

PJM Stakeholder Process Training: CBIR Process



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- Roles
- Issue Initiation Process
- Mutual Gains Theory
- Consensus Based Issue Resolution (CBIR)
- Cake Example – live practice
- Alternative processes
- Annual work planning process
- Getting Involved

Purposes of the Stakeholder Process

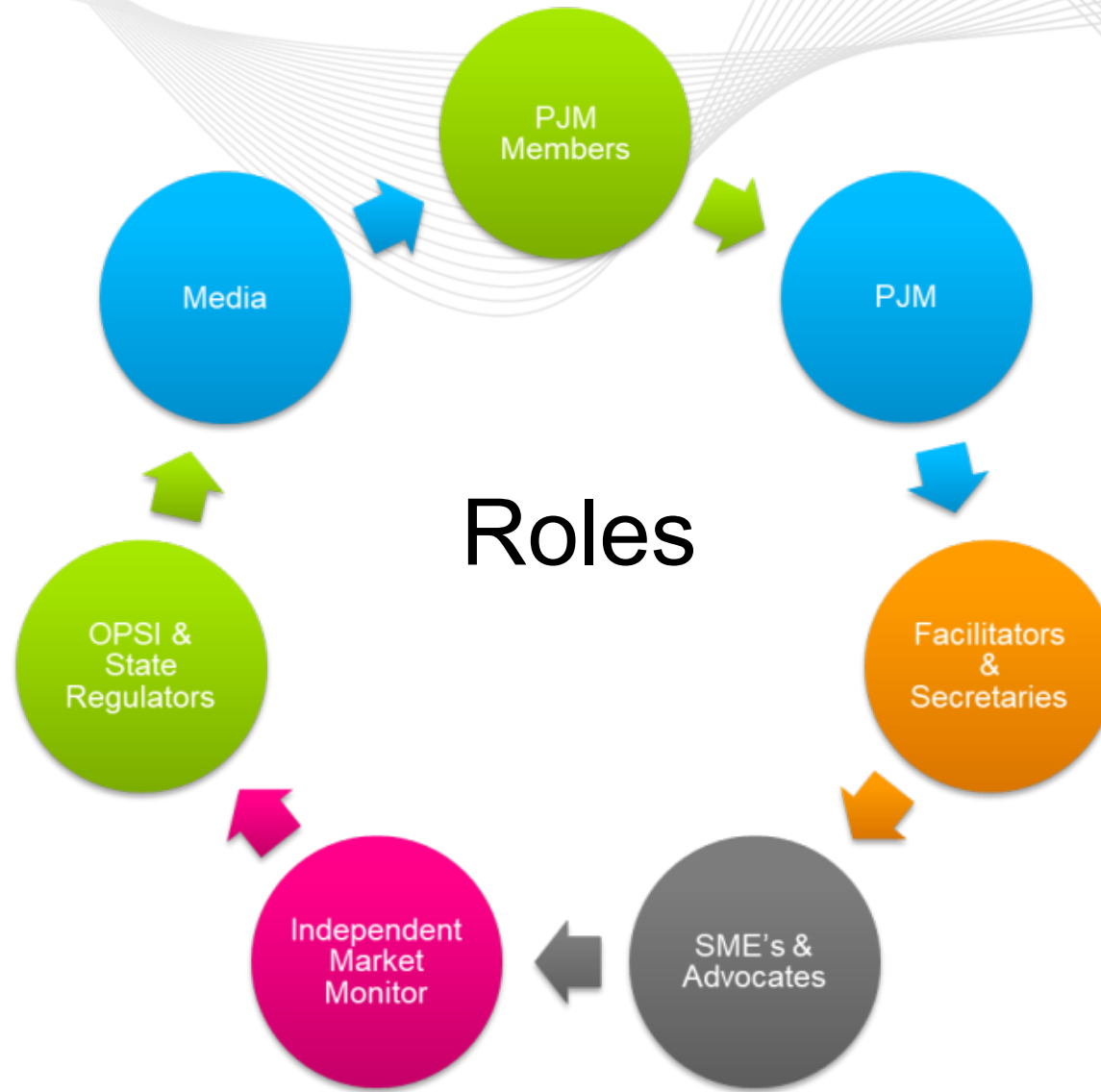
Educate each other on issues related to PJM markets, operations, planning, credit & risk, public policies and industry matters

Explore solutions, build consensus, and develop manual / governing document revisions which may help policymakers approve key laws and regulations

Enhance communication among members and between members and PJM management

Vet and approve/endorse changes to PJM markets, operations, planning and credit & risk as contained in the OA, Tariff, RAA and manuals





Manual 34: 4.2

Stakeholder Process

- Providing feedback/enforcement related to meeting deadlines, procedures, stakeholder protocols and quality control
- Efficiently utilizing the resources that PJM needs to service the stakeholder process

Logistics

Providing necessary analytic and logistical support

Facilitation

Providing fair, non-partisan facilitation of meetings for all participants

Education

Providing education and information on the issues

Informing

- Bringing forward operational and other important issues to stakeholders
- Keeping stakeholders informed about important outside events and interactions

Ideas

Developing proposals
(at member's request or as needed)

Advocating

Advocating necessary reliability or market design-driven initiatives

Manual 34: 4.1

It is the responsibility of each participant in the stakeholder process to represent its interests in cooperation with all other stakeholders to ensure the reliability of the PJM system and implementation of efficient, fair and transparent markets.

