

FY 2013 Agency Targets – November 7, 2012

Western sets key agency targets that the organization as a whole is responsible for achieving in the specified year. These targets serve as indicators of the agency's annual performance and are incorporated into individual annual performance plans as applicable.

Customer Perspective

Power Marketing - Power Allocations, Rates and Reliability

- 1) **Boulder Canyon Project Marketing** The Hoover Power Allocation Act of 2011 (Legislation) sets forth how power from the Boulder Canyon Project (Hoover) will be marketed post-2017. The post-2017 marketing process is expected to be completed in the summer of 2015. The marketing objectives include carrying forward the directives as provided in the Legislation, conforming the Hoover marketing process to the Legislation, allocating the Schedule D Resource Pool to new allottees, developing and executing contracts, and initiating service October 1, 2017.

EOY Targets:

Q1: Propose resource pool marketing criteria and call for applications.

EOY: Finalize resource pool criteria in preparation for power allocation and contracting processes.

Lead: DSW Power Marketing Manager

Organizational Support: OGC, WLO

Responsible Senior Manager: DSW Regional Manager

- 2) **Protect the Value of Hydro-power Resources** Actively engage in and provide leadership for initiatives to influence decision-making in hydro-power forums such as the Grand Canyon Adaptive Management Program and Central Valley Project Improvement Act implementation.
 - a) Colorado River Storage Project (CRSP) - Actively participate in forums for each major generating asset and Colorado River annual operations planning support research and endangered fish recovery efforts throughout the basin in order to protect the value of the hydro-power resource.

EOY Target:

Mitigate any adverse actions that could result in deteriorating the value of the existing hydropower base.

Lead: CRSP MC

Organizational Support: N/A

Responsible Senior Managers: CRSP MC Manager

- b) Central Valley Project - continue to meet with Reclamation and participate in cost allocation processes to protect the value of the resource.

EOY Target:

Maintain or improve existing cost allocation levels.

Lead: SNR

Organizational Support: N/A

Responsible Senior Managers: SNR Regional Manager

- c) Pick Sloan Missouri Basin Project (UGP) - Actively participate in forums for each major generating asset and Missouri River annual operations planning support research and endangered species recovery efforts throughout the basin in order to protect the value of the hydro-power resource.

EOY Target:

Mitigate any adverse actions that could result in deteriorating the value of the existing hydropower base.

- 3) **Federal Hydro Performance** Make progress on developing meaningful metrics to measure hydro performance.

EOY Target:

Q2: Define and initiate a benchmarking study in cooperation with the PMAs, Bureau of Reclamation, and US Army Corps of Engineers.

Lead: Project Manager TBD

Organizational Support: Regional Managers/CRSP Manager

Responsible Senior Managers: TBD/Customer Service Senior Standing Team

- 4) **Transmission System Performance** To maintain high system performance, study, develop and establish system performance metrics and set appropriate performance targets, based upon validated industry practice, for initial use in FY 2014.

Q1: Develop study plan.

Q2: Conduct and complete study.

Q3: Western-wide metrics defined.

EOY: Transmission System Performance metrics and targets based upon validated industry practice are ready to use in FY 14.

Lead: PSOC

Organizational Support: WMMC

Responsible Senior Managers: COO

Transmission System Infrastructure and Grid Modernization

- 5) ★ **Transition the Grid** Facilitate a more resilient and flexible electric grid.

- a) Evaluate potential improvements for NERC reliability standards compliance, response to solar flares, and response to the September 2011 Arizona-Southern California Outage Report.

EOY Target:

TBD based upon DOE and Western assessment of Joint Outreach Team recommendations.

Lead: TBD

Organizational Support: TBD

Responsible Senior Managers: TBD

- 6) ★ **Transmission Planning and Cost Allocations** Participate in regional and interregional planning and cost allocations compliance development efforts related to Federal Energy Regulatory Commission Order No. 1000.

EOY Target:

Western staff completes development of proposed tariff revisions needed for Western to comply with the regional planning aspect of FERC Order 1000. The proposed changes undergo internal consideration by Western's functional managers and senior managers in preparation for the proposal that will be put forth for eventual review and comment in the public process. Order 1000 interregional planning aspects are dependent on outcomes of interregional discussions, which will not be concluded until at least the spring of 2013.

