

Agenda

Project Management and Oversight Subcommittee Meeting

December 18, 2019 | 8:00–10:00 a.m. Eastern

NERC
3353 Peachtree Road N.E.
Suite 600 – North Tower
Atlanta, GA 30326

Dial-in: 1-415-655-0002 | Access Code: 738 478 191 | Meeting Password: 121819
Click here for: [WebEx Access](#)¹

Introduction and Chair's Remarks

NERC Antitrust Compliance Guidelines and Public Announcement NERC Participant Policy

Agenda Items

1. **Consent Agenda – Approve** (C. Yeung)
 - a. November 13, 2019 Project Management and Oversight Subcommittee Meeting Minutes*
2. **Prior Action Items – Review** (S. Barfield-McGinnis)
3. **Project Tracking Spreadsheet ([PTS](#)) – Review**
 - a. 2015-09 – Establish and Communicate System Operating Limits – **Update** (K. Lanehome)
 - b. 2016-02 – Modifications to CIP Standards (K. Lanehome, A. Mayfield, or K. Rosener)
 - i. (2016-02c) TO Control Centers performing TOP obligations (CIP-002) – **Update**
 - ii. (2016-02d) Version 5 TAG, Cyber Asset and BES CA (BCA) definitions, Network and Externally Accessible Devices (ESP, ERC, IRA), Virtualization, and CIP Exceptional Circumstances – **Update**
 - c. 2017-01 – Modifications to BAL-003-1 (A. Casuscelli or L. Lynch)
 - i. 2017-01 (Phase 1) – **Update**
 - ii. 2017-01 (b) (Phase 2) – **Update**

¹ When joining the web portion, start with the web link first. Once logged in, a dialog box will open with all numbers or an option for WebEx to call your number. More importantly, it will give you your ATTENDEE ID#. Please use that number, if calling in, when prompted to do so. It links your web session to the caller on the phone.

iii. Liaison Assignment

- d. 2017-03 – Periodic Review of FAC-008-3 Standard – **Archive** (M. Pratt)
- e. 2017-04 – Periodic Review of Interchange Scheduling and Coordination Standards – **Archive** (C. Yeung)
- f. 2017-05 – Project 2017-05 NUC-001-3 Periodic Review – **Archive** (C. Bellville or A. Casuscelli)
- g. 2017-07 – Standards Alignment with Registration – **Update** (M. Brytowski)
- h. 2018-04 – PRC-024-2 and Inverter Based Resources – **Update** (L. Lynch)
- i. 2019-01 – Modifications to TPL-007-3 – **Update** (M. Brytowski)
- j. 2019-02 – BES Cyber System Information Access Management (CIP-004 and CIP-011) – **Update** (C. Bellville or K. Rosener)
- k. 2019-03 – Cyber Security Supply Chain Risks – **Update** (M. Bussey, L. Lynch, or K. Rosener)
- l. 2019-04 – Modifications to PRC-005-6 – **Update** (M. Pratt or L. Lynch)
- m. 2019-05 – Modifications to PER-003 – **Update** (C. Bellville or C. Yeung)
- n. 2019-06 – Cold Weather – **Update** (Q. Morrison or M. Brytowski)

4. Other

- a. PMOS Leadership Update – **Informational** (C. Yeung)
- b. Standards Efficiency Review – **Update** (M. Brytowski)
 - i. Phase II
 - ii. Critical Infrastructure Protection (CIP)
- c. Presentation on Liaison Responsibilities* – **Informational** (S. Barfield-McGinnis)
 - i. Liaison Sharing Baseline Development Experiences
- d. Next meeting
 - i. Conference call on Wednesday, January 29, 2020 from 1:00-3:00 p.m. Eastern
- e. Other

5. Adjournment

*Background materials included.