Specific responsibilities of the members include:

- Articulating their interests, concerns, and ideas and their basis of support for a particular approach or proposal
- Raising objections and concerns, and the responsibility to provide an alternative if they are not able to agree with a proposal or option
- Alerting the stakeholder meeting facilitator to specific sensitive concerns related to the process or subject matter
- Providing all materials in a timely manner for website posting and notification
- Adhering to the group's charter and work plan, and seeking to complete it in a timely and efficient manner including any regulatory or other deadlines

Manual 34

4.3 IMM

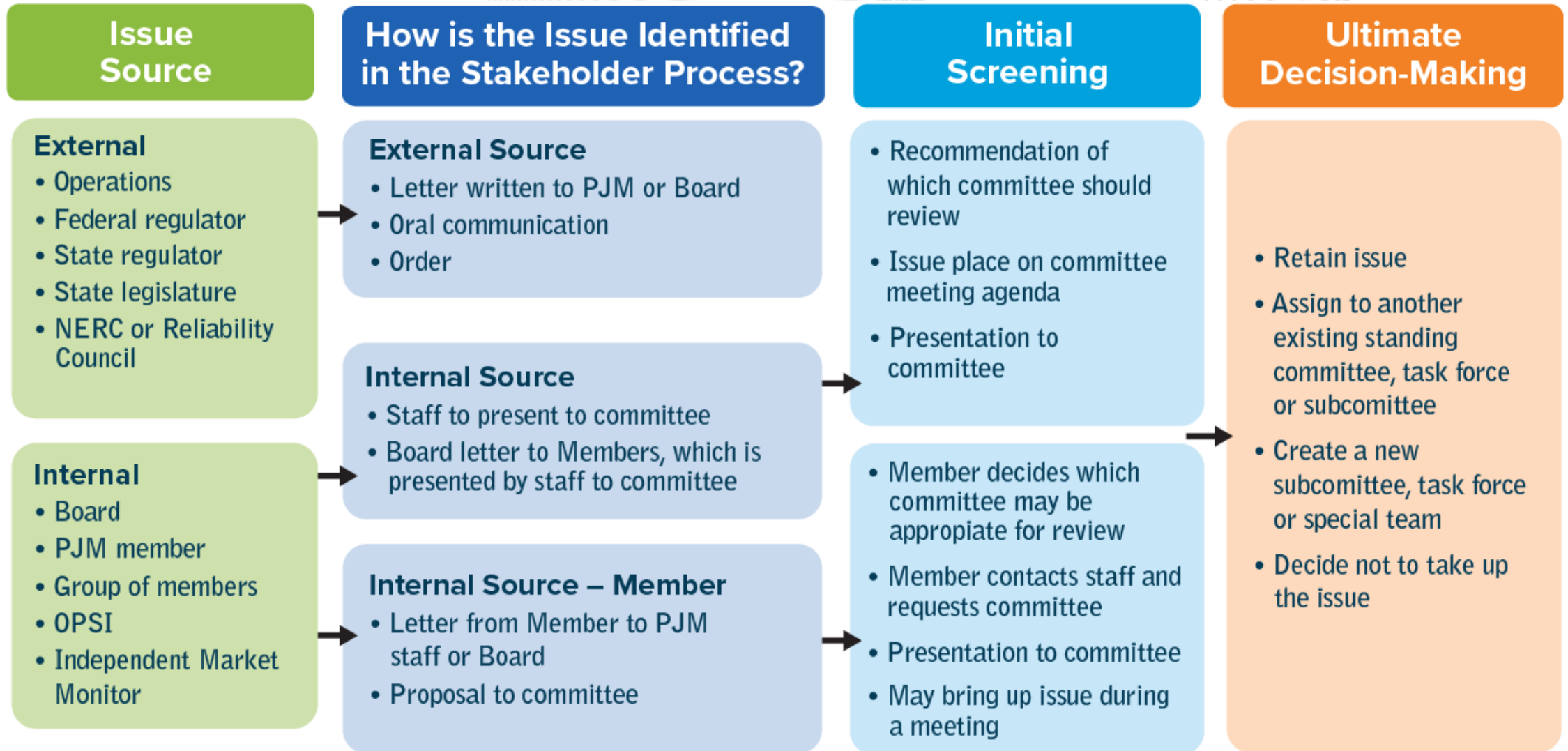
The market monitoring unit may, as it deems appropriate or necessary, perform functions under the PJM Tariff participate (consistent with the rules applicable to all PJM stakeholders) in stakeholder working groups, committees or other PJM stakeholder processes.

4.4 OPSI and State Regulators

- OPSI and its member regulatory agencies (commissions) have a unique relationship in the PJM stakeholder process.
- Currently, OPSI and the commissions are not members of PJM.
- OPSI as an entity, or any state commission individually, may elect to become a member as provided for in the Operating Agreement.
- Under a June 2005 Memorandum of Understanding between the OPSI Board and the PJM Board, commissioners and staff of commissions participate, deliberate, give input and engage at all levels of PJM stakeholder groups but do not vote on any issue.



