

Welcome To...



TITANS



Developed by...



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TITANS



TITANS keeps an inventory of the Knowledge, Skills and Competencies (KSAs) of individuals within your organization. Armed with this information in addition to the skillsets required by jobs assigned to each employee, TITANS will quickly identify GAPS that at the individual, work group and organizational level given. In addition to current Skill GAPS TITANS will also identify future skill GAPS that are anticipated due to employees scheduled to leave the organization at some future date.

Common Tools

The Ellipsis

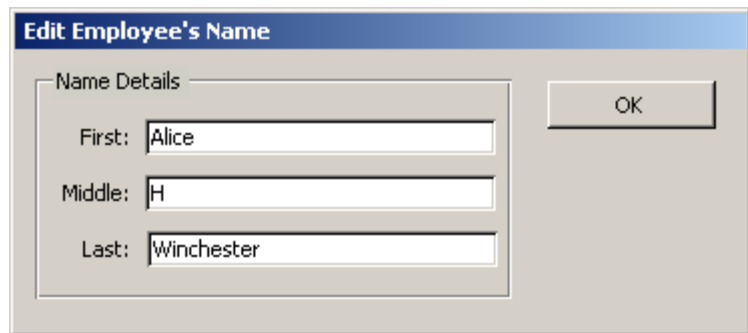
 The Ellipsis Icon that appears just to the right of its related field. In the case of a user's name (as illustrated on the right) the ellipsis will open the Check Full Name form below.

The ellipsis button also appears beside fields where the information contained in them may exceed the space available and/or more detailed information is available.




Automatic Name Parsing

TITANS will automatically parse a user name. The ellipsis that appears to the right of the user name will offer the opportunity to confirm that the parsing was done correctly and/or update the name as necessary.

A screenshot of a dialog box titled 'Edit Employee's Name'. Inside the dialog, there is a section titled 'Name Details' which contains three text input fields. The first field is labeled 'First:' and contains the text 'Alice'. The second field is labeled 'Middle:' and contains the text 'H'. The third field is labeled 'Last:' and contains the text 'Winchester'. To the right of these fields is an 'OK' button.

Drilling Down

 The small pencil located to the left of any given field will appear many times throughout TITANS. Clicking these buttons will Open the record referred to just to the right of icon itself.

Session Log

Each time a record is opened from within a master form TITANS maintains a log of the form and record accessed. The navigation buttons located on TITAN's toolbar look and behave just like the navigation buttons on a web browser allowing a user to advance forward and backward to and from records previously reviewed. Records can also be reviewed via a Historical Tree that breaks the information up by module into a hierarchical tree.

Toolbar – Buttons & Hot Keys

The titans toolbar provides rapid access to every main form within TITANS including records and forms previously accessed. The buttons on the left function just like the forward and backward buttons of a web browser allowing a user to advance forward and backward through the history of records reviewed. The Module Buttons that appear on the right provide direct access to the Master Forms within Titans as detailed below.



1 Historical Tree



2 Back



3 Forward



4 Main Menu



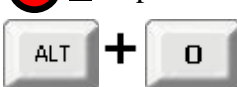
5 Employee



6 KSA



7 Occupation



8 Training



9 Scout



10 Scout



11 Master List



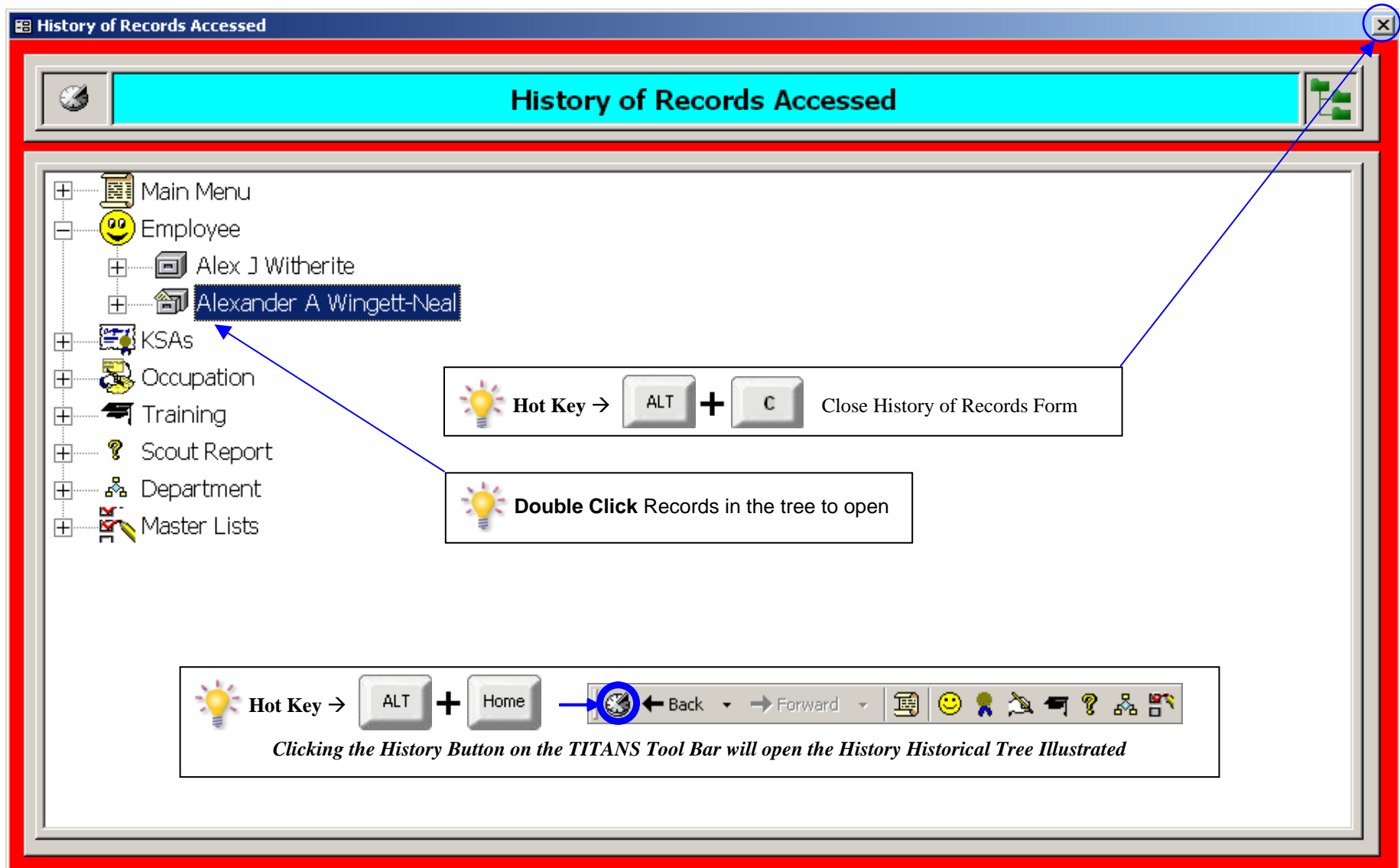
Toolbar – Backward and Forward History

Using TITANS Session log a list of records previously or formerly reviewed can be located and reopened by clicking the button on the tool bar and then selecting the desired record.

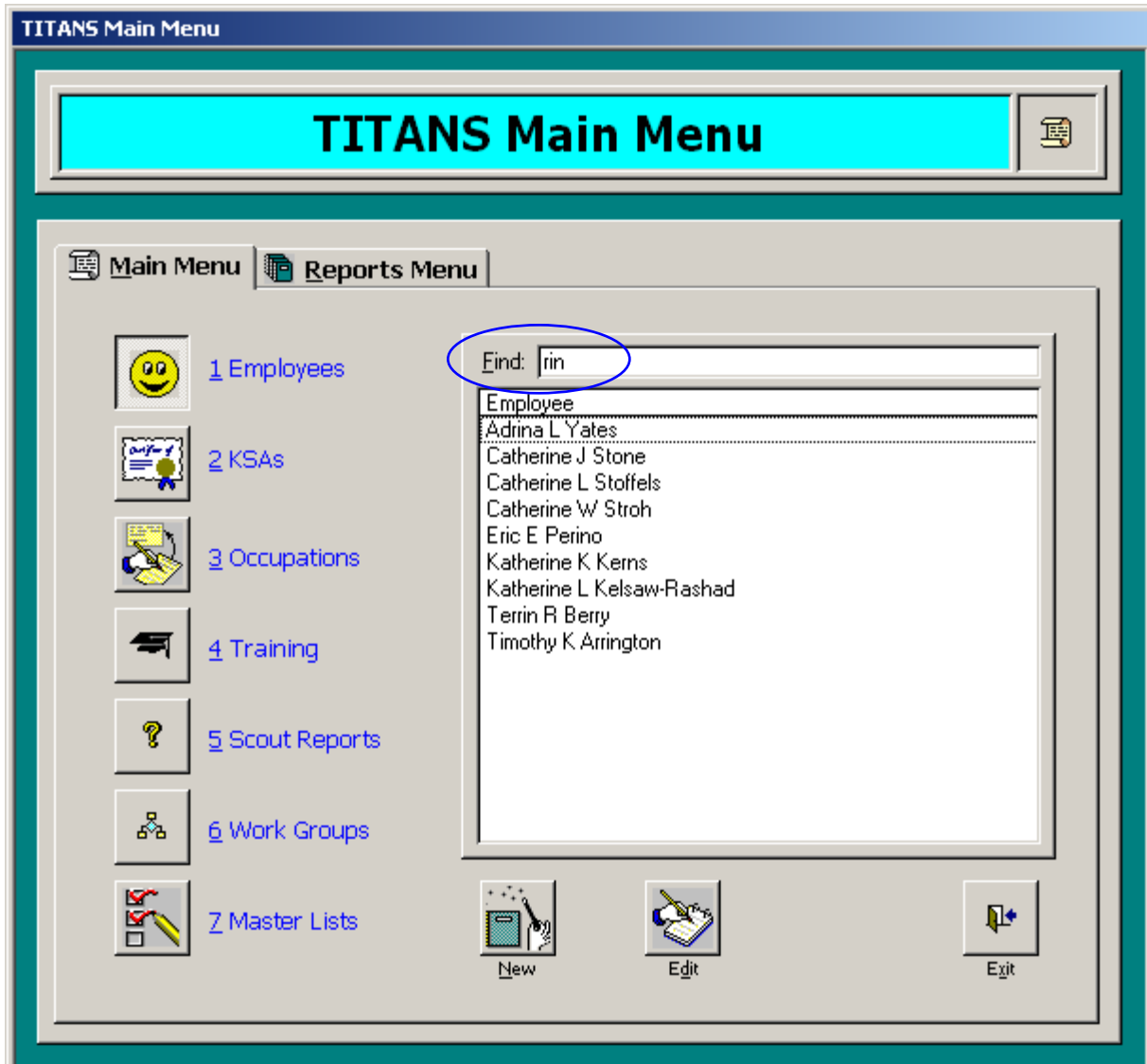
TITANS		
Find Utilities		
	Back	Forward
Time	Module	Record
02:08:45 PM	Department	PMF - Financial Management
02:08:42 PM	KSAs	Accounts Management
02:08:41 PM	Occupation	Administrative Specialist
02:07:52 PM	Employee	Alexander A Wingett-Neal