NERC Antitrust Compliance Guidelines

I. General

It is NERC's policy and practice to obey the antitrust laws and to avoid all conduct that unreasonably restrains competition. This policy requires the avoidance of any conduct that violates, or that might appear to violate, the antitrust laws. Among other things, the antitrust laws forbid any agreement between or among competitors regarding prices, availability of service, product design, terms of sale, division of markets, allocation of customers or any other activity that unreasonably restrains competition.

It is the responsibility of every NERC participant and employee who may in any way affect NERC's compliance with the antitrust laws to carry out this commitment.

Antitrust laws are complex and subject to court interpretation that can vary over time and from one court to another. The purpose of these guidelines is to alert NERC participants and employees to potential antitrust problems and to set forth policies to be followed with respect to activities that may involve antitrust considerations. In some instances, the NERC policy contained in these guidelines is stricter than the applicable antitrust laws. Any NERC participant or employee who is uncertain about the legal ramifications of a particular course of conduct or who has doubts or concerns about whether NERC's antitrust compliance policy is implicated in any situation should consult NERC's General Counsel immediately.

II. Prohibited Activities

Participants in NERC activities (including those of its committees and subgroups) should refrain from the following when acting in their capacity as participants in NERC activities (e.g., at NERC meetings, conference calls and in informal discussions):

- Discussions involving pricing information, especially margin (profit) and internal cost information and participants' expectations as to their future prices or internal costs.
- Discussions of a participant's marketing strategies.
- Discussions regarding how customers and geographical areas are to be divided among competitors.
- Discussions concerning the exclusion of competitors from markets.
- Discussions concerning boycotting or group refusals to deal with competitors, vendors or suppliers.
- Any other matters that do not clearly fall within these guidelines should be reviewed with NERC's General Counsel before being discussed.

III. Activities That Are Permitted

From time to time decisions or actions of NERC (including those of its committees and subgroups) may have a negative impact on particular entities and thus in that sense adversely impact competition. Decisions and actions by NERC (including its committees and subgroups) should only be undertaken for the purpose of promoting and maintaining the reliability and adequacy of the bulk power system. If you do not have a

legitimate purpose consistent with this objective for discussing a matter, please refrain from discussing the matter during NERC meetings and in other NERC-related communications.

You should also ensure that NERC procedures, including those set forth in NERC's Certificate of Incorporation, Bylaws, and Rules of Procedure are followed in conducting NERC business.

In addition, all discussions in NERC meetings and other NERC-related communications should be within the scope of the mandate for or assignment to the particular NERC committee or subgroup, as well as within the scope of the published agenda for the meeting.

No decisions should be made nor any actions taken in NERC activities for the purpose of giving an industry participant or group of participants a competitive advantage over other participants. In particular, decisions with respect to setting, revising, or assessing compliance with NERC reliability standards should not be influenced by anti-competitive motivations.

Subject to the foregoing restrictions, participants in NERC activities may discuss:

- Reliability matters relating to the bulk power system, including operation and planning matters such as establishing or revising reliability standards, special operating procedures, operating transfer capabilities, and plans for new facilities.
- Matters relating to the impact of reliability standards for the bulk power system on electricity markets, and the impact of electricity market operations on the reliability of the bulk power system.
- Proposed filings or other communications with state or federal regulatory authorities or other governmental entities.
- Matters relating to the internal governance, management and operation of NERC, such as nominations for vacant committee positions, budgeting and assessments, and employment matters; and procedural matters such as planning and scheduling meetings.

Public Meeting Notice

REMINDER FOR USE AT BEGINNING OF MEETINGS AND CONFERENCE CALLS THAT HAVE BEEN PUBLICLY NOTICED AND ARE OPEN TO THE PUBLIC

Conference call/webinar version:

As a reminder to all participants, this webinar is public. The registration information was posted on the NERC website and widely distributed. Speakers on the call should keep in mind that the listening audience may include members of the press and representatives of various governmental authorities, in addition to the expected participation by industry stakeholders.