Issue Initiation Process



PROBLEM STATEMENT

★ ISSUE CHARGE

CHARTER

A clear statement of:

- The problem or issue
- The situation to be improved
- The opportunity to be seized
- Why it warrants consideration in the stakeholder process

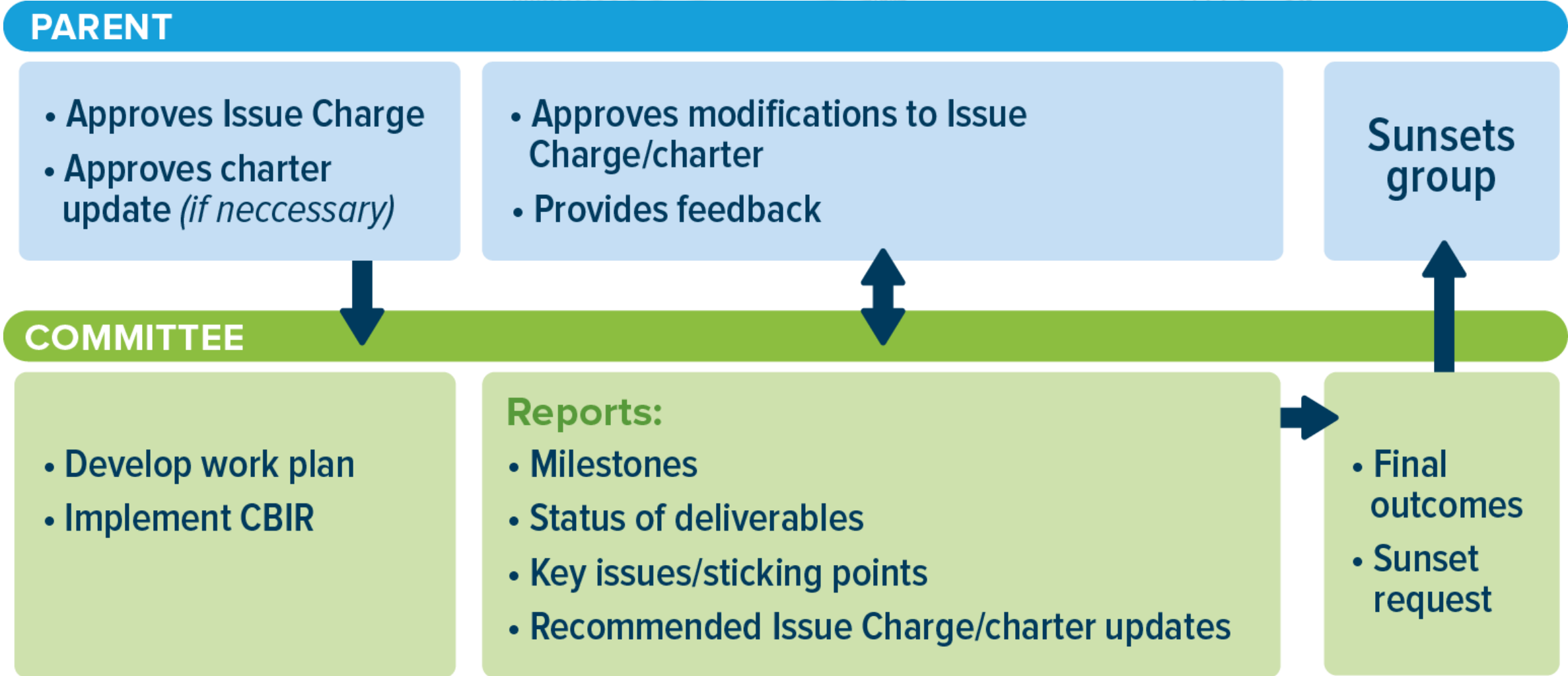
Includes:

- Objectives of the group
- Expected overall duration of work
- Milestones and deadlines
- Administrative details
- Priority and timing of work
- Assignment of the issue
- Decision-making method
- Determination if Issue Charge will serve as charter

New charters are only required for the creation of new standing committees and subcommittees. Charter updates are required for work assigned to existing groups.

Includes:

- Voting/polling authority
- Reporting requirements
- Sunseting requirements





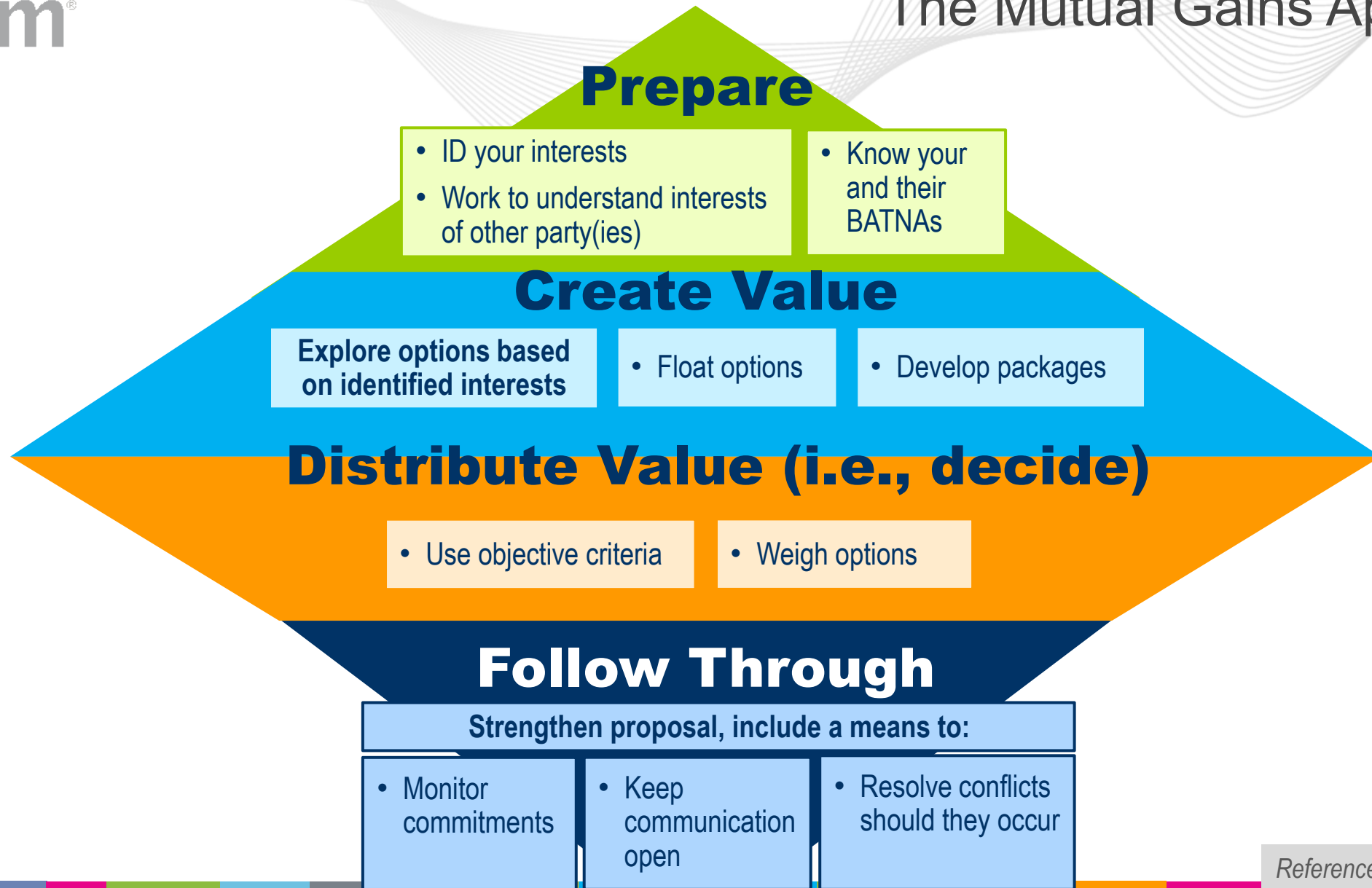


Mutual Gains Theory

**Developed at the
Consensus
Building Institute,
with Larry
Susskind, MIT
professor**

**Process model
based on hundreds
of real-world cases
and experimental
findings**

- Four steps for negotiating better outcomes while protecting relationships and reputation
- Central tenet – parties typically have more than one goal or concern in mind and more than one issue that can be addressed in the agreement they reach
- Allows parties to improve their chances of creating an agreement superior to existing alternatives
- Emphasizes careful analysis and good process management
- Mutual Gains approach is not the same as “Win-Win”



Reference: The Consensus Institute

Mutual Gains – Four Stages:

- 1 Preparation
- 2 Value creation
- 3 Value distribution
- 4 Follow-through

CBIR – Four Steps:

- 1 Investigation & Education
- 2 Options & Proposals
- 3 Narrowing & Decision-Making
- 4 Reporting > Implementation

www.cbuiding.org/cbis-mutual-gains-approach-negotiation



1

Investigation & Education

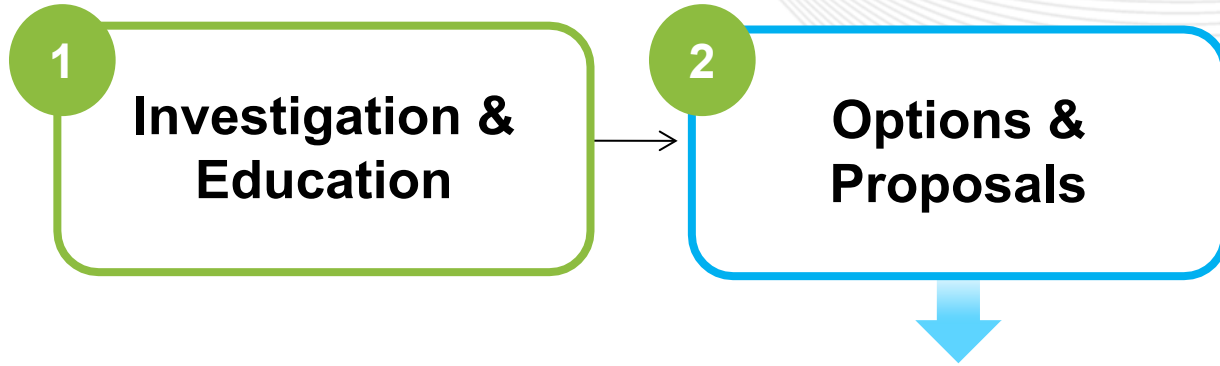
- Develop and maintain a work plan
- Agree on roles, responsibilities, deadlines and goals
- Develop list of topics for coverage
- Describe and document existing operations and procedures
- Determine whether any information necessary to do the work is missing
- Explore and consider “best practices”
- Determine whether outside expertise or assistance may be needed