Lead: Compliance Development Effort: Regional Subject Matter Experts; Filing Development: Open Access Services Compliance Advisor, OGC Attorney-Advisor

Organizational Support: PSOC

Responsible Senior Managers: RMR Senior Sponsor, Regional Managers/CRSP, COO, OGC

- 7) ★ **TIP** The Transmission Infrastructure Program (TIP) facilitates renewable energy development and transmission expansion by evaluating, investigating, selecting, and funding new transmission project(s) under authority granted in the 2009 amendment to the Hoover Power Plant Act of 1984. TIP is currently evaluating and assesses its program implementation.

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EOY Targets:

- a) Manage construction of the Electrical District 5 – Palo Verde Hub project within the scope, schedule, and cost defined in the project plan.

Lead: Project Manager, DSW

Organizational Support: Per the Project Plan

Responsible Senior Managers: DSW Regional Manager, TIP Manager

- b) Continue the TransWest Express Project developmental activities according to the funding agreements, contracts, and project plan.

Lead: Project Manager, TIP

Organizational Support: Per the Project Plan

Responsible Senior Managers: TIP Manager

- c) Implement the Internal Program Assessment and approved Transmission Program Optimization Team recommendations.

Lead: TIP

Organizational Support: Per the Project Charter

Responsible Senior Managers: TIP Manager

8) **★Smart Grid**

- a) Support the Western Interconnection Synchrophasor Program (WISP) by continuing to update and maintain Western's phasor measurement units and phasor data concentrator. The WISP Wide Area Network (WAN) is planned through 2016 with the Harris Corporation, and it is anticipated that this WAN will continue beyond 2016 to network important operations data.

EOY Target:

Achieve project deliverables and schedule including WISP WAN and visualization tools. PMUs are installed at five sites.

Lead: CSO System Control Manager

Organizational Support: RMR Maintenance and Information Technology and DSW Maintenance and Information Technology

Responsible Senior Managers: COO

- b) Provide streaming real-time data to the Mid-West Independent System Operator through synchrophasors installed in FY 2012.

EOY Target:

Q2: Complete the project.

Lead: UGP

Organizational Support: UGP Maintenance and Information Technology

Responsible Senior Managers: UGP Regional Manager

- 9) **★Address Current and Future Demands on the Transmission System** Invest in Western's infrastructure with available funding to address current and future demands on the transmission system and mature use of risk-based asset management practices to ensure that funding is applied to the most critical capital needs.

EOY Targets: Green on the following:

- a) Execute Appropriated Capital (Western Construction Funding) investments for the fiscal year between 95 percent and 100 percent based upon allocations received.

Lead: WMMC

Organizational Support:

Responsible Senior Managers: Regional Managers, CFO, COO

- b) Project Performance - Improve the effectiveness of Western's tracking and reporting practices currently applied to formal capital improvement projects.

EOY Targets:

Q2: Using existing industry practices, review existing practices and metrics.

Q3: Prepare and propose improvements and identify actions needed to integrate the improvements effectively into Western's processes.

EOY: Senior Management decision on proposal.

Lead: PMAG

Organizational Support: COO

Responsible Senior Managers: Senior Executive Team

- c) Continue involvement in regional transmission planning to insure the most critical upgrades or new projects are consistent with Western's 10-year plans and funding availability.

Lead: Transmission Planning Team

Organizational Support: PSOC

Responsible Senior Managers: Regional Managers

- d) Continue executing the Asset Management Program Improvement Project Plan. The full implementation of this project will take until calendar year 2014.

Q3: Make Critical Decision 2, which is to define the program elements and obtain approval of the program elements.

Lead: Project Manager, Asset Management Program Improvement Project

Organizational Support: Identified in Project Plan

Responsible Senior Managers: Senior Executive Team

Resource Integration and System Optimization

- 10) ★ **Enhanced Services for the Grid** Evaluate potential enhanced services to facilitate transition to a more resilient and optimized grid.

EOY Target: As a member of WECC and the Joint Initiatives Group, offer intra-hour scheduling to increase the grid's and market's ability to respond to supply and demand fluctuations, particularly for variable energy resources.