Toolbar – Historical Tree

The Historical Tree Provides quick and ready access to any records previously opened from the time TITANS is opened to the time it is closed.



Main Menu



Pattern Matching

Using **Pattern Matching** TITANS will quickly locate any records that matching the characters entered. Notice the letters "rin" (circled in blue) filter the list of employees to only those names that include the letters "rin" irrespective of where the letters "rin" appear in the employees name.

Employees

Employee – Knowledge, Skills & Abilities (KSA)

Employee: Diane H Rapacz

Employee Diane H Rapacz ...

Phone

Retire Date

Work Group

Job Title Pre-Scheduler (PGK)

Email

Participant

Supervisor

1 Knowledge, Skills & Competencies

2 Occupations

3 Training

4 Employee Notes

☐ Inactive Employee

Knowledge, Skills & Competencies	Category	Comments	vs.	Current Desired	Proficiency	Updated
Accounts Management	Knowledge		...	Current	None	05/20/02
E-Tagging	Knowledge		...	Current	Proficient	05/20/02
FCRPS	Knowledge		...	Current	Proficient	05/20/02
FCRTS	Knowledge		...	Current	Proficient	05/20/02
General Transfer Agreements	Knowledge		...	Current	Proficient	05/20/02
Power and Transmission Scheduling	Knowledge		...	Current	Proficient	05/20/02
Power Products	Knowledge		...	Current	Basic	05/20/02
Slice-of-the-System	Knowledge		...	Current	Basic	05/20/02
Transmission Acquisition	Knowledge		...	Current	Basic	05/20/02
Analysis - Preschedule	Technical Skill		...	Current	Proficient	05/20/02
Contract Interpretation - Scheduling	Technical Skill		...	Current	Proficient	05/20/02
Customer Service	Technical Skill		...	Current	Proficient	05/20/02
Load Forecasting	Technical Skill		...	Current	Proficient	05/20/02
Personal Computer Skills - Basic	Technical Skill		...	Current	Proficient	05/20/02
Scheduling Applications	Technical Skill		...	Current	Proficient	05/20/02
Training Planning and Implementation	Technical Skill		...	Current	Basic	05/20/02
Action Oriented	Behavioral Competency		...	Current	Proficient	05/20/02
Business Acumen	Behavioral Competency		...	Current	Basic	05/20/02
Functional/Technical Skills	Behavioral Competency		...	Current	Proficient	05/20/02
Learning on the Fly	Behavioral Competency		...	Current	Proficient	05/20/02
Problem Solving	Behavioral Competency		...	Current	Proficient	05/20/02

Record: of 21

of 1 Employees (Filtered)

Employee – Occupations

Employee: Diane H Rapacz

Employee
Diane H Rapacz

Phone
Retire Date 11/24/03
Work Group PGK - Scheduling Coordination

Job Title
Pre-Scheduler (PGK)

Email
Participant Yes
Supervisor

☒ 1 Knowledge, Skills & Competencies
☒ 2 Occupations
☒ 3 Training
☒ 4 Employee Notes
☐ Inactive Employee

Occupational Titles	Proficiency	Comment	Employees Current Title -->	Start Date	End Date	Leaving
Pre-Scheduler (PGK)	UnRated					
Public Utilities Specialist (Pre-Scheduler)	UnRated					

Click To Select an employees Current Job Title
 The Red X Circled in blue above represents the employees current Occupation. By clicking any empty space in this column the Employees Current Job Title changes to match the Occupational Title Selected.

Record: 1 of 2

1 of 1 Employees (Filtered)

Employee – Training

Employee: Diane H Rapacz

Employee
Diane H Rapacz

Phone
Retire Date
Work Group

Job Title **Pre-Scheduler (PGK)**
Email
Participant
Supervisor

1 Knowledge, Skills & Competencies

2 Occupations

3 Training

4 Employee Notes

☐ Inactive Employee

Training	Course	Session	Start Date	End Date	Int/Ext	Cost	Status
Dan Ogden: Develop Federal Pwr	'0002	'0002	6/27/01	6/27/01	Int SS	\$35.00	Completed
Office Ergonomics	'0011	'0011	8/8/01	8/8/01	Int Non SS	\$0.00	Completed
SCEP/STEP Orientation Day	'0003	'0003	7/10/01	7/10/01	Int Non SS	\$19.00	Completed
						\$0.00	

Record: of 3

of 1 Employees (Filtered)

Employee – Notes

Employee: Diane H Rapacz

Employee: **Diane H Rapacz** ... Phone: Retire Date: 11/24/03 Work Group: PGK - Scheduling Coordination
Job Title: Pre-Scheduler (PGK) Email: Participant: Yes Supervisor:

☒ 1 Knowledge, Skills & Competencies ☒ 2 Occupations ☒ 3 Training ☒ 4 Employee Notes ☐ Inactive Employee

1 of 1 Employees (Filtered)

Employee: Diane H Rapacz

Employee: **Diane H Rapacz** Phone: Retire Date: 11/24/03 Work Group: PGK - Scheduling Coordination
 Job Title: Pre-Scheduler (PGK) Email: Participant: Yes Supervisor:

1 Knowledge, Skills & Competencies 2 Occupations 3 Training 4 Employee Notes

☐ Inactive Employee

Employee – Record History

Clicking the Modules Icon Circled Below will display a list of other records access from within that module.

Employee: Diane H Rapacz

Time	Module	Record
03:07:31 AM	Employee	Diane H Rapacz
03:07:28 AM	Employee	Adrina L Yates
12:25:50 AM	Employee	Zoanne P A Aho
12:25:48 AM	Employee	Alice H Winchester
12:25:46 AM	Employee	Zoanne P A Aho
12:25:22 AM	Employee	Albert R Wolfe
12:17:55 AM	Employee	Alice H Winchester
12:11:28 AM	Employee	Zoanne P A Aho
11:43:23 PM	Employee	Alex J Witherite

Employee – Assessment Report Options

Employee Report Options offers several reports to choose from.

Employee Report Options

Report

☒ Employee Assessment ☒ Employee's KSAs
☐ Employee's Jobs
☐ Employee's Training
☒ Proficiency Key

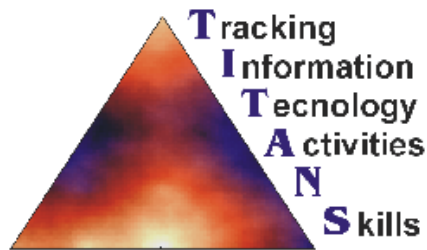
☐ GAP Assessment

Employee's Profile (All Options)

Preview Print

Employee – Assessment Report

The employee assessment report quickly sizes up an Employee's KSAs, Occupational Titles, Training and Proficiency.



Titans

Employee: Zoeanne P A Aho

Employee Assessment - Printed Thursday, March 20, 2003 6:24:48 PM

KSAs

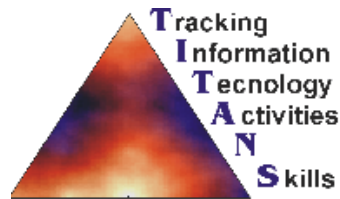
Employee's proficiency
Proficiency required by employee's occupation

Knowledge	
Analysis - Quantitative, Billing	Proficient
★ CAISO (& CAPX) Policies, Procedures, Tariff, etc.	Proficient
★ CAISO (& CAPX) Settlements Process, Terms, etc.	UnRated
California Political & Regulatory Landscape	UnRated
General Transfer Agreements	UnRated
General Transfer Agreements - History/Implementation	Basic
Policies Affecting Wholesale Power Customers - PBL	Basic
Policies/Strategies - PT	Basic
Slice-of-the-System	Proficient
Transmission Rates, Tariffs, Contracts, Regulations	Proficient
Technical Skill	
★ Analysis - Quantitative, General	Proficient
★ Analytical Skills	Proficient
★ Detail Oriented	Proficient
Behavioral Competency	
Business Acumen	Basic
Negotiating	Basic
★ Peer Relationships	Proficient
Problem Solving	Proficient
Technical Learning	Proficient

★ KSAs with a star have been flagged as high importance for the job currently held.