1

Investigation & Education

Identify Interests

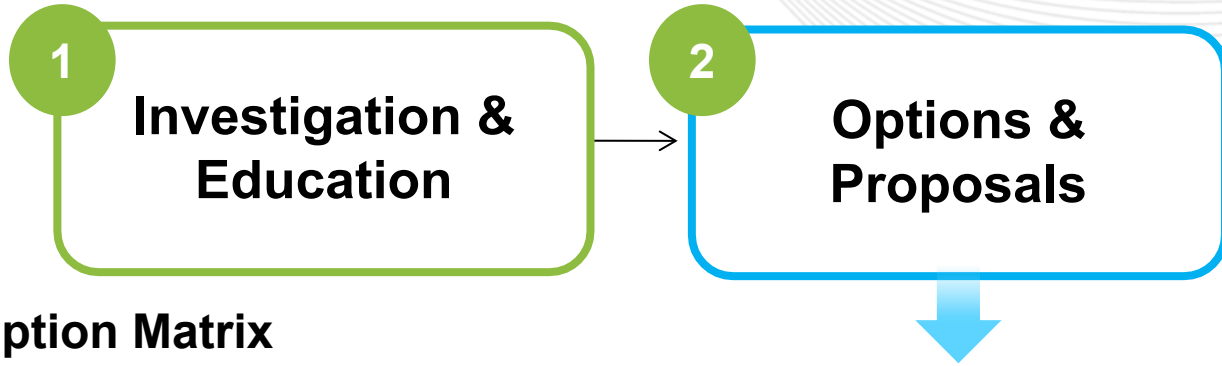
- Ask participants to communicate the importance of the issue to their organization
- Ask participants to share the most and least important interests in regard to the issue
- Consolidate responses
- Batch and present visible themes



Brainstorm solution options and proposals using a two-step process

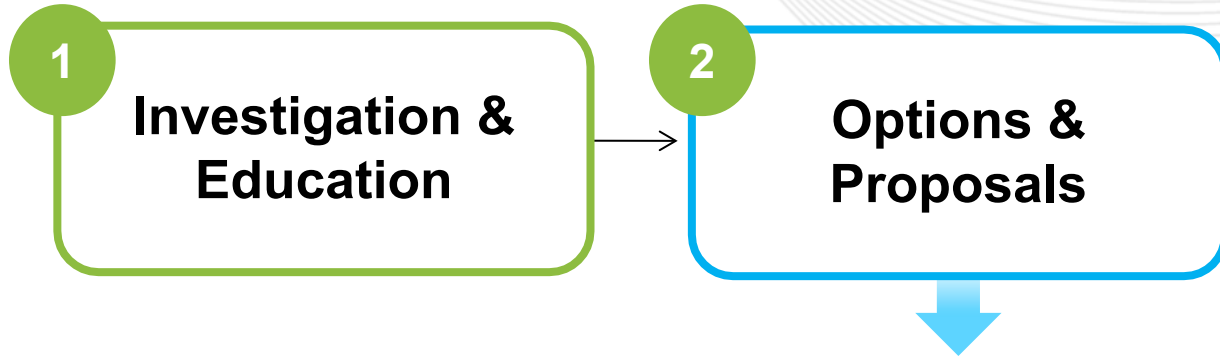
Step 1: Options Matrix

- Develop design components
- Identify priority level
- Propose solution options
- Evaluate and narrow down options (“winnowing”)