Face-to-face meeting version:

As a reminder to all participants, this meeting is public. Notice of the meeting was posted on the NERC website and widely distributed. Participants should keep in mind that the audience may include members of the press and representatives of various governmental authorities, in addition to the expected participation by industry stakeholders.

For face-to-face meeting, with dial-in capability:

As a reminder to all participants, this meeting is public. Notice of the meeting was posted on the NERC website and widely distributed. The notice included the number for dial-in participation. Participants should keep in mind that the audience may include members of the press and representatives of various governmental authorities, in addition to the expected participation by industry stakeholders.

NERC Participant Conduct Policy

General

Consistent with its Rules of Procedure, Bylaws, and other governing documents, NERC regularly collaborates with its members and other stakeholders to help further its mission to assure the effective and efficient reduction of risks to the reliability and security of the grid. Many NERC members and other bulk power system experts provide time and expertise to NERC, and the general public, by participating in NERC committees, subcommittees, task forces, working groups, and standard drafting teams, among other things. To ensure that NERC activities are conducted in a responsible, timely, and efficient manner, it is essential to maintain a professional and constructive work environment for all participants, including NERC staff; members of NERC committees, subcommittees, task forces, working groups, and standard drafting teams; as well as any observers of these groups. To that end, NERC has adopted the following Participant Conduct Policy (this “Policy”) for all participants engaged in NERC activities. Nothing in this Policy is intended to limit the powers of the NERC Board of Trustees or NERC management as set forth in NERC’s organizational documents, the NERC Rules of Procedure, or under applicable law. This Policy does not apply to the NERC Board of Trustees or the Member Representatives Committee.

Participant Conduct Policy

All participants in NERC activities must conduct themselves in a professional manner at all times. This Policy includes in-person conduct and any communication, electronic or otherwise, made as a participant in NERC activities. Examples of unprofessional conduct include, but are not limited to, verbal altercations, use of abusive language, personal attacks or derogatory statements made against or directed at another participant, and frequent or patterned interruptions that disrupt the efficient conduct of a meeting or teleconference.

Additionally, participants shall not use NERC activities for commercial purposes or for their own private purposes, including, but not limited to, advertising or promoting a specific product or service, announcements of a personal nature, sharing of files or attachments not directly relevant to the purpose of the NERC activity, and communication of personal views or opinions, unless those views are directly related to the purpose of the NERC activity. Unless authorized by an appropriate NERC officer, individuals participating in NERC activities are not authorized to speak on behalf of NERC or to indicate their views represent the views of NERC, and should provide such a disclaimer if identifying themselves as a participant in a NERC activity to the press, at speaking engagements, or through other public communications.

Finally, participants shall not distribute work product developed during the course of NERC activities if that work product is deemed Confidential Information consistent with the NERC Rules of Procedure Section 1500. Participants also shall not distribute work product developed during the course of NERC activities if distribution is not permitted by NERC or the relevant committee chair or vice chair (e.g., an embargoed report), provided that NERC, or the committee chair or vice chair in consultation with NERC staff, may grant in writing a request by a participant to allow further distribution of the work product to one or more specified entities within its industry sector if deemed to be appropriate. Any participant that distributes

work product labeled “embargoed,” “do not release,” or “confidential” (or other similar labels) without written approval for such further distribution would be in violation of this Policy. Such participants would be subject to restrictions on participation, including permanent removal from participation on a NERC committee or other NERC activity.

Reasonable Restrictions on Participation

If a participant does not comply with this Policy, certain reasonable restrictions on participation in NERC activities may be imposed as described below.

If a NERC staff member, or committee chair or vice chair after consultation with NERC staff, determines, by his or her own observation or by complaint of another participant, that a participant’s behavior is disruptive to the orderly conduct of a meeting in progress or otherwise violates this Policy, the NERC staff member or committee chair or vice chair may remove the participant from a meeting. Removal by the NERC staff member or committee chair or vice chair is limited solely to the meeting in progress and does not extend to any future meeting. Before a participant may be asked to leave the meeting, the NERC staff member or committee chair or vice chair must first remind the participant of the obligation to conduct himself or herself in accordance with this Policy and provide an opportunity for the participant to comply. If a participant is requested to leave a meeting by a NERC staff member or committee chair or vice chair, the participant must cooperate fully with the request.

