



**Date:** May 7, 2013  
**To:** Board of Directors  
**From:** Karl Pfirrmann, H.R. and Governance (HR&G) Committee Chair  
**Subject:** HR&G Committee Charter

**Issue for the ERCOT Board of Directors**

**ERCOT Board of Directors Meeting Date:** May 14, 2013

**Agenda Item No.:** 11.1

**Issue:**

Whether to approve any revisions to the HR&G Committee Charter.

**Background/History:**

The HR&G Committee Charter requires that the HR&G Committee review and assess the adequacy of the HR&G Committee Charter annually and recommend any proposed changes to the Board.

The HR&G Committee reviewed the HR&G Committee Charter at its January 14, 2013 and March 18, 2013 meetings. The HR&G Committee is expected to consider proposed revisions to the HR&G Committee Charter at its May 13, 2013 meeting.

Proposed revisions to the HR&G Committee Charter which are intended to better track the current practices of the HR&G Committee were provided as part of the March 19, 2013 Board of Directors (Board) meeting materials. These revisions were prepared by ERCOT Legal in an effort to identify more easily the Committee's duties and responsibilities, the minimum frequency of review of such matters, and identification of whether such matters require recommendations to the Board for approval. While the proposed format of the HR&G Committee Charter has changed significantly, the intent was to retain the content as currently constructed or consistent with historic practice. Andrew Dalton, current HR&G Committee member and past HR&G Committee Chair, also suggested that minimum frequency of review of topics should be better defined by including an outer limit, for example, "Periodically, but not less frequent than X months {or X years}". In addition, ERCOT staff suggested a revision relating to the review (rather than approval or ratification) of ERCOT benefit plans.

Since March 2013, one additional set of revisions has been suggested by Mr. Dalton and ERCOT staff to address the HR&G Committee's review of ERCOT's severance policy. The additional set of edits suggested by Mr. Dalton and ERCOT staff have been identified in red-lined format in a clean copy of the Committee Charter incorporating all changes proposed to the HR&G Committee and the Board in March and May 2013, for easier viewing, as *Attachment A*.

At its May 13, 2013 meeting, the HR&G Committee may recommend that the Board adopt, reject, or amend the revisions to the HR&G Committee Charter at the May 14, 2013 Board meeting.

**Key Factors Influencing Issue:**

The HR&G Committee Charter identifies the functions that the HR&G Committee is to perform and is reviewed annually to ensure that the HR&G Committee continues to address relevant issues and to assist the Board in providing necessary oversight consistent with fiduciary duties.

**Conclusion/Recommendation:**

The HR&G Committee is expected to review these proposed changes to the HR&G Committee Charter at its May 13, 2013 meeting, and is expected to recommend to the Board whether any HR&G Committee Charter revisions should be made. If the HR&G Committee recommends revisions to the HR&G Committee Charter, then it is expected that the HR&G Committee will recommend that the revisions become effective upon approval by the Board.



**ELECTRIC RELIABILITY COUNCIL OF TEXAS, INC.**  
**BOARD OF DIRECTORS RESOLUTION**

WHEREAS, after its meeting on May 13, 2013, the Human Resources and Governance (HR&G) Committee of the Board of Directors of Electric Reliability Council of Texas, Inc. (ERCOT) has recommended revisions to the HR&G Committee Charter consistent with the document appended to this resolution and incorporated as *Attachment A* hereto;

WHEREAS, after due consideration of the alternatives, the Board deems it desirable and in the best interest of ERCOT to revise the HR&G Committee Charter as recommended by the HR&G Committee; and

THEREFORE, BE IT RESOLVED, that the HR&G Committee Charter is revised consistent with *Attachment A*, to be effective immediately.

**CORPORATE SECRETARY'S CERTIFICATE**

I, Vickie G. Leady, Assistant Corporate Secretary of ERCOT, do hereby certify that, at its May 14, 2013 meeting, the ERCOT Board passed a motion approving the above Resolution by \_\_\_\_\_.

IN WITNESS WHEREOF, I have hereunto set my hand this \_\_\_\_ day of May, 2013.