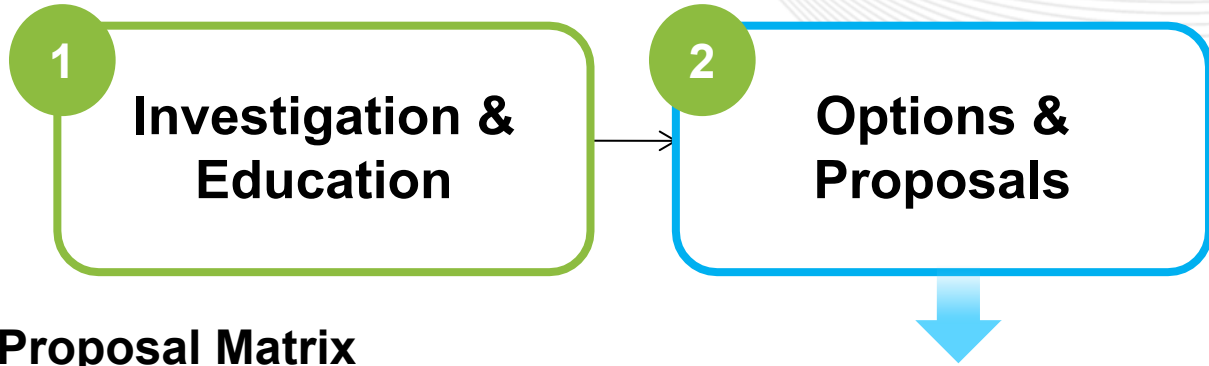
Option Matrix

Design Components	Priorities	Status Quo	A	B	C	D	E
Component 1	High	SQ Component 1	Option 1A	Option 1B	Option 1C	Option 1D	Option 1E
Component 2	Medium	SQ Component 2	Option 2A	Option 2B	Option 2C	Option 2D	Option 2E
Component 3	Low	SQ Component 3	Option 3A	Option 3B			
Component 4	High	SQ Component 4	Option 4A	Option 4B	Option 4C		



Step 2: Proposal Matrix

- Discuss development of proposals (packages), encouraging broad stakeholder proposals
- Use solution option for each package
- Identify similarities and differences
- Prioritize, refine and consolidate as best as possible



Proposal Matrix

Design Components	Priorities	Status Quo	Proposal A	Proposal B	Proposal C	Proposal D
Component 1	High	SQ Component 1	SQ Component 1	Option 1A	Option 1E	Option 1E
Component 2	Medium	SQ Component 2	Option 2C	Option 2B	Option 2D	Option 2D
Component 3	Low	SQ Component 3	SQ Component 3	Option 3B	Option 3A	Option 3B
Component 4	High	SQ Component 4	Option 4A	Option 4C	Option 4C	SQ Component 4



- Use polling and voting to narrow and gauge support for options and proposals

- Negotiate and build consensus
 - Tier 1:* Achieve consensus on a single proposal that all parties accept with no objections
 - Tier 2:* Provide 2–3 alternatives when consensus is not obtained under the Tier 1 approach

- Vote at parent committee and up the committee hierarchy as needed



- The task force or subcommittee is required to provide ***periodic updates*** and a ***final report*** to the parent committee
- Updates should include progress on milestones and deliverables
- The final report will detail all the of steps used in the evaluation process including the proposed solutions





The PJM Planning Committee decides that PJM and the members should develop a recipe for a cake to serve at a special event.



The PJM Planning Committee reviews a Problem Statement and approves an Issue Charge, and since there is no preexisting group that handles cake recipes, establishes a new Cake Task Force (CTF).



PJM assigns a facilitator and secretary, identifies SMEs, coordinates logistics, schedules the first meeting, and off we go.

Step 1A: Review the Problem Statement, Issue Charge, and develop a work plan

Step 1B: Educate and perform joint fact finding

Step 1C: Identify interests







Live Matrix Practice

The facilitator prepared a report on behalf of the task force, which included the preferred recipe of the vast majority of the participants (Recipe 4) and Recipe 2, the gluten-free alternative.



The report included:

1. A copy of the matrices (both component options and recipes/packages)
2. Polling results
3. A brief discussion of the consolidated interests considered in reviewing the options and recipes (packages)
4. A recommendation for further future research on gluten-free flours — perhaps for PJM’s next cake
5. A query about the possibility of making a few gluten-free cupcakes to go along with the chocolate cake this time around