Lead: PSOC

Organizational Support: Operations Staff

Responsible Senior Managers: COO, CRSP/MC Managers, DSW RM, UGP RM and RMR RM

- 11) ★ **EIM** Continue to participate in and monitor Regional or West-wide Forums on Energy Imbalance Market (EIM) Proposals in order to understand and to keep abreast of the power industry's market design efforts to establish an EIM; effectively represent Western's interests so that should a decision be made to join or to actively participate in a West-wide EIM, Western will be appropriately ready and positioned.

EOY Target:

After updating the NREL study to address some of the data and modeling concerns that stakeholders expressed at the September 2012 PUCeim conference, Western's Senior Management team is expected to charter a multi-disciplinary team to guide Western's effort to evaluate and, as appropriate, develop the associated project plan to implement EIM. The team will produce a project plan within 3 months after the CD-0 is approved to manage Western's EIM evaluation, analysis, and decision-making processes. The Project Plan will identify major milestones, the resources needed, and a projected timeline/schedule.

Lead: Industry Restructuring Advisor

Organizational Support: TBD in Project Plan

Responsible Senior Managers: TBD in Project Plan

Energy Efficiency

- 12) ★ **Energy Services Program** The Program will provide knowledge transfer, equipment loans, and an awards and recognition program to facilitate the voluntary promotion of energy efficiency among firm power customers.

EOY Target: Establish meaningful measures for use in FY14.

Lead: Technical Services Manager and CSO Energy Services

Organizational Support: Energy Services Staff, Chief Strategy Officer, Customer Service Senior Standing Team

Responsible Senior Managers: COO

Financial Perspective

Cash Management

- 13) Ensure there are sufficient funds available to cover operational cash requirements, including Purchase Power and Wheeling, alternative financing, and cash transfers.

EOY Target:

Western returns 100 percent of the annual “Net Zero” appropriation from net receipts by fiscal year end.

Lead: CFO

Organizational Support: Regional Financial Managers

Responsible Senior Managers: CFO, CRSP/MC Manager, Regional Managers

Financial Statement Integrity

- 14) Ensure that the consolidated power system financial statements fairly present Western's financial position, operations, and cash flows to support power rate development in compliance with DOE Order RA6120.2.

EOY Target: Western obtains an unqualified audit opinion for FY2012.

Lead: CFO

Organizational Support: Regional/CSO Financial Managers

Responsible Senior Managers: CFO, TIP, Regional Managers, CRSP/MC Manager

- 15) Intentionally left blank.

Treasury Payments

- 16) Western meets its payment obligations for TIP borrowing authority.

EOY Target: All TIP treasury repayment requirements are met in accordance with Western's Treasury Memorandum of Understanding.

Lead: CFO

Organizational Support: Regional/CSO Financial Managers

Responsible Senior Managers: CFO, TIP

Access to Capital

- 17) ★ Provide a sustainable capital funding portfolio to ensure Western has sufficient means to sustain its power and transmission assets.

EOY Target:

Q2: Identify alternative sources that present a viable solution for additional capital funding.

EOY: Develop a plan for execution.

Lead: CFO

Organizational Support: Western-wide

Responsible Senior Managers: Senior Executive Team

Earned Value Management

- 18) Continue to apply Earned Value Management System on appropriate projects (EVMS).

EOY Target: EVMS is applied to 100 percent of construction projects with Total Estimated Cost of \$20M (appropriated) or more. For projects less than \$20M, apply EVMS on projects determined high risk by Senior Sponsor.

Lead: PMAG

Support: Western Project Managers

Responsible Senior Managers: TIP, CFO, COO, CRSP/MC Manager, DSW, RMR, SNR, UGP (BIDDS Maximo Upgrade, TWE, and ED5-PVH sponsors)

Operational and Managerial Excellence Perspective

Cyber Security

19) ★ Establish a consistent approach and process to ensure mature cyber security compliance across Western using the Electric Subsector Cyber Security Maturity Model (ES-C2M2).

a) Each Region and the CSO will conduct the Cyber Maturity Model assessment to identify its current state and will complete the following:

EOY Targets:

Q1: Benchmark current cyber security capabilities from the four Regions and CSO using C2M2.

