

# PJM Stakeholder & Consensus Based Issue Resolution (CBIR) Process



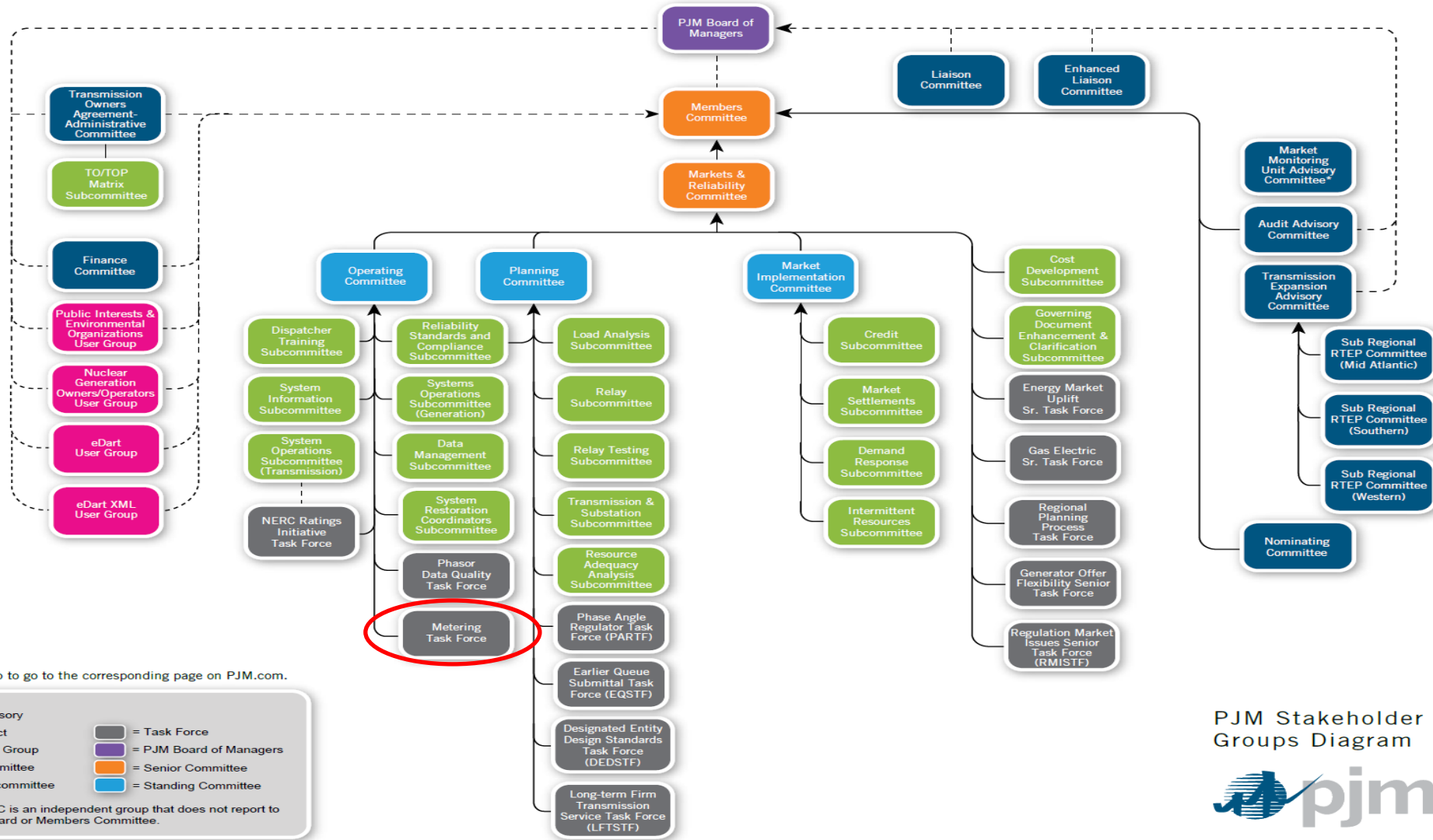
Nancy Huang

2015

- ❑ Fundamentals