UnRated { No assessment has been made
None { No expertise exists at this time
Basic { Has a base, level of expertise
Proficient { Has a working, practical level of expertise
Mastery { Is an expert in this area
Baseline { Maximum proficiency required for any job currently held by the employee

Employee – GAP Assessment



Employee GAP Assessment
Diane H Rapacz

Behavioral Competency

KSA	Occupational Title	Current Proficiency Required Proficiency	GAP
Business Acumen	Pre-Scheduler (PGK)	Basic Proficient	1
Functional/Technical Skills	Pre-Scheduler (PGK)	Proficient Mastery	1
Behavioral Competency GAP Summary		Unrated 0	Rated 2

Knowledge

KSA	Occupational Title	Current Proficiency Required Proficiency	GAP
Accounts Management	Pre-Scheduler (PGK)	None Proficient	2
E-Tagging	Pre-Scheduler (PGK)	Proficient Mastery	1
Power and Transmission Scheduling	Pre-Scheduler (PGK)	Proficient Mastery	1
Power Products	Pre-Scheduler (PGK)	Basic Proficient	1
Slice-of-the-System	Pre-Scheduler (PGK)	Basic Proficient	1
Transmission Acquisition	Pre-Scheduler (PGK)	Basic Proficient	1
Knowledge GAP Summary		Unrated 0	Rated 7

Technical Skill

KSA	Occupational Title	Current Proficiency Required Proficiency	GAP
Customer Service	Pre-Scheduler (PGK)	Proficient Mastery	1
Scheduling Applications	Pre-Scheduler (PGK)	Proficient Mastery	1
Training Planning and Implementation	Pre-Scheduler (PGK)	Basic Proficient	1
Technical Skill GAP Summary		Unrated 0	Rated 3

Employee – Finding Records

Find Employee

Find Employee -->

Employee: Diane H Rapacz









Employee: **Diane H Rapacz** Job Title: Pre-Scheduler (PGK)





Employee	Title	Department
Adam M Zenner	Senior Vp For Power Bus Line	PMF - Financial Management
Adrina L Yates	Executive Assistant	PMF - Financial Management
Aida M Wykoff	Administrative Specialist (PB)	PB - Staff Management
Albert R Wolfe	Administrative Specialist (PB)	PB - Staff Management
Alex J Witherite	Lead Administrative Specialist (PB)	PB - Staff Management
Alexander A Wingett-Neal	Administrative Specialist (PB)	PB - Staff Management
Alice H Winchester	Staff Manager (PB)	PB - Staff Management
Allan D Williams	Personal Assistant	PG - Generation Supply
Allan K Wilson	Civil Engineer (Team Lead)	PG - Generation Supply
Allen Wiley	Supervisory Public Utilities Specialist	PGC - Contract Generating Resources
Andres Whitlow	Financial Analyst	PGC - Contract Generating Resources
Andrew Charles White	Public Utilities Specialist	PGC - Contract Generating Resources
Andrew G White	Public Utilities Assistant	PGC - Contract Generating Resources
Andrew T Westmoreland	Nuclear Engineer	PGC - Contract Generating Resources
Angela J Wellschlager	Nuclear Engineer	PGC - Contract Generating Resources
Angela M Weedall	Project Representative (PGF)	PGF - Federal Hydro Projects
Angela P Wedlund Jr	Program Manager (PGF)	PGF - Federal Hydro Projects
Angelina T Weber	Program Manager (PGF)	PGF - Federal Hydro Projects
Ann A Webb	PUS/Coordinator (PGF)	PGF - Federal Hydro Projects
Ann V Weaver	Program Manager (PGF)	PGF - Federal Hydro Projects
Anne A Watts		PGF - Federal Hydro Projects
Anne P Wardwell		PGF - Federal Hydro Projects
Anthony Bennett Walker		PGF - Federal Hydro Projects
April B Walker		PGF - Federal Hydro Projects
Arnold A Wagner		PGF - Federal Hydro Projects
Arnold A Wagner		PGF - Federal Hydro Projects
Audrey D Vowles		PGF - Federal Hydro Projects
Barbara P Von Der Heydt		PGF - Federal Hydro Projects
Beatrice R Volk		PGF - Federal Hydro Projects






Hot Key → ALT + L
Enter Alt-L or Click the Last Search Button to Recall the Last Search Entered

KSAs

KSA – Definition & Related KSAs


































 **KSA: Business Acumen**     










 **KSA** **Business Acumen** **Category** Behavioral Competency **KSA Merge -->**  **Clone KSA -->** 

 1 Definition & Related KSAs  2 Occupations  3 Employees  4 Performance Indicators  5 Recommendations

Knows how utility businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting the organization; knows the competition; aware of how strategies and tactics work in the marketplace.

Related KSAs

		Consulting Skills	
		Contract Procurement	
		Decision Quality	
		Innovation Management	
		Interpersonal Savvy	
		Organizational Agility	
		Perspective	
		Political Acumen	
		Political Savvy	
		Strategic Agility	
			

   1    of 1 KSAs (Filtered)   

KSA – Occupations

KSA: Business Acumen

KSA **Business Acumen** **Category** Behavioral Competency **KSA Merge -->** **Clone KSA -->**

1 Definition & Related KSAs 2 Occupations 3 Employees 4 Performance Indicators 5 Recommendations

Occupational Titles	Proficiency	Comments	vs.	Helpfull Required
Customer Account Executive - Trader (P1)	Proficient		...	Required
Energy Efficiency Representative (PN)	Mastery		...	Required
Manager, Generation Scheduling (PGS)	Proficient		...	Required
Vice President for Requirements Marketin	Mastery		...	Required
Vice President, Bulk Marktg & Transmissio	Mastery		...	Required
Vice President for Energy Efficiency (PN)	Mastery		...	Required
Technical Team Leads (PGK)	Mastery		...	Required
Training Lead (PGK)	Mastery		...	Required
Pre-Scheduler (PGK)	Proficient		...	Required
Manager, Supervisory PUS (PGK)	Mastery		...	Required
After-the-Fact Accountant Lead (PGK)	Mastery		...	Required
After-the-Fact Accountant (PGK)	Proficient		...	Required
Analyst (PSE/PSW)	Proficient		...	Required
Customer Account Executive (PSE/PSW)	Proficient		...	Required
Hub Manager (PSE/PSW)	Proficient		...	Required
Manager (PSP)	Proficient		...	Required
Manager (PSR)	Proficient		...	Required
Senior Account Executive (PSE/PSW)	Mastery		...	Required
Slice Manager (PS)	Proficient		...	Required
Tribal Account Executive (PSE/PSW)	Proficient		...	Required
Manager (PGF)	Proficient		...	Required
Project Representative (PGF)	Basic		...	Required

Record: 1 of 88

1 of 1 KSAs (Filtered)

KSA – Employees

KSA: Business Acumen

KSA **Business Acumen** **Category** Behavioral Competency **KSA Merge -->** **Clone KSA -->**

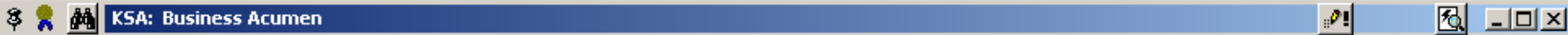
1 Definition & Related KSAs 2 Occupations 3 Employees 4 Performance Indicators 5 Recommendations




Employee	Title	Comments	vs.	Current Desired	Proficiency Desired	Updated
✖ Wedlund Jr, Angela P	Program Manager (PGF)		...	Current	UnRated	
✖ Weedall, Angela M	Project Representative (PGF)		...	Current	Proficient	06/03/02
✖ Weber, Angelina T	Program Manager (PGF)		...	Current	UnRated	
✖ Weaver, Ann V	Program Manager (PGF)		...	Current	UnRated	
✖ Wardwell, Anne P	Program Manager (PGF)		...	Current	UnRated	
✖ Watts, Anne A	Project Representative (PGF)		...	Current	UnRated	
✖ Walker, Anthony Bennett	Manager (PGF)		...	Current	UnRated	
✖ Walker, April B	Program Analyst, (PGF)		...	Current	UnRated	
✖ Wagner, Arnold A	Project Representative (PGF)		...	Current	UnRated	
✖ Wowles, Audrey D	Project Representative (PGF)		...	Current	UnRated	
✖ Von Der Heydt, Barbara P	Program Analyst, (PGF)		...	Current	UnRated	
✖ Volk, Beatrice R	Project Representative (PGF)		...	Current	UnRated	
✖ Viskov, Bernard A	Manager (PGG)		...	Current	UnRated	
✖ Stevens, Cathleen A	Manager (PGG)		...	Current	UnRated	
✖ Starkey, Chiou J	Manager (PGG)		...	Current	UnRated	
✖ Sandlin, Cynthia Z	Pre-Scheduler (PGK)		...	Current	UnRated	
✖ Sanford, Cynthia E	Pre-Scheduler (PGK)		...	Current	UnRated	
✖ Savage, Cynthia E	Pre-Scheduler (PGK)		...	Current	UnRated	
✖ Scanlon, Cynthia	Technical Team Leads (PGK)		...	Current	UnRated	
✖ Salvo, Dale Benedetti	Pre-Scheduler (PGK)		...	Current	UnRated	
✖ S Poe, Damian M	Pre-Scheduler (PGK)		...	Current	UnRated	
✖ Rotella, Dana	Pre-Scheduler (PGK)		...	Current	UnRated	






Record: 1 of 180

1 of 1 KSAs (Filtered)

KSA – Performance Indicators






 **KSA: Business Acumen**






 **KSA** **Business Acumen** **Category** Behavioral Competency **KSA Merge -->**  **Clone KSA -->** 

 1 Definition & Related KSAs  2 Occupations  3 Employees  4 Performance Indicators  5 Recommendations

Indicator

<input checked="" type="checkbox"/>	Is aware of how strategies and tactics work in the marketplace	...
<input checked="" type="checkbox"/>	Knows how the business works; knowledgeable in current and possible future policies, practices, trends, and information affecting his/her business and organization;	...
<input checked="" type="checkbox"/>	Statements and suggestions are practical and implementable	...
<input checked="" type="checkbox"/>	Thinks in terms of the bigger picture	...
<input checked="" type="checkbox"/>	Under Use - Does not know the competition, not up-to-date about current and future policies, trends and information	...
<input checked="" type="checkbox"/>	Under Use - Lacks business savvy about marketplace strategies and tactics	...
<input checked="" type="checkbox"/>	Under Use - Narrowly tactical, focused solely on own functional expertise	...
<input checked="" type="checkbox"/>		...