Q2: Conduct an overall Western evaluation of the results of each Cyber Maturity Model assessment and determine the actions Western will take by EOY to enhance maturity in each Region/CSO.

Lead: CIP Program Manager and Reliability Compliance Manager

Organizational Support: CST and RSCT

Responsible Senior Manager: Senior Standing Team for Technology

b) The Cyber Security representatives from each Region and CSO will work together on one standard best practice for the application of NERC and other cyber standards to be applied across Western.

EOY Targets:

Q3: Assess current business practices and standards.

Q4: Identify cyber security priorities and develop a plan.

EOY: A plan of work is in place that defines the standards, practices and policies to support one best practice implementation for NERC CIPS.

Lead: DSW Regional Information Officer

Organizational Support: CST, RSCT and WCIOC

Responsible Senior Manager: Senior Executive Team for Technology and Senior Electric Regulatory Standards Compliance Team

Operational Performance, Efficiencies, and Improvement

- 20) ★ **Power Operations Study** Improve operations and transmission services processes and activities based upon recommendations from the Operations Study issued in August 2012.

EOY Targets:

- Q1: Compare JOT recommendations to Power Operations Study recommendations; prioritize recommendations and develop next steps.
Q3: A plan for addressing at least 3 of the recommendations has been developed and implementation is underway.

Lead: PSOC

Organizational Support: TBD based upon actions adopted.

Responsible Senior Managers: Senior Sponsors, COO, Regional Managers

- 21) **Reliable Service** Provide reliable service as measured by Western’s Accountable Outage (AO) index, which is calculated using a 12-month rolling average. The index monitors the rolling average and indicates whether or not Western is on track with Accountable Outages. Results are rated as follows:

- Green - A negative AO Index number indicates Western has sustained less than the historic average number of Accountable Outages.
- Green - An AO Index that is greater than zero, but less than 1 (standard deviation) indicates that Western has sustained more than the historic average number of Accountables, but is within acceptable limits and considered to be performing well.
- Yellow - If the AO Index is calculated to be more than 1 (standard deviation), but less than 2 (standard deviations), Western has sustained well above the historic average number of Accountable Outages, and action should be taken in order to get back on track.
- Red - In the event that the AO Index is determined to be higher than 2 (standard deviations) Western must take immediate action to mitigate this unacceptable state.

EOY Target: Green Accountable Outage index.

Lead: PSOC

Organizational Support: Senior Power Operations Specialist

Responsible Senior Managers: COO, Regional Managers

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- 22) ★ **Reliability Compliance** Pursuant to Section 1211 of EPAct 2005 and NERC reliability standards, operate the elements of the Bulk Electric System within equipment and electric system limits in order to prevent uncontrolled separation or major cascading failures of the Bulk Electric System.

EOY Target:

Meet NERC reliability compliance standards while avoiding High Risk Violations and submitting Mitigation Plans in a timely manner. Both sub-elements are green:

- a) **High Risk Violations:** No instance of a "High Risk Factor" technical violation with a "high" or "severe" violation severity level.
- b) **Mitigation Plans:** 100 percent of WAPA NERC Reliability Standard mitigation plan milestones are completed for technical compliance and 100% of NERC Reliability Standard mitigation plan milestones are completed for documentation.

Lead: PSOC

Organizational Support: Senior Power System Operations Specialist, PMMC, RSCT, WCIOC, and WMMC

Responsible Senior Managers: Regional Managers/CRSP Manager, COO

- 23) ★ **The Operations Consolidation Implementation Project** Reduce the number of control centers and establish common tools and business practices. This initiative establishes centralized dispatching with fully staffed backup centers to assist each other or fully control the system in emergencies. It also provides for a significant increase in situational awareness of surrounding Balancing Authorities and transmission providers in the region.

EOY Targets:

Q1: Using lessons learned from Phase 1 of OCI, establish project plans and identify project managers for Phase 2 subprojects:

Q2: Start merger of SCADA systems

Q2: Phase I of PI Historian

Q3: Phoenix Operations phone system upgraded (TBD)

Q3: Start Conversion of TIGER scheduling for Operations to WebScheduler, Report Builder (retire TIGER)

Q3: Start Conversion of TIGER Settlements to WebScheduler, WebAccounting, Report Builder (retire TIGER)

EOY: Phase II of PI Historian

EOY: Finish migration of DSW Settlements to WebAccounting (PI Historian Phase II dependency)

Lead: RMR Power Operations Program Manager

Organizational Support: TBD in Project Plans

Responsible Senior Managers: RMR Regional Manager, DSW Regional Manager, and CRSP/MC Manager

- 24) **Common Power Billing System** Continue implementation of the Western Power and Transmission Billing System.

