



Office of NERC Compliance

CASE STUDY: IMPROVEMENT IN NERC COMPLIANCE KPIs EQUALS “BEST IN CLASS” FOR UTILITY

UTILITY CHALLENGE

Seeking to achieve a “best-in-class” NERC compliance class organization, a leading utility wished to quantify the effectiveness of its organizational compliance structure, policies, procedures, performance, and culture.

Challenged by a workforce not familiar with NERC standards, requirements, or procedures, the utility turned to Certrec. Through its Office of NERC Compliance, Certrec’s challenge was to benchmark the entity’s compliance efforts against the performance standards of a “best-in-class” organization.

CERTREC APPROACH

Through its Office of NERC Compliance, Certrec designed a gap analysis program to benchmark the utility’s compliance infrastructure across its fleet. Many elements were assessed, including these critical three:

- 1. Structural** – Assess the organization, roles, responsibilities, capabilities, legacy processes, and controls of the NERC compliance program
- 2. Resources** – Assess the workload, technical knowledge, technical skills, capabilities, and motivations that are prerequisites to achieve a “best-in-class” compliance program.
- 3. Compliance Culture** – Assess:
 - ▶ The organization’s values and behaviors (modeled by its leaders and internalized by its members)
 - ▶ Stakeholders’ internalization of the business, ethical, and social importance of compliance
 - ▶ Personal accountability for, and demonstrated commitment to, compliance
 - ▶ The degree to which a questioning attitude is embraced and organizational learning is fostered
 - ▶ Continuous improvement proactively drives the evolution of the compliance program

“BEST PRACTICES” RESULTS

- ▶ Certrec captured workforce “tribal knowledge” then translated it into compliance procedures through a standardized template
- ▶ Certrec implemented a systematic approach to compliance training – graduating personnel with a high commitment to proactively managing reliability compliance requirements
- ▶ Upon completion, the utility culture demonstrated a marked improvement in compliance procedures and KPIs