\_\_\_\_\_  
Vickie G. Leady  
Assistant Corporate Secretary



**ELECTRIC RELIABILITY COUNCIL OF TEXAS, INC.  
HUMAN RESOURCES AND GOVERNANCE  
COMMITTEE CHARTER**

**Purpose**

The Human Resources and Governance Committee (the “Committee”) of the Board of Directors (“Board”) of Electric Reliability Council of Texas, Inc. (“ERCOT”) shall be responsible for review and oversight of:

1. Human resource matters, including:
  - a. Compensation of ERCOT’s Chief Executive Officer (“CEO”), all other ERCOT officers and employees;
  - b. Performance of the CEO and all other ERCOT officers;
  - c. Organizational planning, including succession planning;
  - d. Employment agreements;
  - e. Staffing-level risks; and
  - f. Key performance indicators;
2. Governance matters, including:
  - a. All matters pertaining to the Unaffiliated Directors except those reserved by the Nominating Committee;
  - b. ERCOT’s governing documents and Board policies and procedures;
  - c. Board-training opportunities;
  - d. Organizational strategic planning;
  - e. Ethics policies;
  - f. Overall governance structure of ERCOT;
3. External affairs matters, including:
  - a. Development of policy messages for ERCOT; and
  - b. Governmental relations.

The Committee will review and oversee any other matters as assigned by the Board.

**Membership and Qualification**

**Committee Composition, Committee Member Qualifications and Term**

The Board members shall decide from among themselves who shall participate in the Committee. The Committee shall be comprised of representatives from at least two Market Segments and at least two Unaffiliated Directors. Each Committee member (“Committee Member”) shall also meet any experience requirements as may be established from time to time by the Board. The term of the Committee and its Committee Members shall be for not more than one year.

**Election of Committee Chair and Chair Qualifications**

The Chair of the Committee shall be elected through a majority vote of the Committee Members. The Committee Chair shall not be the CEO of ERCOT.

## **Authority**

### **Power to Investigate**

In discharging its oversight role, the Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities and personnel of ERCOT and the power to retain outside counsel or other experts for this purpose. All employees are directed to cooperate as requested by the Committee or any of its Committee Members for Committee purposes. The Committee may request any officer or employee of ERCOT, ERCOT's outside counsel or ERCOT's independent auditors to attend a meeting of the Committee or to meet with any Committee Member or any consultants to the Committee.

The Committee may appoint workgroups or task forces to investigate and/or make recommendations to the Committee or the Board regarding issues defined by the Committee. Members of such workgroups or task forces need not be Directors. Such workgroups or task forces shall have no authority to bind the Committee, the Board or ERCOT.

### **Quorum and Action by Committee Members**

The presence of at least half of the Committee Members who are duly assembled to conduct authorized business of the Committee shall constitute a quorum. At any meeting at which a quorum exists, the act of a majority of the Committee Members present at a meeting shall be the act of the Committee. For the purposes of voting, Committee Members who recuse themselves from voting on an issue shall not be counted as present for that vote.

### **Duties and Responsibilities**

The chart attached hereto as Attachment A summarizes the duties and responsibilities of the Committee.

## **Meetings**

### **Frequency of Meetings**

The Committee shall meet, as needed, at the discretion of the Committee Chair, but at least annually.

The Committee Chair, in consultation with the Board Chair and the CEO or delegated ERCOT Staff, shall develop the agenda, the frequency and length of meetings, and shall have unlimited access to ERCOT's management and information for purposes of carrying out the functions of the Committee. The Chair shall establish such other rules, as may from time to time be necessary and proper for the conduct of the Committee.

### **Attendance at Open Session and Executive Session of Committee Meetings**

Any member of the public may attend and participate in the open session of Committee meetings. The executive session of the Committee meeting shall be closed to the public to enable the Committee to address sensitive matters, such as confidential personnel information, contracts, lawsuits, competitively sensitive information, or other information related to the security of the regional electrical network. The Committee may request that any officer or employee of ERCOT, or any other person, whose advice and counsel are sought by the

Committee attend the executive session of the Committee meeting to provide the pertinent information requested by the Committee. In addition, during the executive session of a Committee meeting, the Committee may exclude any persons who are not Directors, the Directors' Segment Alternates, or the Directors' Alternate Representatives.