EOY Targets:

- Q1: Complete Adjustments to Network Integrated Transmission and Regulation Services billing
Q2: Complete analysis of identified gaps for Phase IV – SNR Implementation
Q3: Production release of Customer External Portal
EOY: Complete plan for migration of Discoverer Ad-Hoc Reporting to Western's Enterprise Business Objects.

Lead: WPTBS Project Manager

Organizational Support: Per the Project Plan

Responsible Senior Managers: CIO, Regional Managers

- 25) **Data Center Consolidation** Complete the Primary and Secondary centers on schedule, in scope, and within budget.

EOY Targets:

- Q1: Complete Microsoft Office SharePoint Server (MOSS) 2010 build-out in Primary. Complete Active Directory/Exchange migration and migrate MOSS 2007 data to Primary
Q2: Decommission Novell environment Western-wide.
Q3: Complete site survey and preparation for Secondary data center build-out

Lead: CSO IT Operations Manager

Organizational Support: WCIOC

Responsible Senior Managers: CIO

Maintenance Management

- 26) Effectively manage Western-wide craft workforce time spent on activities that directly benefit the transmission system.

EOY Target: Target Western-wide craft workforce maintenance goals on a one-year moving average of higher than 60 percent of Direct work (hands-on), lower than 16 percent of Repair work (corrective and emergency maintenance), and lower than 17 percent Administrative work (non-production based work).

Lead: WMMC

Organizational Support: Maintenance and Maintenance Support

Responsible Senior Managers: Regional Managers

Enterprise Risk Management

27) Formalize an Enterprise Risk Management Program.

EOY Targets:

Q3: Inventory current risk management practices for key areas such as funding, staffing, purchase power, transmission, external mandates, and business continuity.

EOY: Update existing Risk Management Policy for Enterprise Risk Management Strategy.

Lead: CRO

Organizational Support: Western-wide

Responsible Senior Managers: Senior Executive Team

Customer Satisfaction

28) Establish methods and baselines for the measurement of customer satisfaction.

EOY Targets:

Q2: Investigate and assess Western's existing mechanisms for assessing customer (firm electric service and transmission service) satisfaction.

Q3: Establish measurement goals.

EOY: Decide next steps to implement an on-going satisfaction measurement process.

Lead: Chief Strategy Officer

Support: Customer Servicer Standing Team, PSOC, PMMC

Responsible Senior Managers: Senior Executive Team

Sustainability

29) Meet specific sustainability targets that are cost effective and prudent.

EOY Target: Achieve at least 50 percent of Western's 2013 sustainability goals in the following areas:

- Sustainable Acquisition
- Electronic Stewardship
- Buildings
- Fleet Management

Lead: Environmental Managers

Organizational Support: Financial Managers, Procurement Acquisition Team, Facility Managers, Fleet Managers

Responsible Senior Managers: Senior Executive Team

Organizational Capabilities Perspective

Safety

30) Strive for an accident free workplace by effectively integrating safety practices throughout Western; appropriately respond to all reported safety concerns.

EOY Targets: Achieve the following:

- 1) Ensure that the lost workday case rate and total recordable case rate are at least 10 percent below comparable industry average for NAICS 22112 (electric power transmission, control and distribution) from October 2012 to September 2013 and develop and implement timely action plans to address/correct program deficiencies.
- 2) Work with the Power Marketing Administrations to develop consistent Lost Time Case Rate measures and targets by the EOY.
- 3) Research industry standard metrics and build organizational support for a new Motor Vehicle Accident Target and use of consistent definitions within Western for FY 2014.