- ❑ Issue Resolution Process
- ❑ Reference
- ❑ Appendix

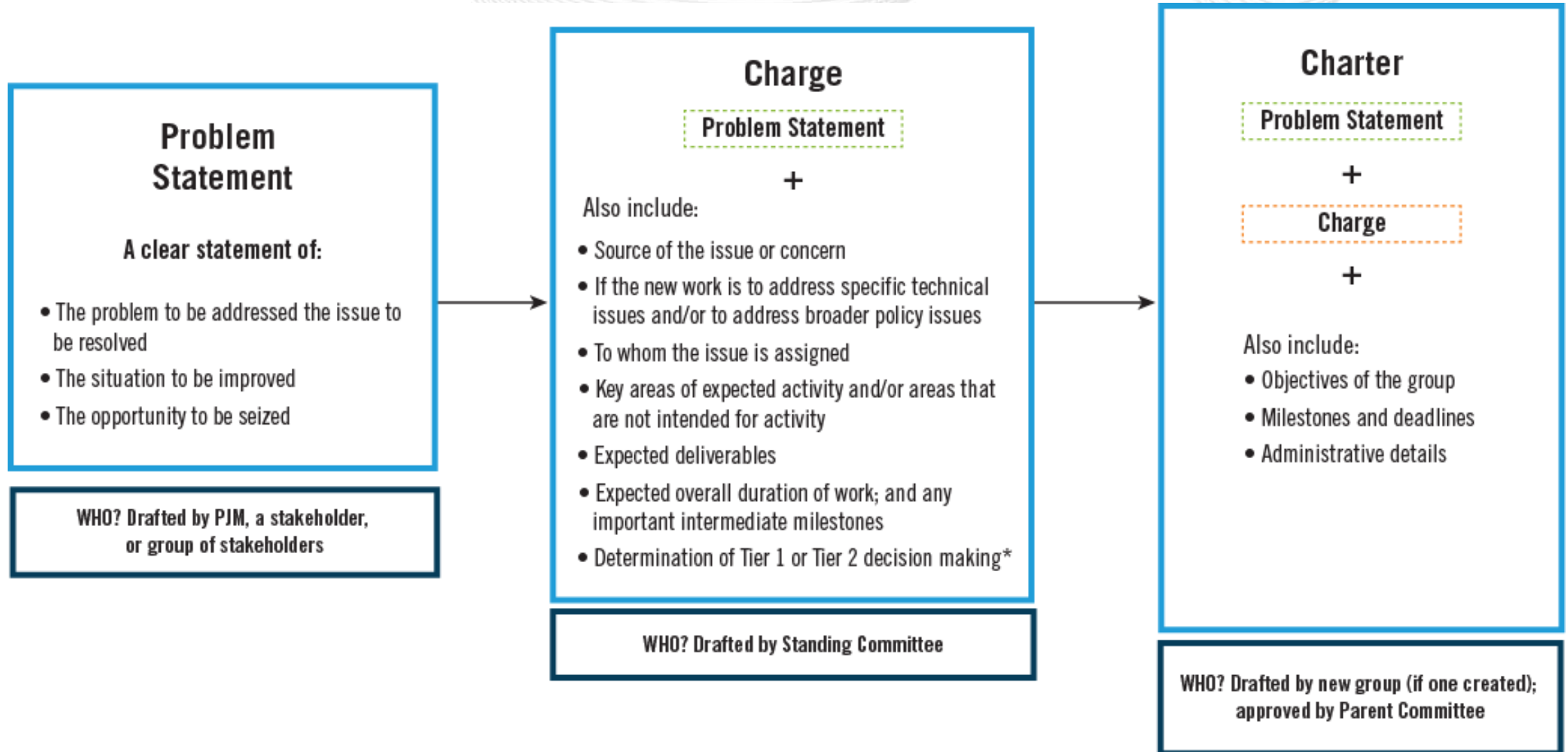
## Vet and approve / endorse changes to PJM Markets, Operations, Planning