Similarly, if a NERC staff member, or committee chair or vice chair after consultation with NERC staff, determines, by his or her own observation or by complaint of another participant, that a participant’s behavior is disruptive to the orderly conduct of a teleconference in progress or otherwise violates this Policy, the NERC staff member or committee chair or vice chair may request the participant to leave the teleconference. Removal by the NERC staff member or committee chair or vice chair is limited solely to the teleconference in progress and does not extend to any future teleconference. Before a participant may be asked to leave the teleconference, the NERC staff member or committee chair or vice chair must first remind the participant of the obligation to conduct himself or herself in accordance with this Policy and provide an opportunity for the participant to comply. If a participant is requested to leave a teleconference by a NERC staff member or committee chair or vice chair, the participant must cooperate fully with the request. Alternatively, the NERC staff member or committee chair or vice chair may choose to terminate the teleconference.

At any time, a NERC officer, after consultation with NERC’s General Counsel, may impose a restriction on a participant from one or more future meetings or teleconferences, a restriction on the use of any NERC-administered listserv or other communication list, or such other restriction as may be reasonably necessary to maintain the orderly conduct of NERC activities. Before approving any such restriction, the NERC General Counsel must provide notice to the affected participant and an opportunity to submit a written objection to the proposed restriction no fewer than seven days from the date on which notice is provided. If approved, the restriction is binding on the participant, and NERC will notify the organization employing or contracting with the restricted participant. A restricted participant may request removal of the restriction by submitting a request in writing to the NERC General Counsel. The restriction will be removed at the reasonable discretion of the NERC General Counsel or a designee.

Upon the authorization of the NERC General Counsel, NERC may require any participant in any NERC activity to execute a written acknowledgement of this Policy and its terms and agree that continued participation in any NERC activity is subject to compliance with this Policy.

Guidelines for Use of NERC Email Lists

NERC provides email lists, or “listservs,” to NERC stakeholder committees, groups, and teams to facilitate sharing information about NERC activities. It is the policy of NERC that all emails sent to NERC listservs be limited to topics that are directly relevant to the listserv group’s assigned scope of work. NERC reserves the right to apply administrative restrictions to any listserv or its participants, without advance notice, to ensure that the resource is used in accordance with this and other NERC policies.

Prohibited activities include using NERC-provided listservs for any price-fixing, division of markets, and/or other anti-competitive behavior. Recipients and participants on NERC listservs may not utilize NERC listservs for their own private purposes. This may include lobbying for or against pending balloted standards, announcements of a personal nature, sharing of files or attachments not directly relevant to the listserv group’s scope of responsibilities, or communication of personal views or opinions, unless those views are provided to advance the work of the listserv’s group. Any offensive, abusive, or obscene language or material shall not be sent across the NERC listservs.

Any participant who has concerns about this Policy may contact NERC’s General Counsel.

Version History		
Version	Date	Revisions
1	February 6, 2019	Initial version
2	February 22, 2019	Clarified policy does not apply to Board or MRC Address participants speaking on behalf of NERC

Meeting Minutes Project Management and Oversight Subcommittee

November 13, 2019 | 1:00-3:00 p.m. Eastern

Conference Call

Introduction and Chair's Remarks

Chair C. Yeung called the meeting, an in-person, to order at 1:01 p.m. Eastern. The meeting was announced via the PMOS email distribution list on November 6, 2019 as well as being publicly posted on the www.nerc.com website. The chair provided the subcommittee with opening remarks and welcomed members¹ and guests. The secretary held roll call for members and identified other attendees that were in attendance. Those in attendance included:

Members: Charles Yeung (PMOS chair), Michael Brytowski (PMOS vice chair), Colby Bellville, Ken Lanehome, Ash Mayfield, Mark Pratt, and Kirk Rosener. A quorum of voting members (i.e., seven of eight) were present on the call.