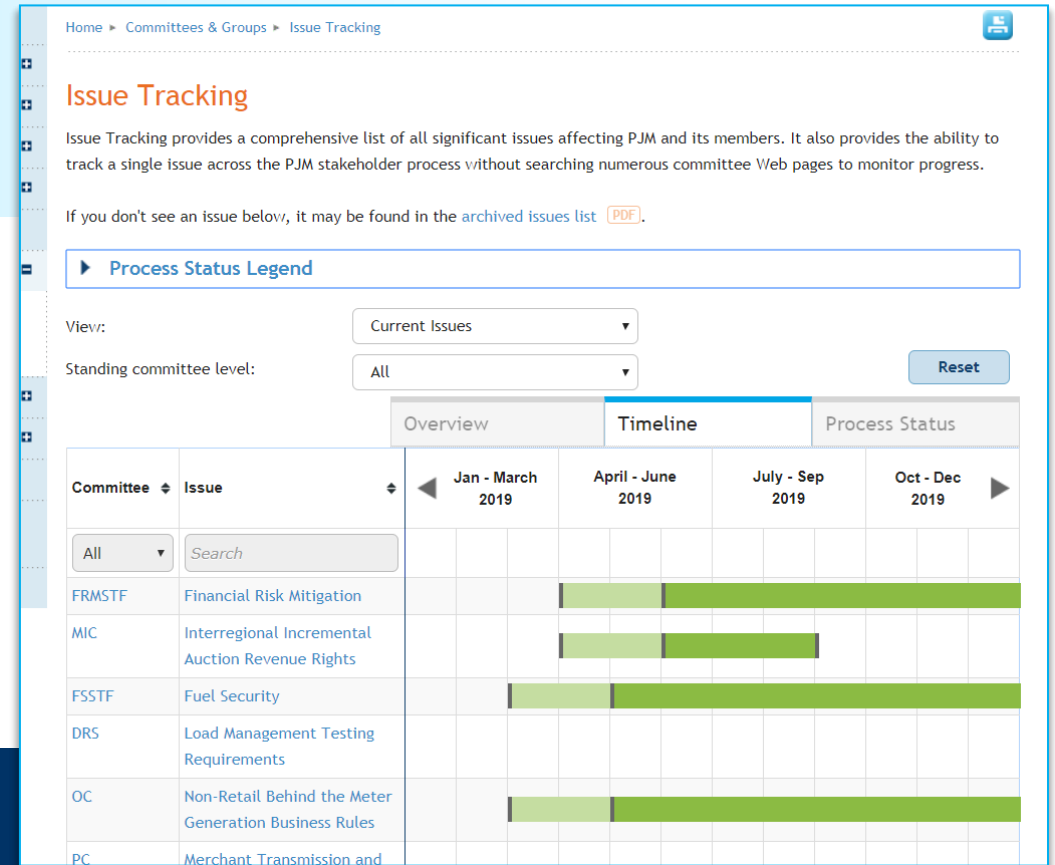
- **Enhanced Liaison Committee (ELC)** – formal process that creates coalitions to present to the PJM Board for decision
- **Critical Issue Fast Path (CIFP)** – streamlined formal process, using the matrix, education, proposals, presentations to the Board and voting at the MC
- **Quick Fix** – brings the solution along with the problem for straightforward issues
- **CBIR Lite** – creates a subgroup of a standing committee with no voting authority
- **User Groups** – Stakeholder group formed by five or more voting members sharing a common interest; minority protection

The objective of the annual plan is to document the work to be completed in the coming year

The annual plan should be used where prioritizing issues in the stakeholder process

The plan will include issues likely to result in proposals to the Members Committee for approval

Issues Tracking on pjm.com offers current, searchable updates



The screenshot shows the 'Issue Tracking' page on the PJM website. It includes a breadcrumb trail (Home > Committees & Groups > Issue Tracking), a title 'Issue Tracking', and a brief description of the tool's purpose. Below this is a 'Process Status Legend' section with filters for 'View:' (set to 'Current Issues') and 'Standing committee level:' (set to 'All'). The main content is a table with tabs for 'Overview', 'Timeline', and 'Process Status'. The 'Timeline' tab is active, showing a grid of issues across four quarters: Jan - March 2019, April - June 2019, July - Sep 2019, and Oct - Dec 2019. Issues are represented by green bars indicating their active periods.

Committee	Issue	Timeline			
		Jan - March 2019	April - June 2019	July - Sep 2019	Oct - Dec 2019
FRMSTF	Financial Risk Mitigation		█	█	
MIC	Interregional Incremental Auction Revenue Rights		█	█	
FSSTF	Fuel Security		█	█	
DRS	Load Management Testing Requirements				
OC	Non-Retail Behind the Meter Generation Business Rules		█	█	
PC	Merchant Transmission and				

- PJM stakeholder meetings follow the rules of procedure outlined in Manual 34.
- Any procedure not specified in M34, is governed by Robert's Rules of Order.







Stakeholder Process Forum

PJM Learning Center

New Member Quick Guide

Committee Meetings

At a Glance: The PJM Stakeholder Process

Stakeholder Process Calendar

The screenshot displays the PJM Learning Center website. At the top, there are navigation tabs for 'Electricity Basics', 'Who is PJM?', 'PJM Structure', 'Three Priorities', and 'Energy Innovations'. A video player is featured with the title 'WHO'S WHO IN THE PJM CONTROL ROOM'. Below the video, there are smaller images and a 'Three Priorities' section. The main content area is titled 'Committees & Groups' and includes a 'View the PJM Stakeholder Process Groups Diagram' section. The diagram shows a flow from 'PJM Board of Managers' to 'Members Committee'. A sidebar on the left lists various meeting centers and committees. On the right, there are links for 'Learning Center', 'PJM Store', and 'Member Community', along with contact information: (866) 400-8980 and (610) 666-8980.

- Join email distribution lists to receive all future emails regarding this group
- Register for meetings in Meeting Center
- Join the roster for groups of interest (required for voting representatives)

The screenshot shows the PJM website's user interface. At the top, there is a navigation bar with links for 'about pjm', 'training', 'committees & groups', 'planning', 'markets & operations', and 'library'. Below this is a 'My PJM Home' section with a sub-menu containing 'My Email Lists' and 'My Profile'. A callout box on the left highlights this sub-menu. The main content area features a 'My PJM Home' heading and a description: 'Manage your meeting registrations and subscriptions to newsletters and email lists.' Below this is a 'My Links' section with a grid of links: 'Member Community', 'Learning Center', 'Meeting Center', 'PJM Tools Sign In', 'Secure Content Areas', and 'User Interface Standards'. A second callout box on the left highlights the 'My Links' section. On the right side, there are sections for 'RELATED INFORMATION' (Training Events, About PJM, Committees) and 'FAQs' (How do I update my account information, Will the PJM website remember that I am signed in). At the bottom right, there is a 'CONTACT INFORMATION' section with a 'Member Community' badge and phone numbers: (866) 400-8980 and (610) 666-8980.