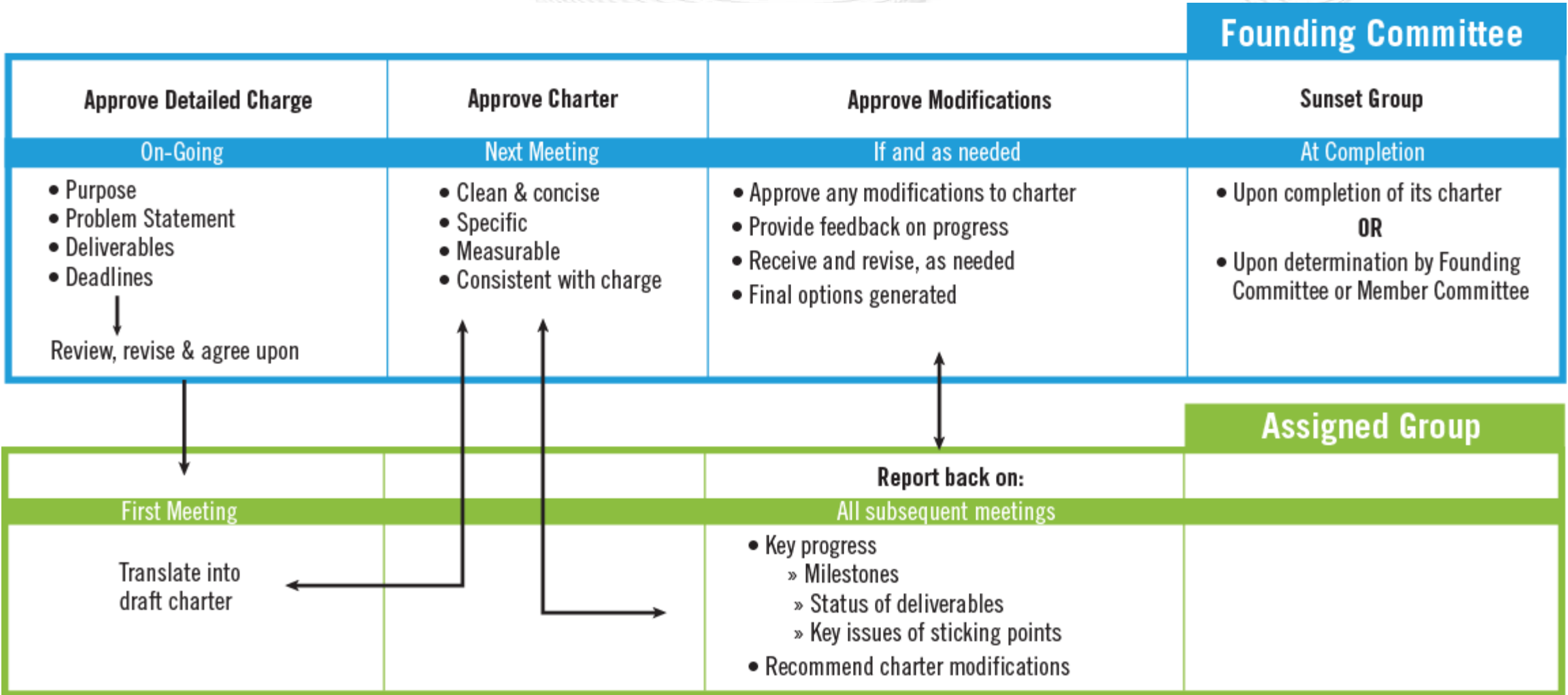
- Educate stakeholders on issues related to PJM markets, operations, public policies and industry matters;
- Explore solutions, building consensus which may help policy makers approve key laws and regulations;
- Enhance communication among Members and between Members and PJM management; and to
- Implement the powers and responsibilities of the Members Committee and other committees defined in the OA.



PJM Stakeholder Process Groups Diagram









- Meeting Center
- Committees
- User Groups
- Subcommittees
- Task Forces
- Closed Groups
- Issue Tracking
- Stakeholder Meetings
- State Commissions
- Consumer Advocates
- Independent State Agencies Committee
- WebEx

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## Issue Tracking

Issue Tracking provides a comprehensive list of all significant issues affecting PJM and its members. It also provides the ability to track a single issue across the PJM stakeholder process without searching numerous committee Web pages to monitor progress.

If you don't see an issue below, it may be found in the [archived issues list](#) [\[PDF\]](#).

### Process Status Legend

View:

Current Issues

Standing committee level:

OC

Reset

Overview		Proposed Timeline	Process Status		
Committee	Issue	Strategic Focus Area	Issue Status	Stakeholder Process Status	MC Annual Plan
All		All	All	All	All
MTF	PJM Manual Metering Requirements Review and Update	Reliability/Operations	Emerging	Approved	2015
SOS	PJM Training and Certification Requirements Non-Compliance	Reliability/Operations	Solution Alternatives Proposed	Consensus	2015
OC	Regulation Performance Impacts	Reliability/Operations	Awaiting Implementation & FERC Approval	Review	2015
OC	Gas Unit Commitment Coordination (Long-term)	Reliability/Operations	On-Hold	Approved	2015
OC	Combined Cycle Modeling	Competitive Markets	On-Hold	Review	2011