Observers: from industry: John Allen (City Utilities), Masuncha Bussey (Duke Energy), Kent Feliks (AEP), Rich Heidorn (RTO Insider), Holden Mann (RTO Insider), Quinn Morrison (Exelon), Kim Thomas (Duke Energy), and Kimberly Zimmerman (EnergySec).

NERC staff: Scott Barfield-McGinnis (secretary), Latrice Harkness, Chris Larson, and Jordan Mallory.

NERC Antitrust Compliance Guidelines and Public Announcement

NERC Antitrust Compliance Guidelines and Public Announcement were presented and reviewed by the secretary. The secretary noted the full antitrust guidelines and public announcement were provided in the agenda package to each member via email and posted on the PMOS webpage. There were no questions.

NERC Participant Policy

The secretary noted that the revised NERC Participant Policy was included in the meeting announcement and for attendees to make themselves aware of its content.

Agenda Items

1. Review of Agenda

C. Yeung reviewed the agenda with members and attendees.

¹ The PMOS is composed of industry stakeholders where the chair or vice chair must be a member of the Standards Committee (SC) and the SC leadership are non-voting members of the PMOS.

2. Consent Agenda

The September 18, 2019 Meeting Minutes were reviewed and one correction was made to remove a duplicate name of observer Debbie Currie (SPP). A motion to approve the September minutes and current agenda was made by K. Rosener, it was properly seconded, and approved by unanimous consent.

3. Review of Agenda

C. Yeung reviewed the agenda with members and attendees.

4. Review of Prior Action Items

The secretary reported on the following action items from the September 18, 2019 in-person meeting:

- a. The PMOS secretary to complete creating a new tab for planning baselines to be used by standard developers in the PTS for the November 13, 2019 PMOS call. (Complete)
- b. The PMOS secretary issue invites for the 2020 PMOS meeting dates contingent on SC approval on September 18, 2019. (Will be establishing conference call dates/times at this meeting)
- c. 2015-09 – the PMOS secretary to show the project as being delayed in the PTS due to scheduling a regulatory staff meeting. (Complete)
- d. 2017-07 – M. Brytowski will provide proposed baseline to the PMOS Secretary. (No need for a new baseline, the project is going to final ballot in January 2020)
- e. 2018-04 – S. Kim will assign a new standards developer for the PMOS secretary to update the PTS. (Complete)
- f. 2019-01 – The PMOS secretary to remove S. Cavote as the liaison. M. Brytowski will remain the primary liaison on the project. (Complete)
- g. 2019-03 – The PMOS secretary to remove S. Cavote as the liaison with L. Lynch and she will contact K. Rosener to see if he is primary or secondary. (Complete)
- h. 2019-04 – S. Kim will assign a new standards developer for the PMOS secretary to update the PTS. (Complete)
- i. 2019-06 – The PMOS secretary to create an agenda item for November to assign a PMOS Liaison to the project. (Complete)

5. Project Tracking Spreadsheet (PTS) and Project Review

- a. 2015-09 – Establish and Communicate System Operating Limits (SOL) – K. Lanehome reported the following:
- b. **Phase I** (2015-09): Most recently, the SDT has proposed edits to FAC-011, Requirement R6 so that an SOL Exceedance only has to be reported if it exceeds 30 minutes. They presented their reasoning to FERC and provided supporting data. FERC did not think there was enough data to support this position. Due to lack of consensus, the SDT has discussed changing direction and updating the standard to suggest Reliability Coordinators apply a timeline for reporting when

they define an SOL Exceedance in their SOL Methodology. NERC has concerns about this approach and is having internal discussions to determine support. The SDT next steps include presenting their planned shift in strategy at the November SC meeting. At this point, depending on NERC's discussions and the SC's opinion, it will need to be determined if the team continues to move forward or not. The schedule is to be determined.

