
 - Assigning expert operations personnel, as needed, to assist in the development of Special Assessments.

Goal – OC 5

Improve the depth of the ongoing OC Activities.

The OC provides the industry with, information associated with the effectiveness of the day-to-day reliability of the BES, review of the effectiveness of ongoing personnel training activities, and impacts of BES issues.

Action Plan – OC 5

- The OC will oversee and guide the Personnel Subcommittee (PS) in the development and update of the manual for continuing education.
- Provide a process that assures high quality training for the BES personnel.
- Oversee continual education training and provide recommendations for improvement

- The OC will review, modify (as necessary), and approve sub-committee reports on the performance of the day-to-day reliability of the BES.
- The OC will participate in, review and submit (if appropriate) reports to industry on impacts associated with the BES.
- In order to enhance industry outreach and communication of reliability guidelines, reference documents and lessons learned, the OC process is as follows:
 - Single website location for all committee reliability guidelines and reference documents
 - Short overview of each of the reliability guidelines and reference document (similar to quick reference guide for LLS)
 - Formal rollout process for new and updated reliability guidelines and reference documents
 - Post links to single library location
 - Overview in the announcement of a reliability guideline and reference document
 - Communicate a clear purpose for any posting
 - Provide a contact for stakeholders to send comments/questions
 - Reliability guidelines will be grouped together based on focus area
 - Reference documents will be grouped together based on focus area
 - Lessons learned will be grouped together based on focus area
 - Webinars will be held for all new reliability guidelines and when updating a reliability guideline to discuss changes
 - Engage the Regional Entity by volunteering to present new reliability guideline and reference documents and updated guidelines and reference documents
 - Coordinate with forums and policymakers (governmental entities)
 - Identify reliability guidelines and reference documents that are under development and revision at the joint OC/PC/CIPC meetings