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Home > Committees & Groups > Issue Tracking > Issue Details



## Issue Details

### PJM Manual Metering Requirements Review and Update

This task force will create consensus on metering issues related to operations, settlements and compliance, with a specific focus on updating and enhancing Manual 01 Section 5 Metering Requirements. Technical issues such as metering accuracy, redundancy and maintenance will be studied in the context of metering performance requirements for State Estimation, Settlements, and other critical data use cases. Factors such as precedence of existing Manual and Tariff language, preponderance of actual installed equipment performance, actual operational and market needs, overarching regulatory and compliance rules, and historical development of existing rules and company integration into PJM, may be taken into consideration.

#### Issue Details

Strategic Focus Area:	Reliability/Operations
Issue Status:	Emerging
Stakeholder Body:	<a href="#">Metering Task Force</a>
Stakeholder Process Status:	Approved
Issue Catalyst:	PJM
Date Created:	9.8.2015
MC Approval Date:	
Target Completion Date:	5.31.2016
Actual Completion Date:	
Agreement Change(s):	
Manual Change(s):	Yes
MC Annual Plan:	2015

#### Associated Documents

#### Governing Documents

Date	Documents
10.6.2015	Meeting materials from the OC meeting Item 02 - Draft Minutes - OC - 9.8.2015

#### RELATED INFORMATION

- [Roster Update Form](#)
- [Stakeholder Process Quick Guides & Templates](#)
- [PJM Members Handbook](#)

#### CONTACT INFORMATION



[Website Feedback](#)

(866) 400-8980  
(610) 666-8980  
[Member Relations](#)



# The Consensus Based Issue Resolution Process (CBIR)

- Evaluation of the issue based on the approved Charge & Charter
- Four steps:
  - ① Problem Investigation
  - ② Proposal Development
  - ③ Decision Making
  - ④ Reporting to Standing Committees

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## Problem Investigation

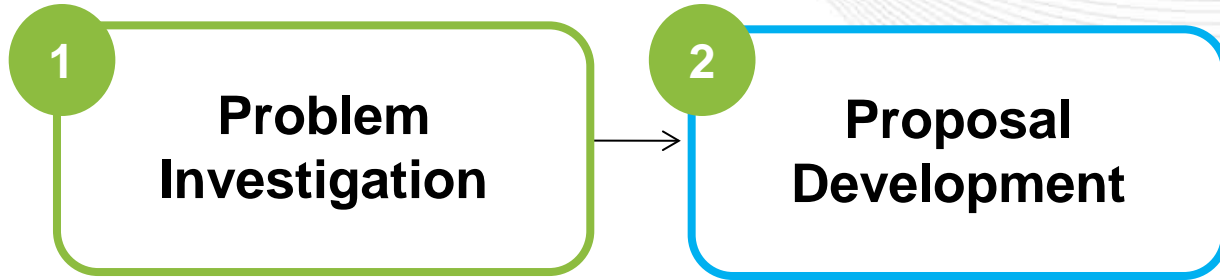
- A detailed work plan is developed to assist the group in identifying key milestones and deliverables based on the Charter
- Education and joint-fact finding
  - Descriptions of existing operations & procedures
  - Determine missing information necessary to do work
  - Agreement on roles and responsibilities, deadlines, and goals
  - Explore and consider “best practices”
  - Determine if outside expertise or assistance may be needed

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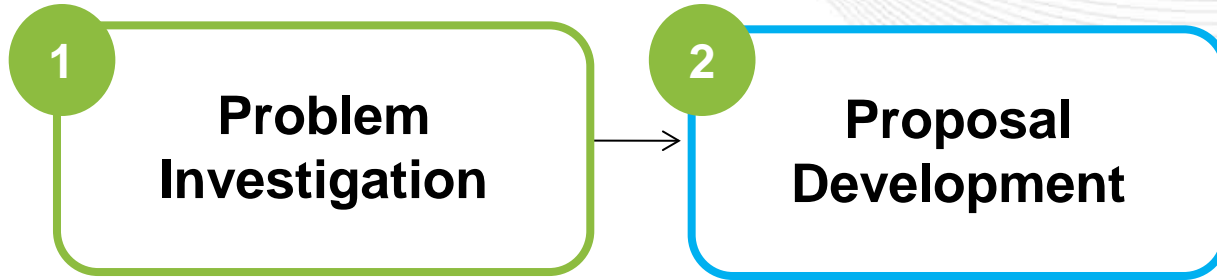
## Problem Investigation