Phase II (2015-09b):

- c. 2016-02 – Modifications to Critical Infrastructure Protection (CIP) Standards – K. Lanehome reported the following:
 - i. (2016-02c) CIP-002-5.1a: The SDT made modifications to the planned/unplanned changes section and reverted back to the previous version, along with some additional minor edits to address comments from July 2019, which had an 87 percent approval by industry. It has been posted for an additional formal comment and ballot period through December 16, 2019. The SDT is currently waiting for the fifth comment and ballot period to end. A final ballot is targeted for late January 2020 and with industry approval it will be presented to the NERC Board in February 2020.
 - ii. (2016-02d) Version 5 TAG, Cyber Asset and BES Cyber Asset (BCA) definitions, Network and Externally Accessible Devices (ESP, ERC, IRA), Virtualization, and CIP Exceptional Circumstances: Recently, the CIP-005 Reliability Standard and associated definitions that were posted for informal comment period closed September 26, 2019. The results show about 55 percent support, but many of the “no” votes requested minor changes. The SDT took results as very positive compared to previous comment periods.

The SDT continues to work on updates to CIP-005, -007 and -010, networks, patch management, and configuration, respectively. They are trying to adjust the Electronic Security Zone definition based on feedback received from industry. An informational informal comment period that will only be for Implementation Guidance and Technical Rationale for all three standards is planned for March 2020 to avoid the holidays. Once feedback is received, the team will attempt to address concerns and go out for a formal comment and ballot period. An in-person meeting will be held at NERC in Atlanta from November 19-21, 2019. The CIP supply chain team will be meeting at the same time and location. Since both teams are working on the same standards, they plan on using some of this time for coordination. The project is on schedule.

- d. 2017-01 – Modifications to BAL-003-1.1 – L. Lynch reported the following:

Phase I (2017-01): Phase I passed industry approval and was adopted by the NERC Board of Trustees in November 2019. There was an in-person meeting in Denver, Colorado in October 2019 where work began for Phase II.

Phase II (2017-01b): An adjusted timeline has not been determined at this time. The project team has divided into smaller teams to focus on the multiple technical parts for Phase II. There are conference calls scheduled in November and December to continue

work on Phase II. The next in-person meeting where the timeline will be adjusted is planned for some time in January 2020. The project is currently a quarter behind schedule.

- e. 2017-03 – Periodic Review of FAC-008-3 Standard – No report as the project is on hold pending the outcome of the SER project. Will not be needed after the Phase 1 retirements and changes, the periodic review of the standard is now reset for ten years. An action item was taken to get the status of the periodic review to the PMOS chair.
- f. 2017-04 – Periodic Review of Interchange Scheduling and Coordination Standards – No report as the project is on hold pending the outcome of the SER project. Will not be needed after the Phase 1 retirements and changes, PR now reset for ten years. An action item was taken to get the status of the periodic review to the PMOS chair.
- g. 2017-05 – Project 2017-05 NUC-001-3 Periodic Review – No report as the project is on hold pending the outcome of the SER project. Recommendations are complete and the project results are ready to go to the Board. An action item was taken to get the status of the periodic review to the PMOS chair.
- h. 2017-07 – Standards Alignment with Registration – M. Brytowski reported that the project went through Quality Review and was posted on October 29, 2019 for ballot pool registration and a 45-day formal comment period. An industry webinar is scheduled for November 18, 2019 at 2:00 p.m. Eastern. The SDT anticipates a January 6, 2020 final ballot.
- i. 2018-04 – Modifications to PRC-024-2 – S. Barfield-McGinnis reported on behalf of L. Lynch reported that the last ballot passed. The SDT is meeting this week to review to comments and plan to hold a final ballot in December 2019.
- j. 2019-01 – Modifications to TPL-007-3 – M. Brytowski reported that a webinar was held on November 12, 2019 to discuss the changes before going to final ballot. It was noted that this project finished six months early.
- k. 2019-02 – BES Cyber System Information Access Management – K. Rosener reported the SDT met in San Antonio, Texas during the week of October 14 and continued working the language in CIP-011 in defining the requirements for key management of encrypted data. The SDT is still planning on going out to industry for ballot after November 22, 2019 on the modifications the team has made to CIP-004 and CIP-011 with supporting technical rationale. A webinar is planned for December 2019.
- l. 2019-03 – Cyber Security Supply Chain Risk – K. Rosener reported that the first SDT meeting for will be November 19-21, 2019 at NERC in Atlanta. In addition, the 2016-02 SDT will be meeting in Atlanta at the same time to facilitate coordination between projects. Several joint sessions are planned with both of the teams to work on specific items that are common to both teams. A key discussion for one of the joint sessions will be a discussion on Electronic Access Control or Monitoring Systems (EACMS) and the new draft glossary term EACMS. Newly appointed PMOS member M. Bussey was assigned to the project.
- m. 2019-04 – Modifications to PRC-005-6 – M. Pratt reported SC authorized the SAR, which is applicable to automatic voltage regulators on generators, on July 24, 2019. A formal industry