Record:   1    of 7

  1    of 1 KSAs (Filtered)

KSA – Recommendations

KSA: Business Acumen

KSA **Business Acumen** **Category** Behavioral Competency **KSA Merge -->** **Clone KSA -->**

1 Definition & Related KSAs 2 Occupations 3 Employees 4 Performance Indicators 5 Recommendations

Recommendation	Category
Attend courses in advanced business programs.	Courses - External
BA403 BPA's Debt Financing	Courses - BPA
BA406 Activity Based Costing	Courses - BPA
BA407 Financial Basics For Contracts	Courses - BPA
BA409 Reading Customer Financial Statements	Courses - BPA
BA412 Putting the BPA Financial Pieces Together	Courses - BPA
BA419 Utility Marketing Principles	Courses - BPA
BA445 Business Line Accounting	Courses - BPA
Barron's - www.barrons.com	Online Resources
Become involved in task forces that cross functional or business units to learn more about the business.	Tips and Techniques
Budgeting	Videos - BPA
Business Week - www.businessweek.com	Online Resources
Competing For The Future - Gary Hamel and C.K. Prahalad ISBN: 0-87584-416-2	Books - BPA
Conference Series: The Future of Northwest Energy and the Columbia River - Sponsored by the Mark O. Hatfield School of Government	Conferences
Consult with experts both inside and outside your organization. Get input on specific problems regarding key issues to focus on, strategies, and solutions.	Tips and Techniques
Control of Working Capital	Videos - BPA
Creating Desirable Outcomes for Your Utility through Strategic Planning and Marketing - Summer Institute	Courses - American Public Power Association
Cross train and team with other organizational technical leads to attain greater perspective on PBL.	Tips and Techniques
Cut the Fat, Not the Muscle - Norman Kobert - ISBN: 0-13-292443-9	Books - BPA
Develop understanding about how business operates by writing insights down and continually editing them as you refine your knowledge.	Tips and Techniques
Development of the Federal Power Marketing Policy in the Pacific NW - Dan Ogden	Courses - BPA
EG310 Very Basic Electricity Concepts	Courses - BPA
Electric Restructuring and Re-Regulation: Lessons Learned ... So Far - Summer Institute	Courses - American Public Power Association

Record: 1 of 48

1 of 1 KSAs (Filtered)

KSA – Update Wizard

The Update Wizard allows quick and easy updating of multiple Occupational Titles and Job Titles assigned to a KSA.

KSA Update Form

KSA: Business Acumen Description: Knows how utility businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting the organization; knows the competition; aware of how strategies and tactics work in the marketplace.

Occupational Titles Employees

Occupational Title

Job	Proficiency	Required
Account Services Manager (PSE/PSW)		
Administrative Assistant (PB)		
Administrative Specialist		
Administrative Specialist (PB)		
AE/Economic Development (PL)		
Analyst (PMB)		
Analyst (PSP)		
Analyst (PYZ)		
Applications Developer (PGG)		
Biological Opinion Impl Coord.- Mitigation (PGP)		
Biological Opinion Impl Coord.- Operations (PGP)		
Biological Opinion Impl Coord.- Overall (PGP)		
Biological Opinion Implementation Lead		
Budget Analyst		
Chemist		
Civil Engineer		
Civil Engineer (Line Design)		
Civil Engineer (PGS)		
Civil Engineer (Team Lead)		
Civil Engineering Technician		
Clerk		
Clerk (PN)		
Communications Specialist		
Computer Specialist (Datawarehousing)		
Computer Specialist (PN)		

Add Title -->

Required

Helpful

Required

Proficiency

UnRated

None

Basic

Proficient

Mastery

Update Title -->

-- Remove Title

Job	Proficiency	Required
After-the-Fact Accountant (PGK)	Proficient	Yes
After-the-Fact Accountant Lead (PGK)	Mastery	Yes
Analyst (PSE/PSW)	Proficient	Yes
Business Analyst (PGG)	Proficient	Yes
Coordination Analyst (PGP)	Proficient	Yes
Customer Account		
Customer Account		
Customer Account		
Customer Acct Ex		
Deputy Manager,		
EAI Adapter/Brok		
EAI Business Arc		
EAI Interface Pro		
EAI Technical An		
Electrical Enginee		
Electrical Enginee		
Energy Efficiency		
Financial Analyst		
Hub Manager (PS		
Hydro Analyst (P		
Hydro Analyst Team Lead (PGP)	Basic	No
Hydro Analyst/Model Development (PGP)	Basic	No
Hydro-Model Devlpmt Team Lead (PGP)	Basic	No
Implementation Coordinator (PGM)	Proficient	Yes
Industry Economist (PN)	Proficient	Yes

Click Button Below to Launch the Update Wizard

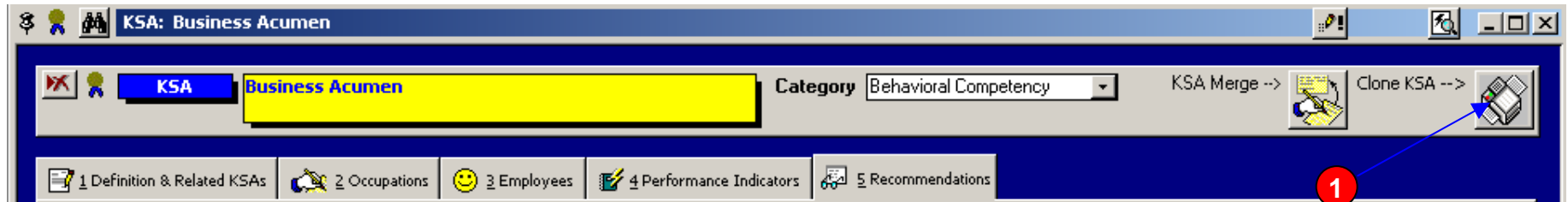
KSA Merge -->

Clone KSA -->

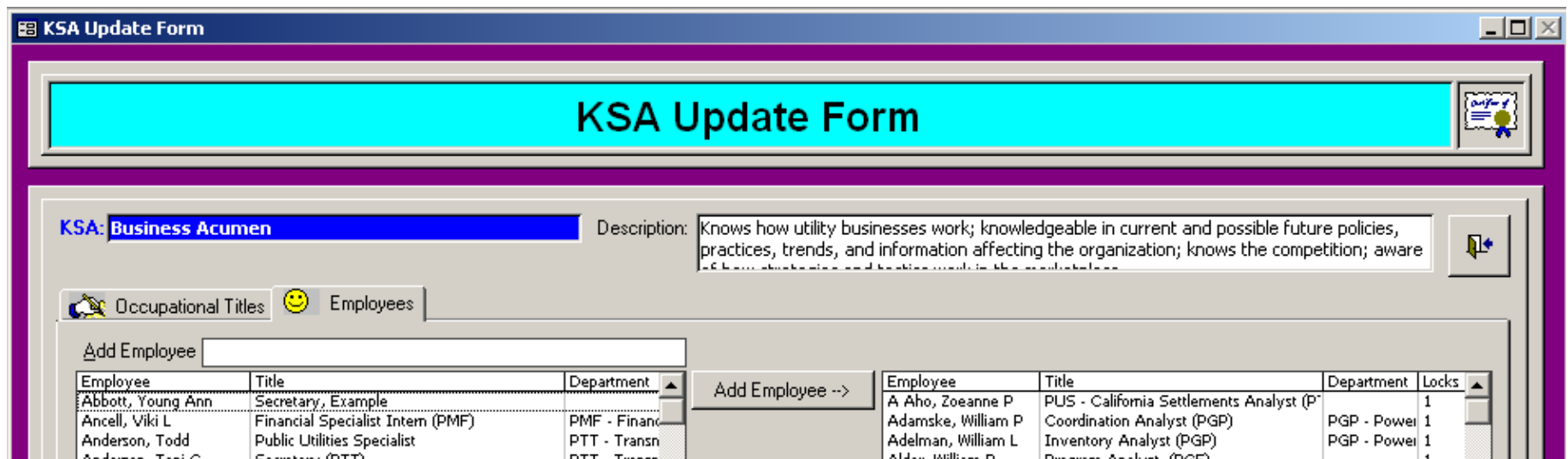
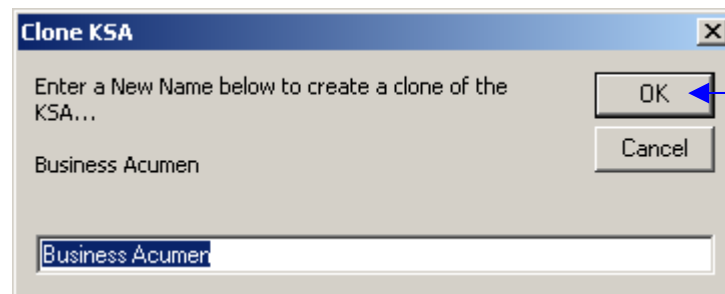
Record: 1 of 1 (Filtered)

KSA – Cloning

New KSA's can be cloned from existing KSA's by clicking the "Clone KSA" button below.



- 1 Click "Clone KSA"
- 2 Enter the new KSA Name and Click "OK"
- 3 The Update Wizzard will open allowing rapid updating of Occupational Titles and Jobs assigned to the new KSA.



KSA – Auto Association

KSA Update Form

KSA: Business Acumen

Description: Knows how utility businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting the organization; knows the competition; aware of how strategies and tactics work in the marketplace.