Interest identification to ensure all stakeholders have a common understanding of each others position and/or interest

- Ask participants to communicate the importance of the issue for their organization
- Ask participants to share most important and least important interests in regards to the issue
- Facilitator consolidates



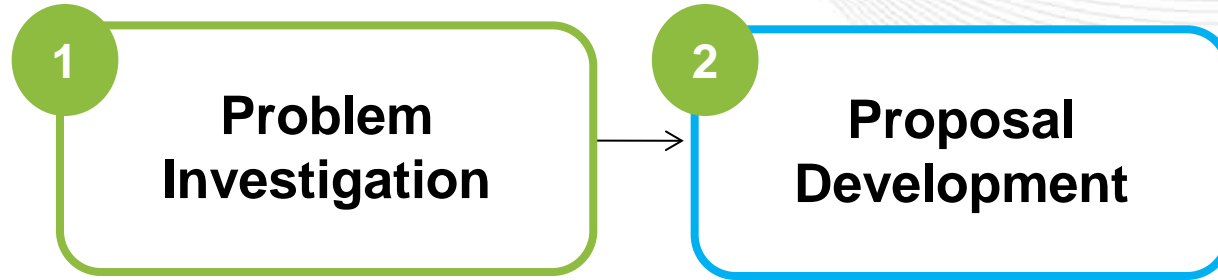
- Proposal of solutions using a 2-step process
- Step 1 – Options Matrix
  - Develop options for design components
  - Identify priority level
  - Propose solution options
  - Evaluate and narrow



## Option Matrix

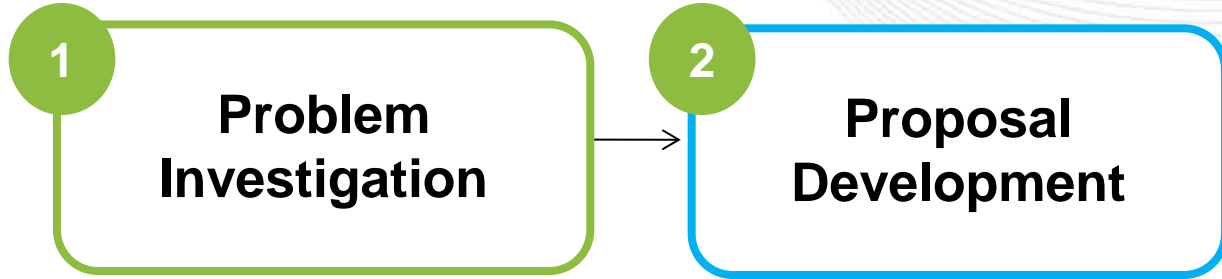
Design Components	Priorities	Status Quo	A	B	C	D	E
Component 1	High	SQ Component 1	Option 1A	Option 1B	Option 1C	Option 1D	Option 1E
Component 2	Medium	SQ Component 2	Option 2A	Option 2B	Option 2C	Option 2D	Option 2E
Component 3	Low	SQ Component 3	Option 3A	Option 3B			
Component 4	High	SQ Component 4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





- **Step 2 – Solution Matrix**

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

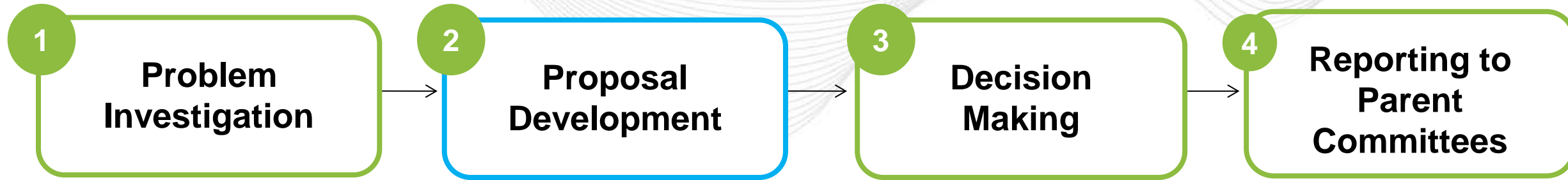


## Proposal Matrix

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



- Decision making:
  - **Tier 1** - Consensus on a single proposal where all parties accept the proposal with no objections
  - **Tier 2** – Multiple alternatives when consensus is not obtained under the Tier 1 approach (limited to 2-3 options)