comment period on the SAR (30-day) and SAR drafting team nomination period concluded on August 28, 2019. Appointment of the SAR drafting team by the SC is anticipated November 20, 2019.

- n. 2019-05 – Modifications to PER-003-2 – C. Bellville reported that the SAR drafting team met on November 8, 2019 and will meet again on November 15, 2019 to revise the SAR based on industry comments from August 2019 posting. Next steps for the project include sending the revised SAR back to the SC for approval during their December in-person meeting at NERC in Atlanta. In addition, the SC will be asked to authorize the work on the standard and appoint the SAR drafting team as the SDT. First in-person meeting of the team to be scheduled in January 2020.
- o. 2019-06 – Cold Weather – Newly appointed PMOS member Q. Morrison and current member M. Brytowski were assigned to be liaisons for the project. J. Mallory is the developer for the project and reported that there was an above average number of nominations submitted for SDT membership. The vetting process is taking longer and a recommended slate of candidates anticipated for SC appointment at the December 18, 2019 meeting in Atlanta.

6. Other

- a. Appoint additional PMOS Members

The PMOS received four nominations from candidates with desirable attributes and backgrounds. The four nominees were Masuncha Bussey (Duke Energy), Matt Carden (Southern Company), Quinn Morrison (Exelon), and Kim Thomas (Duke Energy). Consistent with the PMOS Scope, the leadership appointed M. Bussey and Q. Morrison to the PMOS for the 2020-2021 term. C. Yeung thanked M. Carden (not present) and K. Thomas for their interest. The division of projects will be evaluated again based on anticipated projects in late 2019 and early 2020.

- b. Standards Efficiency Review – M. Brytowski reported the following:
 - i. Phase II – The team is working on comments regarding data retention white paper.
 - ii. Critical Infrastructure Protection – The team had their first meeting recently and continue to move forward. They are reviewing the spreadsheet of standards and comments from industry.
- c. 2020 Conference Call Schedule – The PMOS members selected the following dates and times for their 2020 conference calls to be held between their in-person engagements coincident with the SC in-person meetings.
 - i. Wednesday, January 29, 2020 at 1:00 p.m. ET
 - ii. Wednesday, May 6, 2020 at 1:00 p.m. ET
 - iii. Wednesday, August 5, 2020 at 1:00 p.m. ET
 - iv. Wednesday, October 28, 2020 at 1:00 p.m. ET
- d. PTS Complexity Factors