Occupational Titles Employees

Employee	Title	Department	Locks
Abbott, Young Ann	Secretary, Example		1
Ancell, Viki L	Financial Specialist Intern (PMF)	PMF - Finance	1
Anderson, Todd	Public Utilities Specialist	PTT - Transp	1
Anderson, Toni C	Secreta		1
Anderson, Valerie L	Financi		1
Andrus, Tina P	Public U		1
Arington, Timothy K	PUS -		1
Auman, Timothy R	Public U		1
Balla, Timothy O'Conno	Public U		1
Bauman, Thomas	Public U		1
Beale, Thomas D	Public U		1
Bean, Thomas L	Public U		1
Becker Ward, Thomas D	Public U		1
Beede, Thomas A	Public U		1
Bentrup, Theresa E	Public U		1
Berdahl, Theodore E	Public U		1
Berger, Terry D	Public U		1
Bermejo, Terry D	Public U		1
Bermejo, Terry L	Environ		1
Bird, Sydney J	Data M		1
Blanco, Suzanne K	Economist - Trading Floor, Bulk Power Marke	PTP - Pricing	1
Blasdel, Susan L	Lead Analyst/Economist (PTP)	PTP - Pricing	1
Blumhardt, Steven C	Public Utilities Specialist (PTF)	PTF - Tradin	1
Berry, Temin R	Manager, Accounts Services (PTS)		1
Berwager, Teri L	Project Manager (PTS)		1
Biemer, Teresa T	Lead Economist (PTP)		1
A Aho, Zoeanne P	PUS - California Settlements Analyst (P		1
Adamske, William P	Coordination Analyst (PGP)	PGP - Power	1
Adelman, William I	Inventory Analyst (PGP)	PGP - Power	1
	yst, (PGF)		1
	Marketing (PTT)	PTT - Transr	1
	Executive - Real Time Tr	PTF - Tradin	1
	eer (PTT)	PTT - Transr	1
	Accountant (PGK)		1
	Marketing (PTT)	PTT - Transr	1
	ist - Marketing Ops Lead (PTT - Transr	1
	ia Settlements Analyst (P	PTT - Transr	1
	ia Settlements Analyst (P	PTT - Transr	1
	ia Policy Analyst (PTT)	PTT - Transr	1
	eer	PTT - Transr	0
	eer (PTT)	PTT - Transr	1
)	PTT - Transr	1
	ia Policy Analyst (PTT)	PTT - Transr	1
	Analysis Lead (PTT)	PTT - Transr	1
	ts (PTS)	PTS - Accou	1
	ts (PTS)	PTS - Accou	1
	Manager, Accounts Services (PTS)	PTS - Accou	1
	Project Manager (PTS)	PTS - Accou	1
	Lead Economist (PTP)	PTP - Pricing	1

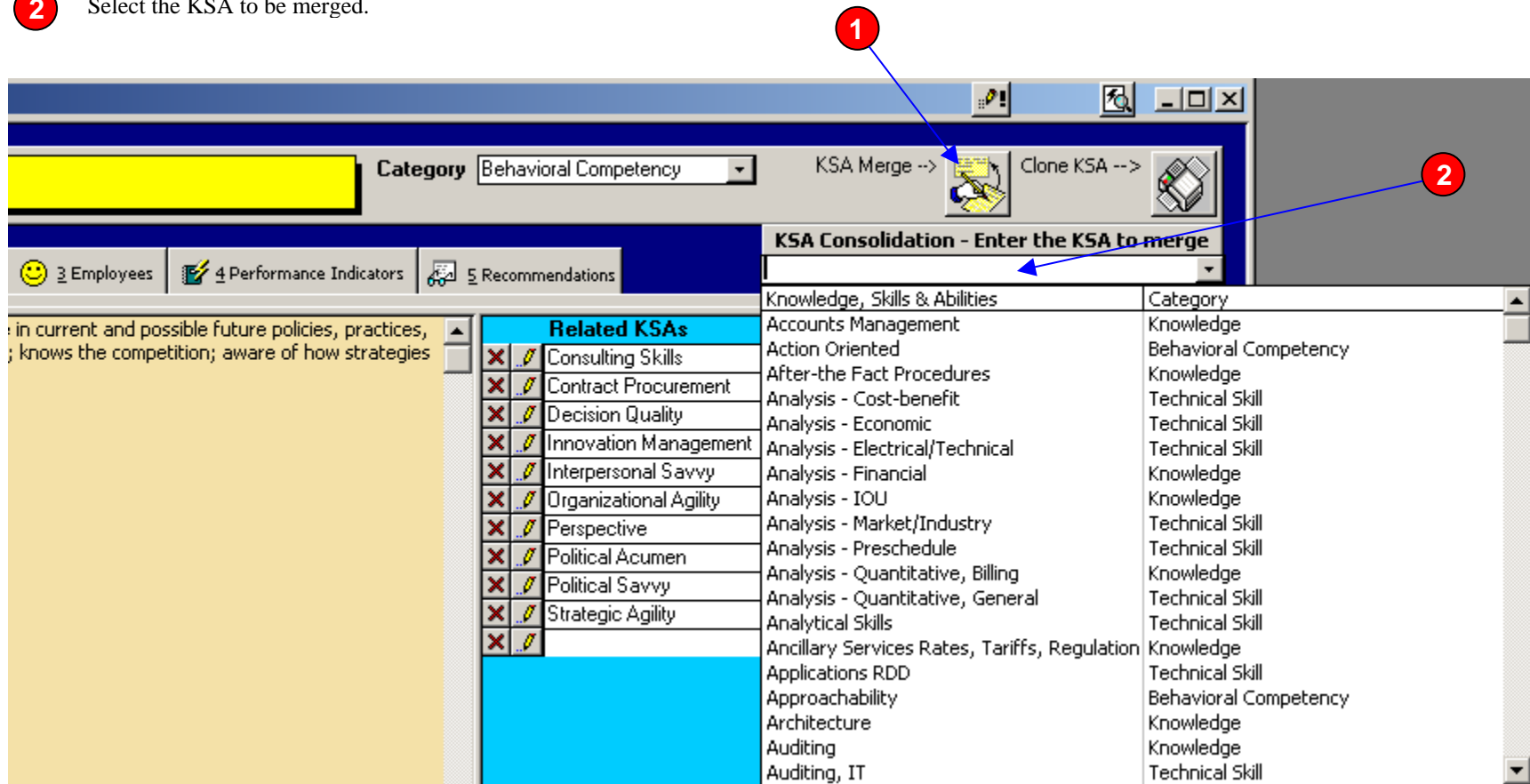
When a KSA is related to an Occupational Title, or vice-versa, any employee related to the occupational Title will automatically inherit the KSA. If the relationship between the KSA and Occupational Title is latter removed the KSA will also be removed from the employees profile if it is unrated, (rated KSAs remain regardless). The **locks** provide the number of times that this employee has been automatically linked to this KSA. As long as an employee has one or more Occupational titles that include the KSA being reviewed the record can not be deleted. By the same token removing the Occupational Titles associated to a KSA will reduce the number of **locks** in effect.

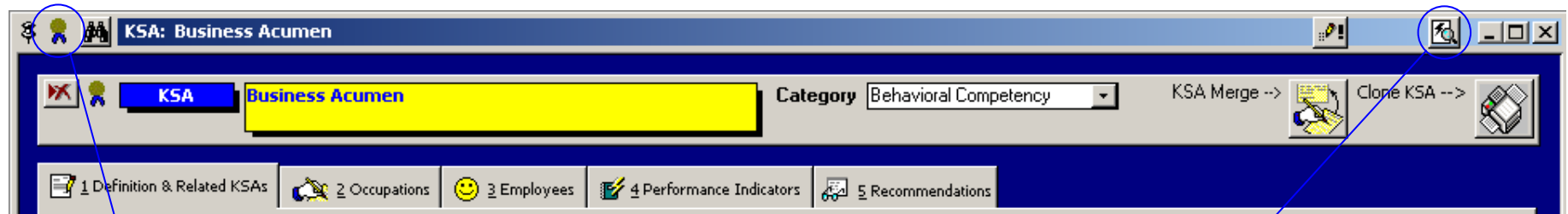
Record: 1 of 1 (Filtered)

KSA – Merging

KSAs can be consolidated into a single KSA by following the instructions below. When a KSA is consolidated (Merged) with another KSA the surviving KSA will contain the sum of all information related to both KSAs.

- 1 Click “Merge KSA”
- 2 Select the KSA to be merged.





KSA – Record History

Clicking the Modules Icon Circled Below will display a list of other records access from within that module.

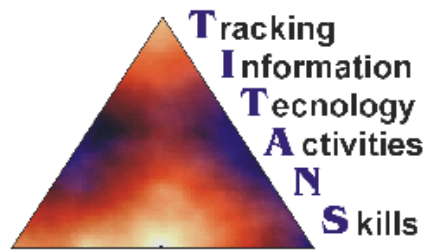
KSA: Business Acumen		
Time	Module	Record
09:07:55 PM	KSAs	Business Acumen
09:07:52 PM	KSAs	Electrical Engineering
09:07:47 PM	KSAs	Priority Setting
09:07:42 PM	KSAs	Internet Design Tools
09:07:35 PM	KSAs	Analysis - Electrical/Technical
09:07:31 PM	KSAs	Accounts Management

KSA – Assessment Report Options

KSA Report Options offers several reports to choose from.

KSA – Assessment Report

The KSA assessment report quickly sizes up a KSAs Related KSAs, Performance Indicators, Recommendations, Related Employees and related occupations.