#### Participation and Voting During Committee Meetings

Board members who are not Committee Members (including Segment Alternates and Alternate Representatives) may attend and participate in all Committee meetings, but may not participate in Committee voting.

#### Minutes

The Corporate Secretary, or his or her designee, is responsible for preparing or causing to be prepared the minutes of the Committee's meeting, filing the minutes with the corporate records of ERCOT, and sending, or causing to be sent, copies of such minutes to each of the Committee members.

#### Self-Evaluation

Annually, the Committee shall conduct a self-evaluation of its performance and, in light of this self-evaluation, consider changes in its membership, Charter, or procedures. The Committee shall report to the Board the results of its evaluation, including recommended Charter, membership, and other changes, if any.



Human Resources and Governance Committee – Duties and Responsibilities

No.	Description of Committee Duty/Responsibility	Minimum Frequency	Recommendation to Board for Approval
<b>1.</b>	<b>Human Resource Matters</b>		
<b>a.</b>	<b>Compensation of ERCOT's CEO, all other ERCOT officers and employees</b>		
(1)	Review ERCOT's general compensation philosophy, strategy, policies and programs.	Periodically but no less than once every two years	Yes
(2)	Review the compensation package and employment terms of the CEO.	As needed	Yes
(3)	Review the CEO's recommendations regarding compensation levels of officers, and report to the Board if there is any disagreement between a Committee Member and the CEO regarding the CEO's recommendations.	Annually	No
(4)	Investigation of the compensation practices and strategies of comparable organizations, as well as industry trends, to evaluate the prudence and adequacy of ERCOT's overall and executive compensation programs and strategies.	Periodically but no less than once every two years	No
(5)	Review administration of executive compensation and benefit plans.	Periodically, but no less than once every two years	No
(6)	Review ERCOT's employee benefit plans.	Annually (at least for the next few years as the Patient Protection and Affordable Care Act rolls into effect)	No
(7)	Review 401(k) Savings Plan audit report. (Recommendation for acceptance of the 401(k) Savings Plan audit report will be made by Finance and Audit Committee.)	Annually	No
(8)	Review the ERCOT Benefits Committee's annual status report and performance of the duties delegated to it by the Board, including the design, operation and maintenance of employee benefits plans. Report to the Board if there is any disagreement between a Committee Member, a member of the Benefits Committee or the CEO regarding any aspect of the Benefits Committee's performance of the duties delegated to it by the Board.	As needed, but no less than annually	No
(9)	Retain and terminate services of consulting firms engaged to evaluate ERCOT's	As needed	In accordance with



No.	Description of Committee Duty/Responsibility	Minimum Frequency	Recommendation to Board for Approval
	compensation packages.		Board Policies and Procedures
<b>b.</b>	<b>Performance of the CEO and all other ERCOT officers</b>		
(1)	Evaluation of the CEO's performance against the goals and objectives set for the CEO by the Committee or the Board each year (or other relevant time period). Recommendation to the Board for approval regarding the CEO's performance or any recommended changes to the CEO's compensation package and employment terms based on the CEO's performance or contract.	Annually and as needed	Yes
(2)	Review of the CEO's performance evaluation of all other officers, or other employees the CEO identified for the Committee, against the Board approved KPIs or any other Board approved goals and objectives for ERCOT.	Annually and as needed	No
<b>c.</b>	<b>Organizational planning, including succession planning</b>		
(1)	Consider election of CEO.	Annually	Yes
(2)	Consider ratification of CEO's recommendation of officers.	Annually	Yes
(3)	Consultation with the CEO and advice to the Board with respect to succession planning for officers, executives or other key employees identified by the CEO or the officer primarily responsible for the oversight of ERCOT's Human Resources department.	Annually and as needed	No
(4)	Review organizational succession planning.	Annually	No
<b>d.</b>	<b>Employment agreements</b>		
(1)	Review all employment agreements with ERCOT, including <del>severance and</del> retention agreements.	Periodically, but no less than every two years or 6 months prior to the termination of any such agreement	Yes
(2)	<u>Review severance policy</u>	<u>Every 2 years or as needed</u>	<u>No</u>
<b>e.</b>	<b>Staffing-level risks</b>		
(1)	Advise the Board on risks pertaining to staffing levels, employment trends, skills that are in high demand or difficult to replace and other employee-related issues.	Annual and as needed	No