- i. S. Barfield-McGinnis gave an update on the implementation of complexity factors in the PTS. He demonstrated how the standard developers may use the template as a guide for determining a calculated schedule baseline based initially on the number regulatory directives, if any, and number of affected standards. Historical data from the 2019 5-Year Performance filing was used to determine how the number of directives and standards effects the amount of time to complete a project. Complexity Factors are designed to assist PMOS Liaisons with understanding how various impacts affecting project timing (i.e., completion). As things accelerate or delay projects, Liaisons can have the complexity factor documented and by doing so, contracts or protracts the anticipated finish, which should align with the projected finish. Baseline is not intended to change, but be used for benchmarking.
- e. PMOS Scope was reviewed to familiarize new PMOS members and refresh information for existing members.
- f. Next meeting:
 - i. In-person meeting at NERC Wednesday, December 18, 2019 from 8:00-10:00 a.m. Eastern

7. Action Items

The secretary took the following action items to be addressed prior to the next meeting:

- a. Secretary to obtain status and next steps for PMOS chair prior to the November 20, 2019 SC meeting.
- b. PMOS to determine why Project 2019-01 finished well in advance of the expected completion date.
- c. Secretary to add M. Bussey as a liaison to Project 2019-03 and introduce her to the standard developer and added to the project email list.
- d. Secretary to add Q. Morrison as primary to Project 2019-06 and M. Brytowski as backup. Introduce Q. Morrison to the standard developer to have him added to the project email list.
- e. Secretary to prepare liaison training for December 18, 2019 meeting.
- f. Secretary to determine if PMOS leadership have term limits.
- g. Secretary to review A. Casuscelli's projects to determine if other liaisons need to be added since she will be transitioning into the SC chair role.
- h. Secretary to publish and announce the 2020 in-person and conference call schedule
- i. Secretary to have M. Bussey and Q. Morrison added to the PMOS email list.

8. Adjournment

C. Yeung adjourned the meeting at 2:50 p.m. Eastern by consent.

NERC

NORTH AMERICAN ELECTRIC
RELIABILITY CORPORATION

Liaison Best Practices

Project Management and Oversight Subcommittee (PMOS)

Charles Yeung, PMOS Chair

Scott Barfield-McGinnis, PMOS Secretary

December 18, 2019

RELIABILITY | RESILIENCE | SECURITY



- Assignment
 - Standard Authorization Request(s) (SAR)
 - Standard(s)
 - Periodic Review(s)
- Meet the standard developer
 - Understand their direction
 - Be a sounding board
 - Help with drafting team issues (e.g., opposing views)
- Meet the drafting team
 - Conference call or in-person
 - Understand backgrounds, composition, and dynamics

- In 2020, PMOS will be using:
- A new project baselining tool
- Complexity Factors to account for schedule deltas
- Preliminary schedule Development
 - Driven by number of directive and affected standards
 - Check with developer on unusual circumstances
 - Need for informal posting(s)
 - Potential high acceptance versus low acceptance
 - Technical work
- It's okay to add Complexity Factors upfront
 - Goal to measure effectiveness
 - Goal to be able to explain schedule performance cohesively

- Monitor progress with eye towards efficiency
 - Predicted baseline versus actual or planned
 - Are team plans and meetings in alignment?
 - Obtain periodic status updates
 - Project tracking spreadsheet up-to-date?
- Changes in approach
 - Addition of informal comment periods
 - Phasing or bifurcating project objectives
 - Capture in Complexity Factor(s)
- Deadlines
 - Regulatory deadlines are top priority
 - Tools may include, but should be a last resort
 - Waivers
 - Shortened comment periods

- Participate in Quality Reviews (QR)
 - Two weeks is generally given to a QR
 - Must be complete three weeks before Standards Committee meeting
- Comment/Ballot periods
 - Before
 - Ensure posting materials meet SAR, etc.
 - Question level of outreach and socialization
 - Question – Is it ready?
 - After
 - Ensure responsiveness to comments
 - Revise with aim on building industry consensus

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Questions and Answers