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
  - Include “3/2 Rule” packages

## PJM Manual 34: PJM Stakeholder Process

<http://www.pjm.com/~media/documents/manuals/m34.ashx>

### Contact:

Your group facilitator/secretary

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or

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Janell Fabiano – [Janell.Fabiano@pjm.com](mailto:Janell.Fabiano@pjm.com)

# Consensus Based Issue Resolution (CBIR) Process: Cake Model





- The PJM Planning Committee decides that PJM and the Members should develop a recipe for a cake to feed its growing membership at a special event.
- The PJM Planning Committee reaches agreement on a Problem Statement and a draft Charge, and since there is no preexisting group that handles cake recipes, establishes a new Cake Task Force (CTF).
- The CTF takes the Problem Statement and Charge, and incorporates them into a draft Charter that is then approved by the Planning Committee, and off they go.

- **Step 1A:** Review the Charge and Charter, and Develop a Workplan
- **Step 1B:** Educate and Perform Joint Fact Finding
- **Step 1C:** Interest Identification



Prior to the next meeting, the facilitator then consolidates **all** the interests into an organized list of themes, categories, or buckets of interests.

The facilitator lists the following broad cake-related interests and then leads a discussion on the consolidated list of interests—to see if the consolidation is complete and accurate, and whether there's convergence or divergence of opinion on the relative importance of each consolidated interest.

- **Tasty** (fine finish to meal, a tasty dessert, show off good cooking skills, please the most guests)
- **Affordable** (avoid expensive ingredients)
- **Non-allergenic** (address special dietary needs)
- **Attractive** (fine finish to meal, show off good cooking skills, please the most guests)

- Following the discussion, the participants agreed that the cake should be tasty, attractive, and affordable.
- Members noted that there was likely to be a range of opinion across participants regarding what alternatives best meet each of these consolidated interests and that some interests might end up in conflict.
- For instance, the members agreed that the cakes should be as non-allergenic as possible, but that meeting this interest might be difficult when balanced against other interests, like tasty or affordable.
- Members noted that it might be difficult to ensure that everyone, including those few with various food sensitivities, could agree to the eventual outcome. But they did agree that since nut allergies can be deadly and triggered by the mere smell of nuts, that the final cake recipe should be nut-free.





Design Components	Relative Importance
Flour	Medium
Sweetener	Medium
Shape	Low
Flavor	High
Moistener	Low-Medium



Design Components	Priority	A	B	C	D
Flour	Medium	White	Whole Wheat	Gluten-Free	<del>Rye</del>
Sweetener	Medium	White Sugar	Brown Sugar	Honey	
Shape	Low	Flat	Round	Bundt	
Flavor	High	Vanilla	Chocolate	Strawberry	<del>Almond</del>
Moistener	Low-Medium	Oil	Butter	Sour Cream	

Design Components	Priority	A	B	C
Flour	Medium	White	Whole Wheat	Gluten-Free
Sweetener	Medium	White Sugar	Brown Sugar	Honey
Shape	Low	Flat	Round	Bundt
Flavor	High	Vanilla	Chocolate	Strawberry
Moistener	Low-Medium	Oil	Butter	Sour Cream

Design Components	Priority	Recipe 1	Recipe 2	Recipe 3
Flour	Medium	White	Gluten-Free	Whole Wheat
Sweetener	Medium	White Sugar	Honey	Brown Sugar
Shape	Low	Flat	Round	Bundt
Flavor	High	Vanilla	Strawberry	Chocolate
Moistener	Low-Medium	Butter	Sour Cream	Oil

- **Step 3A: Comparing Recipes (Packages) to Interests**
- **Step 3B: Winnow Recipes (Packages)**
- **Step 3C: Testing for Consensus**
- **Step 3D: Stepping Back Briefly to Seek Alternative Recipes (Packages) (if no consensus)**
- **Step 3E: Final Tier 1/Tier 2 Decision-making**

Design Components	Priority	Recipe 1	Recipe 2	Recipe 3	Recipe 4
Flour	Medium	White	Gluten-Free	Whole Wheat	White
Sweetener	Medium	White Sugar	Honey	Brown Sugar	Brown Sugar
Shape	Low	Flat	Round	Bundt	Bundt
Flavor	High	Vanilla	Strawberry	Chocolate	Chocolate
Moistener	Low-Medium	Butter	Sour Cream	Oil	Butter

- The facilitator prepared a report on behalf of the Task Force.
- It 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-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.