Department Review

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Vice President & Chief Administrative Officer

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- **Project Management Office ("PMO")**
- **Facilities**
- **Human Resources - Recruitment & Employee Relations**
- **Benefits & Compensation**
- **Human Resource Information Systems (HRIS) & Reporting**
- **Strategic Planning and Organizational Development**

Project Management Office

- **Support project management through standardized processes, procedures, tools, and training for all projects**
- **Shepherd projects from concept through delivery to business stakeholders**
- **Manage and report on the ERCOT project portfolio (excluding Nodal)**
- **Lead the prioritization of projects with market participants and business stakeholders**
- **Manage and provide the cost benefit analysis for projects**
- **Drive and report the CEO review of projects for Nodal impact**
- **Manage resource allocation across all projects, including Nodal**
- **Specific oversight of specific corporate projects (CO CART)**
- **Delivered 38 projects in 2008 and on target to deliver 33 projects in 2009 (projects reduced slightly due to focus on Nodal delivery)**

Recent Accomplishments for the PMO

- **Completed the data center expansion in Taylor on time and on budget to alleviate Nodal project risk**
- **On target to deliver new data centers and control center in 2011**
- **Delivered critical cyber and physical security**
- **Implemented numerous projects which increase efficiency, and streamline processes and allows for automated business controls**
  - Single-time entry
  - Automation of procurement and HR processes
- **Reduced staff and contractors based on the reduction in the number of projects from previous years – approximately $430,000 annualized savings**
- **Support to other Market project deliveries such as Advanced Metering, POLR/Expedited Switch, Reliability Assessment Tool, Large Wind Power Production**

- **MET Center Project**
  - Completion of the Bastrop control room and data center
  - Completion of new Taylor data center
- **Cyber Security Enhancements**
- **Data Research and Reporting (Replacement of the ESI ID Tracking System – ETS and reporting requirements)**
- **Information Lifecycle Management**
- **Completion of POLR and Expedited Switch**
- **Records Management**
- **Other enhancements requested by PUCT or by protocol revisions**

Facilities

- **Currently manage approximately 215,000 square feet of office space including 5,200 square feet of data center white space**
- **Construction of two new buildings in 2010**
  - Taylor data center – 22,000 square feet (6,000 white space)
  - Bastrop data center and control room – 36,000 square feet (5,000 white space)
- **Plan and execute employee & contractor moves**
- **Reconfigure conference rooms and A/V support for more than 700 annual meetings**
- **Manage Data Center power and cooling, equipment installations, decommissions and reconfigurations**
- **Provide health & safety program and Pandemic Plan**
- **Manage Business Continuity planning and execution**
- **Handle shipping, receiving and mail delivery**

ERCOT

Recent Accomplishments in Facilities

- **Renegotiated ERCOT's energy cost – approximate savings: $360,000 (annualized)**
- **Reduced cubical size in Taylor from 8x10 to 6x6 to allow for data center expansion and growth – approximate savings: $450,000 in lease expense ($100,000 for 2009 due to a $350,000 one-time cost of additional cubes)**
- **Terminated contractors and hired employees to handle HVAC and electrical needs – approximate savings: $100,000**
- **Re-bid janitor supplies – approximate savings: $10,000**
- **Replaced copy machines in the Met center with lower cost machines – approximate savings: $3,000**
- **Negotiated new facilities tax rebates and abatements of 50% to 85%, depending on year and location, for a potential savings of up to $2,000,000 over a ten-year period**

- **Guide the recruiting, background checks and orientation for new hires**
- **Handle employee relations issues**
- **Build and maintain the mentoring and internship programs, which provide our feeder pool for technical positions**
- **Handle immigration filings, postings and other issues of our diverse workforce**
- **Coach and train managers on the handling of employee issues**
- **Drive the semi-annual employee performance review process**
- **Manage the termination process, exit interviews and board reporting**
- **Develop and maintain all HR policies, standards and procedures**
- **Investigate EthicsPoint issues and other employee concerns**
- **Manage unemployment claims, drug testing program and EEOC claims, as required**

- **Reduced the use of outside recruiters – approximate savings: over $200,000**
- **Developed a college recruiting and mentoring program**
- **Focused on reduction of turnover**
  - 14.1% in July 2008 to 7.1% in September 2009 (3.2% voluntary)
- **Designed and developed the Employee Information Share Point to provide one website for employees and managers to locate information**
- **Designed workflow in the Lawson system to automate the recruitment process and reduce paperwork for managers**

Benefits & Compensation

- **Selection, design, compliance, tax filings (5500's), external audits and day-to-day management of ERCOT's benefit plans**
  - 401(k)
  - Medical, dental, long and short-term disability, life, vision, voluntary life and AD&D
  - Flexible spending and dependent plans
  - Employee Assistance Program
  - COBRA administration
- **Design and development of ERCOT compensation structure, job descriptions, compensation surveys and technical track administration**
- **Management of the employee leave program including the administration of the family medical leave (FMLA) requirements**
- **Design benefit orientation, workers compensation claims, open enrollment and the annual health fair and wellness programs**
- **Organize annual merit review process**

Recent Accomplishments in Benefits and Compensation

- **Managed Benefit Expenses**
  - Increased deductibles and shared increased cost of ERCOT medical plan with employees
  - Changed providers for life and disability coverage to reduce expense
  - Changed stop loss provider to eliminate increased expense for 2010
- **Designed and implemented a technical track to assist with retention of our critical technical employees**
- **Implemented an automated workflow process for leave administration which will reduce manager's time and improve reporting accuracy**
- **Implemented new automated compensation system for merit**

- **User maintenance of the Lawson System**
  - Setting up open enrollment
  - Position control
  - System changes in benefit plans
- **Employee hardcopy file and system maintenance for all employee records and adjustments**
- **Verification of employment**
- **I-9 file maintenance**
- **EEOC and other required reporting**
- **SAS 70 employee reports (terminations, transfers, hires, etc.)**
- **Management of the employee rewards and recognition program**
- **Affirmative Action Plan reporting and requirements**

Strategic Planning & Organizational Development

- Manage RFP process for the review of ERCOT's 2011-2015 Strategic Plan and staffing requirements
- Assist the management team in developing and reviewing ERCOT's vision, mission, and values
- Develop a communication plan to align the Strategic Plan with business objectives, budget requirements, key performance indicators (KPIs) and individual performance expectations
- Work with various departments on tasks required when Nodal goes live, assess the skill set of current staff and determine gaps for ERCOT readiness
- Manage, develop and deliver required training as determined by review of current and future needs of the organization (reduced external training)
- Provide management training for ERCOT leadership

Budget & Staffing

Departments	Current Staffing Level	2009 Budget	2010 Budget Request
Project Management Office	15	1,682,448	1,250,768
Facilities	19	4,687,269	4,451,249
Human Resources	5	1,691,625	1,342,230
Benefits & Compensation	3	383,452	539,061
HRIS & Reporting	3	520,063	521,909
Strategic Planning & Organizational Development	3	407,379	626,387

Questions?