My PJM Home Home > My PJM Home > My Email Lists

My Email Lists

My Profile

My Email Lists

PJM uses a number of lists to send meeting notices, materials, voting or polling results, tool updates and reminders to stakeholders. To subscribe to a list, browse the topic categories and select the lists to which you would like to be added. Once you have made your selections, click the submit button. Selections will be processed within 10 minutes of submission. Do not attempt to resubmit the selection as this will overwrite the latest request.

If you don't see an email list in the *Available Subscriptions* box below, you can update your subscription preferences via the [Email List Update form](#) by entering the name of the mailing list which you would like to be subscribed to or unsubscribed from.

	Email List	Subscribed
Committees	<input type="checkbox"/> ARR FTR Market Task Force	<input checked="" type="checkbox"/>
Communications	<input type="checkbox"/> Capacity Capability Senior Task Force	<input checked="" type="checkbox"/>
	<input type="checkbox"/> Carbon Pricing Senior Task Force	<input checked="" type="checkbox"/>
Forums	<input type="checkbox"/> Energy Price Formation Senior Task Force	<input type="checkbox"/>
Subcommittees	<input type="checkbox"/> Financial Risk Mitigation Senior Task Force	<input checked="" type="checkbox"/>
Task Forces	<input type="checkbox"/> Fuel Security Senior Task Force	<input type="checkbox"/>
	<input type="checkbox"/> Incremental Auction Senior Task Force	<input type="checkbox"/>
	<input type="checkbox"/> Market Efficiency Process Enhancement Task Force	<input checked="" type="checkbox"/>
	<input type="checkbox"/> Modeling Generation Senior Task Force	<input checked="" type="checkbox"/>
	<input type="checkbox"/> Primary Frequency Response Senior Task Force	<input type="checkbox"/>

1. Select Task Force

2. Select CCSTF

3. Click Submit

Hi Tools Sign In Calendar Go

[pjm](#) | [about pjm](#) | [training](#) | [committees & groups](#) | [planning](#) | [markets & operations](#) | [library](#)

My PJM Home Home » My PJM Home 📧 📧

My Email Lists

My Profile

My PJM Home

Manage your meeting registrations and subscriptions to newsletters and email lists.

[PJM Functional Organizational Chart \(PDF\)](#)

My Links

Member Community	Secure Content Areas 🔒
Learning Center	User Interface Standards
Meeting Center	
PJM Tools Sign In	

RELATED INFORMATION

- [Training Events](#)
- [About PJM](#)
- [Committees](#)

FAQs

- How do I update my account information, such as my name, email address, phone number or password?
- Will the PJM website remember that I am signed in if my browser does not allow cookies or my cache is cleared?

CONTACT INFORMATION

Member ?
Community

(866) 400-8980
(610) 666-8980
Member Relations

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Meeting Center

Status

- Open
- Closed
- Registered
- Canceled

Committees & Groups

- Markets & Reliability Committee
- Members Committee
- Planning Committee

1. Scroll through the list of available meetings

Showing results 1 - 15 of 241
[Load My Filters](#) | [Save My Filters](#)
[Clear Filters](#)

Search

Meetings Select: All | None [Register](#)

Select	Date/Time	Details	Status
<input checked="" type="checkbox"/>	4.7.2020 9:00 a.m. - 4:00 p.m. EPT	Capacity Capability Senior Task Force Conference Call Capacity Capability Senior Task Force	Open

3. Click Register

2. Select CCSTF

- Individuals authorized to vote on behalf of the member company must be included on the roster.
- Rosters also provide contact information for other involved stakeholders.

Update roster members using the [Roster Update Form](#).

The screenshot shows the PJM website's 'Task Forces' page. The navigation menu includes 'about pjm', 'training', 'committees & groups', 'planning', 'markets & operations', and 'library'. The sidebar on the left has a 'Task Forces' section expanded, listing 'ARR FTR Market Task Force', 'Carbon Pricing Senior Task Force', and 'Capacity Capability Senior Task Force'. The main content area features the heading 'Task Forces' and a description: 'Task forces are temporary stakeholder groups that address specific non-routine issues or other duties as assigned within the scope of a defined charter. They are disbanded upon completion of the specific work activity.' Below the description is a photo of a meeting and the text 'Open task forces can be found in the navigation to the left.' and 'Closed task forces'. The 'RELATED INFORMATION' section on the right includes a link to the 'Roster Update Form', which is highlighted with a blue arrow. Other links include 'Facilitator Feedback Form', 'Stakeholder Process Quick Guides & Templates', 'M34', and 'Committee Structure Diagram'. The 'CONTACT INFORMATION' section is also visible at the bottom.

Access the form from any committee or group page

Each member company can name up to four representatives, including one primary and three alternates.

PJM Stakeholder Affairs
StakeholderAffairsTeam@pjm.com