Lead: Safety Managers

Organizational Support: Western-wide

Responsible Senior Managers: Senior Executive Team

Tools and Information Technology Systems

31) Establish Western Change Control Board

EOY Targets:

- Q1: Define and implement Change Control Board (CCB).
Q2: Define Western-wide Configuration and Change Management procedures. All regions participate in change management program. Ninety-five percent of the change requests that impact Western-wide are submitted and approved/rejected by CCB and follow the procedures.
Q3: Select common change management tool.
EOY: Submit common change management tool to Procurement for purchase.

Lead: Project Manager

Organizational Support: WCIOC

Responsible Senior Managers: Technology Senior Standing Committee

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32) **Upgrade Oracle Financial System/Power Maintenance System** (BIDSS R12/Maximo v7)

EOY Targets:

- Q1: Complete Requirements Design documents and obtain functional buy-in. EVMS Schedule Performance Index is within 10 percent of 1.0. EVMS Cost Performance Index is within 10 percent of 1.0.
- Q2: Create functional test scenario documents for 100 percent of the end-to-end business processes. 85 percent pass at test; 95 percent by UAT.
- Q3: User Acceptance 95 percent pass at test; 98 percent by UAT. Identify 100 percent of “showstoppers” and address by the end of UAT retesting.
- Q4: Identify training for all user groups; conduct 80 percent of training by go-live. Complete 90 percent of training materials by go-live. Ensure plans are in place and approved for data conversion and configuration during go-live. Conduct dry run of data conversions prior to UAT.

Lead: BIDSS R12/Maximo V7 Project Manager

Organizational Support: OCFO, OCIO, Maintenance Managers, FLC, BICT (BIDSS Integration Coordinating Team)

Responsible Senior Managers: CFO, UGP RM, CIO, COO

Diversity and Inclusion/Employee Engagement

33) **High Performing Workforce** Recruit, hire, develop, and retain a diverse, high performing workforce to execute Western's mission.

EOY Targets:

- a) Develop and implement a 5-year plan specific to Western that incorporates the definitions and goals of diversity and inclusion set forth in the Department's Diversity and Inclusion Strategic Plan.

Q2: Finalize and coordinate Plan.

Q3: Develop communication strategy.

Lead: OEID and Human Resources

Organizational Support: Corporate Communications, Human Resources, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team

- b) Coordinate workforce planning, recruitment, and outreach strategies to maximize opportunity to recruit from a diverse applicant pool, incorporating the objectives identified in Western's FY13 EEO Plan.

Lead: OEID

Organizational Support: Leadership Councils, Human Resources, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team

- c) 21.4 percent of all new hires are veterans (all categories) and 6.6 percent of all new hires are disabled veterans.

Lead: Human Resources

Organizational Support: OEID, Management Officials, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team

- d) Achieve an average hiring time-to-hire of 80 days or less.

Lead: Human Resources

Organizational Support: OEID, Management Officials, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team

- e) 7 percent of all new hires are persons with disabilities and 1.25 percent of all new hires are persons with targeted disabilities.

Lead: Human Resources

Organizational Support: OEID, Management Officials, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team

- 34) **Quality Work Environment** Cultivate an environment that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and to further retention.

EOY Targets:

- a) Develop and implement a standard On Boarding process for all new employees.

Lead: Human Resources

Organizational Support: Corporate Communication, General Counsel, Senior Standing Team for Corporate Resources and Services, Managers, Supervisors, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: COO

- b) Implement a performance-based culture consisting of four principles: clear performance expectations (goals); responsible empowerment (engagement); clear accountability; and timely and responsible performance assessment (results) [GEAR]

Lead: Human Resources

Organizational Support: Managers, Supervisors, Administrative Officer, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team

- c) Improve employee satisfaction with leadership, workplace policies and practices, work environment, and effectiveness of diversity and inclusion initiatives.

Q1: Identify and benchmark employee satisfaction using the employee viewpoint survey measurements from the most recent Partnership for Public Service Best Places to Work Survey.

Q3: Determine areas of concern through focus group sessions or a Western-specific survey.

Q4: Review results and develop recommendations to address the concerns identified.

Lead: Human Resources and OEID

Organizational Support: Management Officials, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team

- d) Define and communicate Western's core values.

Lead: Senior Management and Corporate Communications

Support: Management Officials, Administrative Officers, Human Resource Advisors

Responsible Senior Managers: Senior Executive Team