No.	Description of Committee Duty/Responsibility	Minimum Frequency	Recommendation to Board for Approval
<b>f.</b>	<b>Key performance indicators</b>		
(1)	Review ERCOT's key performance indicators ("KPIs") or any other goals and objectives of ERCOT, as applicable. Recommendation to the Board for approval of annual KPIs.	Annual and as needed	Yes for annual KPIs
<b>2.</b>	<b>Governance Matters</b>		
<b>a.</b>	<b>All matters pertaining to Unaffiliated Directors except those reserved by the Nominating Committee</b>		
(1)	Consider and plan for the orderly re-appointment or succession of existing Unaffiliated Directors. The Nominating Committee has primary responsibility for identifying and determining the qualifications of new Unaffiliated Directors if the recommendation of the Committee is that a new Unaffiliated Director is needed.	Annually	Yes
(2)	Consideration of Unaffiliated Director compensation and reimbursement matters.	Periodically, but no less than once every two years	Yes
<b>b.</b>	<b>ERCOT's governing documents and Board policies and procedures</b>		
(1)	Review proposed modifications to the ERCOT (i) Articles of Incorporation, (ii) Bylaws, or (iii) the Board Policies and Procedures.	Annually	Yes
<b>c.</b>	<b>Board-training opportunities</b>		
(1)	Consideration of training opportunities to enhance the Board's performance, and keeping apprised of the latest corporate governance trends and issues.	Annual and as needed	No
<b>d.</b>	<b>Organizational strategic planning</b>		
(1)	Review ERCOT's five-year strategic plan.	Annually	No
<b>e.</b>	<b>Ethics policies</b>		
(1)	Review ethics agreements for ERCOT employees, Directors and Segment Alternates.	Annually and as needed	Yes for modifications
<b>f.</b>	<b>Overall governance structure of ERCOT</b>		
(1)	Review the overall governance structure of the Board, including the number, focus and membership of Board Committees and subcommittees, including the periodicity of meetings.	Periodically, but no less than once every two years; Annually for periodicity of meetings	Yes for modifications



No.	Description of Committee Duty/Responsibility	Minimum Frequency	Recommendation to Board for Approval
<b>3.</b>	<b>External Affairs Matters</b>		
<b>a.</b>	<b>Development of policy messages for ERCOT</b>		
(1)	Review of ERCOT's high-level policy messages.	Annually and by no later than November in even numbered years and as need during odd numbered years.	No
<b>b.</b>	<b>Governmental relations</b>		
(1)	Review of ERCOT's governmental relations efforts, including those related to the Legislature and Public Utility Commission of Texas.	Annually and by no later than November in even numbered years and as need during odd numbered years.	No
<b>4.</b>	<b>General and Administrative</b>		
(1)	Elect Committee Chair and Vice Chair.	Annually	No
(2)	Designate Corporate Secretary or designee as Committee Secretary.	Annually	No
(3)	Report to the Board of the deliberations, actions, and recommendations of the Committee.	As needed	No
(4)	Review and assessment of the adequacy of this Charter.	Annually	Yes
(5)	Conduct Committee self-evaluation.	Annually	No
(6)	Retention or termination of the services of consulting firms engaged to assist the Committee.	As needed	In accordance with Board Policies and Procedures
(7)	Investigate matters brought to the Committee's attention.	As needed	Possibly
(8)	Meet as deemed necessary by the Committee Chair.	As needed	No
(9)	Approve Committee minutes.	As needed	No
(10)	Review Committee meeting calendar.	As needed	No
(11)	Perform such other duties and responsibilities as assigned by the Board.	As needed	Possibly