Titans

KSA: Business Acumen

KSA Assessment - Printed Thursday, March 20, 2003 9:36:57 PM

Related Knowledge Skills Competencies (KSA's)

Consulting Skills
Decision Quality
Innovation Management
Interpersonal Savvy
Organizational Agility
Perspective
Political Savvy
Strategic Agility
Contract Procurement
Political Acumen

KSA Category

Behavioral Competency
Behavioral Competency
Behavioral Competency
Behavioral Competency
Behavioral Competency
Behavioral Competency
Behavioral Competency
Behavioral Competency
Knowledge
Knowledge

KSA Performance Indicators

- Is aware of how strategies and tactics work in the marketplace
- Knows how the business works; knowledgeable in current and possible future policies, practices, trends, and information affecting his/her business and organization
- Statements and suggestions are practical and implementable
- Thinks in terms of the bigger picture
- Under Use - Does not know the competition, not up-to-date about current and future policies, trends and information
- Under Use - Lacks business savvy about marketplace strategies and tactics
- Under Use - Narrowly tactical, focused solely on own functional expertise

KSA Recommendations

Articles - BPA

- Harvard Business Review

Books - BPA

- Competing For The Future - Gary Hamel and C.K. Prahalad ISBN: 0-87584-416-2
- Cut the Fat, Not the Muscle - Norman Kobert - ISBN: 0-13-292443-9
- FYI For Your Improvement - Michael M. Lombardo; Robert W. Eichinger - ISBN 0-9655712-0-3
- Successful Manager's Handbook - Brian L. Davis; Carol J. Skube; Lowell W. Hellervik; Susan H. Gebelein; James L. Sheard - ISBN 0-938529-03-X
- TechnoTrends: Twenty-four Technologies That Will Revolutionize Our Lives - David Burrus and Roger Gittness ISBN: 0-88730-700-0
- The 6 Imperatives Of Marketing - Allan J. Magrath ISBN: 0-8144-5042-3
- The Competitive Advantage of Nations - Michael E. Porter ISBN: 0-02-9225361-6
- The McGraw-Hill 36 Hour Course in Finance for Nonfinancial Managers - Robert A. Cooke ISBN: 0-07012538-4
- The Monster Under the Bed - Stan Davis and Jim Botkin ISBN: 0-671-87107-2

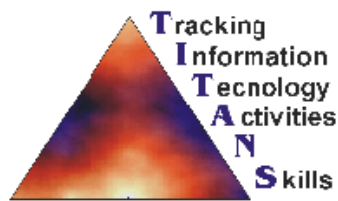
Books - External

- Reinventing Electric Utilities - Ed Smeloff and Peter Asmus, 1977, (available from PSU Bookstore)

Conferences

- Conference Series: The Future of Northwest Energy and the Columbia River - Sponsored by the Mark O. Hatfield School of Government (PSU), BPA, NWPPA, NVV Power Planning Council, and various stakeholder organizations. Offered approximately every 18 months.

KSA – GAP Assessment



KSA GAP Assessment Transmission Rates, Tariffs, Contracts, Regulations

Knowledge			
Employee	Occupational Title	Current Proficiency Required Proficiency	GAP
Teri L Berwaeger	Project Manager (PTS)	UnRated Profident	3
Theresa M Bennett	PUS - Contracts (PTS)	UnRated Profident	3
Therese N Bell	PUS - Contracts (PTS)	UnRated Profident	3
Thomas A Barton	PUS - California Policy Analyst (PTT)	UnRated Profident	3
Thomas P Bartlett	Manager . (PTT)	UnRated Basic	2
Thomas W Bauer	Strategy and Analysis Lead (PTT)	UnRated Profident	3
Tiffany E Barter	Electrical Engineer (PTT)	UnRated Profident	3
Tim E Barnett	PUS - California Policy Analyst (PTT)	UnRated Profident	3
Timothy K Arrington	PUS - Transmission Data Base Management	UnRated Mastery	4
Timothy L Barham	PUS - California Settlements Analyst (PTT)	UnRated Profident	3
Timothy M Barhitte	PUS - California Settlements Analyst (PTT)	Basic Profident	1
Timothy P Arp	PUS - Economist - Marketing Ops Lead (PTT)	UnRated Mastery	4
Tina J Andrews	PUS - Reserves Marketing (PTT)	UnRated Profident	3
Tracy P Anderson	Electrical Engineer (PTT)	UnRated Profident	3
William D Allison	PUS - Reserves Marketing (PTT)	Basic Profident	1
Transmission Rates, Tariffs, Contracts, Regulations GAP Summary		Unrated 40	Rated 2
Knowledge GAP Summary		Unrated 40	Rated 2

KSA – Finding Records

Find Employee

Find Employee -->

Employee	Title	
Adam M Zenner	Senior Vp For Power Bus Line	
Adrina L Yates	Executive Assistant	
Aida M Wykoff	Administrative Specialist (PB)	PB - Staff Management
Albert R Wolfe	Administrative Specialist (PB)	PB - Staff Management
Alex J Witherite	Lead Administrative Specialist (PB)	PB - Staff Management
Alexander A Wingett-Neal	Administrative Specialist (PB)	PB - Staff Management
Alice H Winchester	Staff Manager (PB)	PB - Staff Management
Allan D Williams	Personal Assistant	PG - Generation Supply
Allan K Wilson	Civil Engineer (Team Lead)	PG - Generation Supply
Allen Wiley	Supervisory Public Utilities Specialist	PGC - Contract Generating Resources
Andres Whitlow	Financial Analyst	PGC - Contract Generating Resources
Andrew Charles White	Public Utilities Specialist	PGC - Contract Generating Resources
Andrew G White	Public Utilities Assistant	PGC - Contract Generating Resources
Andrew T Westmoreland	Nuclear Engineer	PGC - Contract Generating Resources
Angela J Wellschlager	Nuclear Engineer	PGC - Contract Generating Resources
Angela M Weedall	Project Representative (PGF)	PGF - Federal Hydro Projects
Angela P Wedlund Jr	Program Manager (PGF)	PGF - Federal Hydro Projects
Angelina T Weber	Program Manager (PGF)	PGF - Federal Hydro Projects
Ann A Webb	PUS/Coordinator (PGF)	PGF - Federal Hydro Projects
Ann V Weaver	Program Manager (PGF)	PGF - Federal Hydro Projects
Anne A Watts		PGF - Federal Hydro Projects
Anne P Wardwell		PGF - Federal Hydro Projects
Anthony Bennett Walker		PGF - Federal Hydro Projects
April B Walker		PGF - Federal Hydro Projects
Arnold A Wagner		PGF - Federal Hydro Projects
Arnold A Wagner		PGF - Federal Hydro Projects
Audrey D Vowles	Project Representative (PGF)	PGF - Federal Hydro Projects
Barbara P Von Der Heydt	Program Analyst, (PGF)	PGF - Federal Hydro Projects
Beatrice R Volk	Project Representative (PGF)	PGF - Federal Hydro Projects

Hot Key → **ALT** + **L**

Enter Alt-L or Click the Last Search Button to Recall the Last Search Entered

KSA: Business Acumen

KSA **Business Acumen**

1 Definition & Related KSAs 2 Occupations 3 Employees 4 Performance Indicators

Last Search **OK** **Cancel**

Occupations

Occupation – KSA

Occupation: Energy Efficiency Representative (PN)

Occupation
Energy Efficiency Representative (PN)
Clone Occupation -->

1 Knowledge, Skills & Competencies
 2 Employees
 3 Job Description & Related Workgroups

Knowledge, Skills & Abilities	Category	<-- High Importance Comments	vs.	Helpful Required	Proficiency
Business Processes and Interrelationships	Knowledge		...	Required	Proficient
Conservation Program	Knowledge		...	Required	Mastery
Customer Issues	Knowledge		...	Required	Proficient
Slice-of-the-System	Knowledge		...	Required	Basic
Strategy - Energy Efficiency	Knowledge		...	Required	Proficient
Contract Development	Technical Skill		...	Required	Mastery
Customer Service	Technical Skill		...	Required	Mastery
Policy Analysis, Conservation	Technical Skill		...	Required	Proficient
Business Acumen	Behavioral Competency		...	Required	Mastery
Composure	Behavioral Competency		...	Required	Mastery
Conflict Management	Behavioral Competency		...	Required	Mastery
Consulting Skills	Behavioral Competency		...	Required	Mastery
Customer Focus	Behavioral Competency		...	Required	Mastery
Dealing with Ambiguity	Behavioral Competency		...	Required	Proficient
Decision Quality	Behavioral Competency		...	Required	Mastery
Informing	Behavioral Competency		...	Required	Proficient
Interpersonal Savvy	Behavioral Competency		...	Required	Proficient
Negotiating	Behavioral Competency		...	Required	Mastery
Presentation Skills	Behavioral Competency		...	Required	Mastery
Strategic Agility	Behavioral Competency		...	Required	Proficient
			...		

The **Red X** identifies Skills of High Importance.

Record:

 of 20

of 1 Occupations (Filtered)

Occupation – Employees

Occupation: Secretary (PGP)

Occupation
Secretary (PGP)
Clone Occupation -->

☒ 1 Knowledge, Skills & Competencies
 ☒ 2 Employees
 ☒ 3 Job Description & Related Workgroups

Employee	Title	Comments	Proficiency	End Date	Start Date	Departure
Phillips, Edward J	Secretary (PGP)		UnRated			2/7/04

Record: of 1

of 1 Occupations (Filtered)

Occupation – Job Description & Related Work Groups

Occupation: Secretary (PGP)

Occupation Secretary (PGP) Clone Occupation -->

1 Knowledge, Skills & Competencies 2 Employees 3 Job Description & Related Workgroups

Department	
X	PGP - Power and Operations Planning
X	

1 of 1 Occupations (Filtered)

Occupation – Update Wizard

The Update Wizard allows quick and easy updating of multiple Occupational Titles and Job Titles assigned to a KSA.

Occupation Update Form

Occupation: **Secretary (PGP)** Description:

☒ Knowledge, Skills & Abilities ☐ Employees

Add KSA

Skill	Category	Importance	Proficiency
Accounts Management	Knowledge	Required	Basic
Action Oriented	Behavioral Competency	Helpful	Proficient
After-the Fact Procedures	Knowledge	Required	Proficient
Analysis - Electrical/Technical	Technical Skill	Required	Basic
Analysis - Financial	Knowledge	Required	Basic
Analysis - Market/Industry	Technical Skill	Required	Basic
Analysis - Quantitative, Billing	Knowledge	Required	Basic
Analysis - Quantitative, General	Technical Skill	Required	Basic
Analysis - Preschedule	Technical Skill	Required	Basic
Analytical Skills	Technical Skill	Required	Basic
Ancillary Services Rates, Tariffs, Regulations,	Knowledge	Required	Basic
Approachability	Behavioral Competency	Required	Basic
Billing Resolution	Knowledge	Required	Basic
Bonneville Environmental Foundation	Knowledge	Required	Basic
Budget, Rules, Regulations - Government	Knowledge	Required	Basic
Budgeting	Technical Skill	Required	Basic
Building Effective Teams	Behavioral Competency	Required	Basic
Business Acumen	Behavioral Competency	Required	Basic
Business Processes - PBL	Knowledge	Required	Basic
Business Processes and Interrelationships	Knowledge	Required	Basic
CAISO (& CA PX) Settlements Process, Ter	Knowledge	Required	Basic
California Political & Regulatory Landscape	Knowledge	Required	Basic
CA Power & Transmission System, Markets,	Knowledge	Required	Basic
Career Ambition	Behavioral Competency	Required	Basic
Caring about Direct Reports	Behavioral Competency	Required	Basic

Add KSA -->

Importance

Required
Helpful

Proficiency

UnRated
None
Basic
Proficient
Mastery

Update KSA -->

<-- Remove KSA

Skill	Category	Importance	Proficiency
Interpersonal Savvy	Behavioral Competency	Required	Basic
Listening	Behavioral Competency	Helpful	Proficient
Managing Diversity	Behavioral Competency	Required	Proficient
Office Management	Technical Skill	Required	Basic
Oral Communication	Technical Skill	Required	Basic
Organizing			
Patience			
Peer Relationships			
Personal Computer			
Presentation Skills			
Priority Setting			
Process Management			
Secretarial Skills			
Time Management			
Workload Planning			
Written Communication			

Click Button Below to Launch the Update Wizard

Clone Occupation -->

Record: 1 of 1 (Filtered)

Occupation – Cloning

New KSA's can be cloned from existing KSA's by clicking the "Clone KSA" button below.

Occupation: Secretary (PGP)

Clone Occupation -->

1 Knowledge, Skills & Competencies 2 Employees 3 Job Description & Related Workgroups

- 1 Click "Clone Occupation"
- 2 Enter the new KSA Name and Click "OK"
- 3 The Update Wizzard will open allowing rapid updating of Occupational Titles and Jobs assigned to the new KSA.

Clone Occupation

Enter a New Name below to create a clone of the occupation...

Secretary (PGP)

Secretary (PGP)

OK Cancel

Occupation Update Form

Occupation: Secretary (PGP) Description:

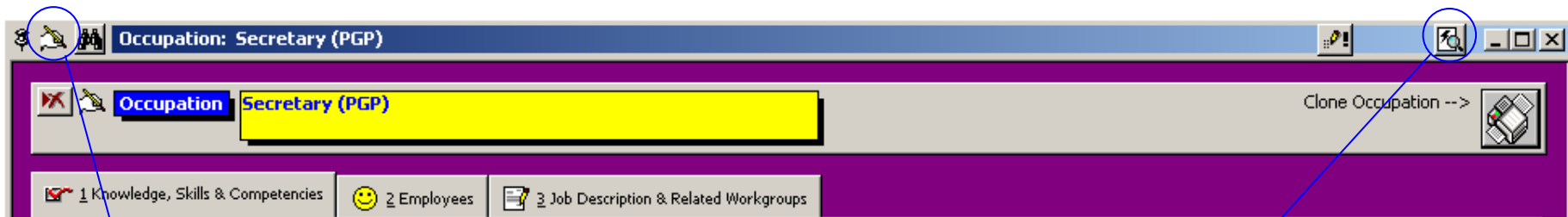
1 Knowledge, Skills & Abilities 2 Employees 3 Job Description & Related Workgroups

Add KSA

Skill	Category	Importance	Proficiency
Accounts Management	Knowledge	Required	Basic
Action Oriented	Behavioral Competency	Helpful	Proficient
After-the Fact Procedures	Knowledge	Required	Proficient
Analysis - Electrical/Technical	Technical Skill	Required	Basic

Add KSA -->

Skill	Category	Importance	Proficiency
Interpersonal Savvy	Behavioral Competency	Required	Basic
Listening	Behavioral Competency	Helpful	Proficient
Managing Diversity	Behavioral Competency	Required	Proficient
Office Management	Technical Skill	Required	Basic



Occupation – Record History

Clicking the Modules Icon Circled Below will display a list of other records access from within that module.

Occupation: Power Business Line Process Manager		
Time	Module	Record
10:07:52 PM	Occupation	Power Business Line Process Manager
10:07:47 PM	Occupation	Manager, Eastern Power Business Area
10:07:30 PM	Occupation	Lead Budget Analyst (PMF)
10:07:22 PM	Occupation	Electrical Engineer (PTT)
10:07:20 PM	Occupation	Biological Opinion Impl Coord.- Operations (PGP)
09:49:04 PM	Occupation	Secretary (PGP)

Occupation – Occupation Report Options

Occupation Report options offers several reports to choose from.

Occupation – Assessment Report

The Occupation assessment report quickly sizes up an Occupation's Related KSAs, Employees and Work Groups.



Occupation: Energy Efficiency Representative (PN)

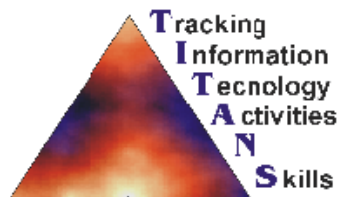
Occupation Assessment - Printed Thursday, March 20, 2003 10:25:25 PM

Knowledge		☑ = Required KSA
Business Processes and Interrelationships	☑	Proficient
Understands how BPA conducts business, markets power, establishes rates and interacts with customers, regional stakeholders and constituents.		
★ Conservation Program	☑	Mastery
Has knowledge of conservation programs in the different sectors; industrial, residential, etc.		
★ Customer Issues	☑	Proficient
Is familiar with customers' organizations, issues, needs, constraints, interests, resources, GTAs, and load composition. (May include requirements customers, industrial customers, residential exchange participants, marketers, extra-regional customers, transmission customers, A/S & reserves customers, etc.)		
Strategy - Energy Efficiency	☑	Proficient
Knows how to develop market/customer strategies to meet EE mission and goals.		
Slice-of-the-System	☑	Basic
Familiar with Slice of the System Product; issues include customer eligibility, entitlement, percentage, system capability, rates, power scheduling and resources.		
Technical Skill		☑ = Required KSA
Contract Development	☑	Mastery
Can develop and negotiate statements of work, contracts, and agreements to purchase goods or technical services, including consulting services.		
Customer Service		
Serves BPA customers, responds to customer needs, maintains effective interrelationships with customers.		
Policy Analysis, Conservation		
Able to analyze, develop and interpret BPA conservation policy.		
Behavioral Competency		☑ = Required KSA
Business Acumen	☑	Mastery
Knows how utility businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting the organization; knows the competition; aware of how strategies and tactics work in the marketplace.		
Composure	☑	Mastery
Cool under pressure, not defensive or irritable in tough times, considered mature, holds things together in tough times, can handle stress, is a settling influence in a crisis, not knocked off balance by the unexpected.		
Conflict Management	☑	Mastery
Steps up to conflicts, seeing them as opportunities, reads situations quickly, focused listener, hammers out tough agreements and settles disputes equitably, can find common ground and get cooperation with minimum noise.		
★ Consulting Skills	☑	Mastery
Is effective in dealing with diverse people or organizations that do not have common interests or issues.		
Customer Focus	☑	Mastery
Is dedicated to meeting the expectations and requirements of internal and external customers, improves products and services based on first-hand customer information, establishes and maintains effective relationships with customers and gains their trust and respect.		



The Red Stars identify Skills of High Importance.

Occupation – GAP Assessment



Occupation GAP Assessment Contracts Specialist (PSE/PSW)

Behavioral Competency

KSA	Employee	Current Proficiency Required Proficiency	GAP
Priority Setting	Nanshell V Forman Jr	UnRated Profident	3
	Noan M Fitzsimmons	UnRated Profident	3
	Nicoli Fellin	UnRated Profident	3
	Rose A Clark	UnRated Profident	3
	Scott M. Byers	UnRated Profident	3
Written Communications	Nanshell V Forman Jr	UnRated Profident	3
	Noan M Fitzsimmons	UnRated Profident	3
	Nicoli Fellin	UnRated Profident	3
	Rose A Clark	UnRated Profident	3
	Scott M. Byers	UnRated Profident	3
Behavioral Competency GAP Summary			Unrated 90 Rated 2

Knowledge

KSA	Employee	Current Proficiency Required Proficiency	GAP
History of Public Power and Preference	Ruth W Chamberlain	Profident Mastery	1
	Scott L Caine	Profident Mastery	1
Policies Affecting Wholesale Power Customers - PBL	Ruth W Chamberlain	Profident Mastery	1
	Scott L Caine	Profident Mastery	1
Power Products	Ruth W Chamberlain	Profident Mastery	1
	Scott L Caine	Profident Mastery	1
Transmission Products	Ruth W Chamberlain	Basic Profident	1
	Scott L Caine	Basic Profident	1
Wholesale Power Sales Contracts	Ruth W Chamberlain	Profident Mastery	1

Occupation – Finding Records

Find Employee

Find Employee -->

Occupation: Energy Efficiency Representative (PN)

Occupation Energy Efficiency Representative (PN)

1 Knowledge, Skills & Competencies 2 Employees 3 Job Description & Related Workgroups

Employee	Title	
Adam M Zenner	Senior Vp For Power B	
Adrina L Yates	Executive Assistant	
Aida M Wykoff	Administrative Specialist (PB)	PB - Staff Management
Albert R Wolfe	Administrative Specialist (PB)	PB - Staff Management
Alex J Witherite	Lead Administrative Specialist (PB)	PB - Staff Management
Alexander A Wingett-Neal	Administrative Specialist (PB)	PB - Staff Management
Alice H Winchester	Staff Manager (PB)	PB - Staff Management
Allan D Williams	Personal Assistant	PG - Generation Supply
Allan K Wilson	Civil Engineer (Team Lead)	PG - Generation Supply
Allen Wiley	Supervisory Public Utilities Specialist	PGC - Contract Generating Resources
Andres Whitlow	Financial Analyst	PGC - Contract Generating Resources
Andrew Charles White	Public Utilities Specialist	PGC - Contract Generating Resources
Andrew G White	Public Utilities Assistant	PGC - Contract Generating Resources
Andrew T Westmoreland	Nuclear Engineer	PGC - Contract Generating Resources
Angela J Wellschlager	Nuclear Engineer	PGC - Contract Generating Resources
Angela M Weedall	Project Representative (PGF)	PGF - Federal Hydro Projects
Angela P Wedlund Jr	Program Manager (PGF)	PGF - Federal Hydro Projects
Angelina T Weber	Program Manager (PGF)	PGF - Federal Hydro Projects
Ann A Webb	PUS/Coordinator (PGF)	PGF - Federal Hydro Projects
Ann V Weaver	Program Manager (PGF)	PGF - Federal Hydro Projects
Anne A Watts		PGF - Federal Hydro Projects
Anne P Wardwell		PGF - Federal Hydro Projects
Anthony Bennett Walker		PGF - Federal Hydro Projects
April B Walker		PGF - Federal Hydro Projects
Arnold A Wagner		PGF - Federal Hydro Projects
Arnold A Wagner		PGF - Federal Hydro Projects
Audrey D Vowles		PGF - Federal Hydro Projects
Barbara P Von Der Heydt	Project Representative (PGF)	PGF - Federal Hydro Projects
Beatrice R Volk	Program Analyst, (PGF)	PGF - Federal Hydro Projects
	Project Representative (PGF)	PGF - Federal Hydro Projects

Hot Key → ALT + L

Enter Alt-L or Click the Last Search Button to Recall the Last Search Entered

Last Search

OK Cancel

Training

Training – Classes

Training: Access97 Advanced

Training Access97 Advanced Description

1 Classes 2 Students Type of Training Specialty and Technical

Course #	Session #	Start Date	End Date	Int/Ext	Cost	Comment
X '001128	'0008	04/13/00	04/14/00	Int SS	\$0.00	...
X '001128	'0005	12/06/99	12/07/99	Int SS	\$0.00	...
X '001128	'0003	09/21/99	09/22/99	Int SS	\$0.00	...
X '001128	'0001	07/08/99	07/09/99	Int SS	\$0.00	...
X						

Record: 1 of 4

1 of 1 Training Records (Filtered)

Training – Employees

Training: Access97 Advanced

Training
Access97 Advanced
Description

1 Classes
 2 Students
Type of Training
Specialty and Technical

Employee	Training	Course	Session	Start Date	End Date	Int/Ext	Cost	Status
Shintani, Claudia E	Access97 Advanced	'0005	'0005	12/6/99	12/7/99	Int SS	\$0.00	Completed
Kuepper, Judy A	Access97 Advanced	'0005	'0005	12/6/99	12/7/99	Int SS	\$0.00	Completed
Katz, KC L	Access97 Advanced	'0005	'0005	12/6/99	12/7/99	Int SS	\$0.00	Completed
Brenden, Stephen L	Access97 Advanced	'0005	'0005	12/6/99	12/7/99	Int SS	\$0.00	Completed
Stoffels, Catherine L	Access97 Advanced	'0008	'0008	4/13/00	4/14/00	Int SS	\$0.00	Cancel Enrollment
Johnson, Kieran A	Access97 Advanced	'0008	'0008	4/13/00	4/14/00	Int SS	\$0.00	Completed
Bird, Sydney J	Access97 Advanced	'0008	'0008	4/13/00	4/14/00	Int SS	\$0.00	Completed
Siri, Claire G	Access97 Advanced	'0001	'0001	7/8/99	7/9/99	Int SS	\$0.00	No Show
Pierce, Douglas B	Access97 Advanced	'0001	'0001	7/8/99	7/9/99	Int SS	\$0.00	Completed
Lewis, John R	Access97 Advanced	'0001	'0001	7/8/99	7/9/99	Int SS	\$0.00	Completed
Bird, Sydney J	Access97 Advanced	'0001	'0001	7/8/99	7/9/99	Int SS	\$0.00	Completed
Bauman, Thomas	Access97 Advanced	'0003	'0003	9/21/99	9/22/99	Int SS	\$0.00	Completed

Record:
1
of 12

1
of 1 Training Records (Filtered)

Training: Access97 Advanced

Training **Access97 Advanced** Description

1 Classes 2 Students **Type of Training** Specialty and Technical

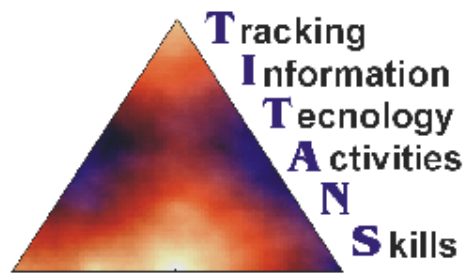
Occupation – Record History

Clicking the Modules Icon Circled Below will display a list of other records access from within that module.

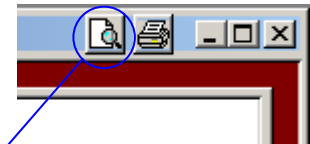
Training: Records Management 101

Time	Module	Record
11:06:48 PM	Training	Records Management 101
11:06:44 PM	Training	Photovoltaics in Buildings
11:06:40 PM	Training	Hazard Communication
11:06:37 PM	Training	American Innovations User Grp
11:00:26 PM	Training	Access97 Advanced
11:00:08 PM	Training	Access 97 for Win 95/NT 4.0 Ad

Training – Assessment Report



Titans



Training: Charting Your Course

Training Assessment - Printed Thursday, March 20, 2003 11:18:42 PM

From	To	Status	Employee
10/12/00	10/13/00	Cancel Enrollment	Webb, Ann A
10/12/00	10/13/00	Cancel Enrollment	Stevens, Cathy L
10/12/00	10/13/00	Cancel Enrollment	Smith, Christine M
10/12/00	10/13/00	Completed	McCoy, Janet J
10/12/00	10/13/00	No Show	Keep, Kathryn H
10/12/00	10/13/00	Cancel Enrollment	Hiraki, Mark A
10/17/00	10/18/00	Completed	Vinnard, Beverly J
10/17/00	10/18/00	Completed	Tavney, Carrie M
10/17/00	10/18/00	No Show	Schloth, Connie A
10/17/00	10/18/00	Completed	Pirie, Donald R
10/17/00	10/18/00	Completed	Lewis, John R
10/17/00	10/18/00	Completed	Huber, Lloyd G
11/07/00	11/08/00	Cancel Enrollment	Smith, Christine M
11/07/00	11/08/00	Completed	Kelly, Kathleen A
11/07/00	11/08/00	Completed	Holland, Marilyn J
12/05/00	12/06/00	Completed	McGraw, Jan W
12/05/00	12/06/00	Completed	Hagen, Michael J
03/13/01	03/14/01	Completed	Larson, Jose D
03/13/01	03/14/01	Completed	Brenden, Stephen L

Training – Finding Records

Find Employee

Find Employee --> [Search Bar]

Employee	Title
Adam M Zenner	Senior Vp For Power B
Adrina L Yates	Executive Assistant
Aida M Wykoff	Administrative Specialist (PB)
Albert R Wolfe	Administrative Specialist (PB)
Alex J Witherite	Lead Administrative Specialist (PB)
Alexander A Wingett-Neal	Administrative Specialist (PB)
Alice H Winchester	Staff Manager (PB)
Allan D Williams	Personal Assistant
Allan K Wilson	Civil Engineer (Team Lead)
Allen Wiley	Supervisory Public Utilities Specialist
Andres Whitlow	Financial Analyst
Andrew Charles White	Public Utilities Specialist
Andrew G White	Public Utilities Assistant
Andrew T Westmoreland	Nuclear Engineer
Angela J Wellschlager	Nuclear Engineer
Angela M Weedall	Project Representative (PGF)
Angela P Wedlund Jr	Program Manager (PGF)
Angelina T Weber	Program Manager (PGF)
Ann A Webb	PUS/Coordinator (PGF)
Ann V Weaver	Program Manager (PGF)
Anne A Watts	
Anne P Wardwell	
Anthony Bennett Walker	
April B Walker	
Arnold A Wagner	
Arnold A Wagner	
Audrey D Vowles	Project Representative (PGF)
Barbara P Von Der Heydt	Program Analyst, (PGF)
Beatrice R Volk	Project Representative (PGF)

Hot Key -> ALT + L
Enter Alt-L or Click the Last Search Button to Recall the Last Search Entered

Last Search

Training: Access97 Advanced

1 Classes 2 Students

OK Cancel

Scout

Scout – KSAs

By entering the KSAs and proficiency levels desired Scout will quickly identify and rank those employees matching the desired skillset.

Scout Report: Business Acumen & Project Management

Required Skills: 3 Helpful Skills: 0

1 Knowledge, Skills & Abilities Desired 2 Employees 3 Notes

KSA - Knowledge, Skill or Ability	Proficiency	Comments	vs.	Helpful Required
Analysis - Economic	UnRated		...	Required
Business Acumen	Proficient		...	Required
Project Management	Basic		...	Required
			...	

Record: 1 of 3

1 of 1 Scout Reports (Filtered)

Scout – Employees

This screen will identify prospective employees and rank them according to how closely they matched the desired profile.

Business Acumen & Project Management
Required Skills: 3
Helpful Skills: 0

1 Knowledge, Skills & Abilities Desired
 2 Employees
 3 Notes

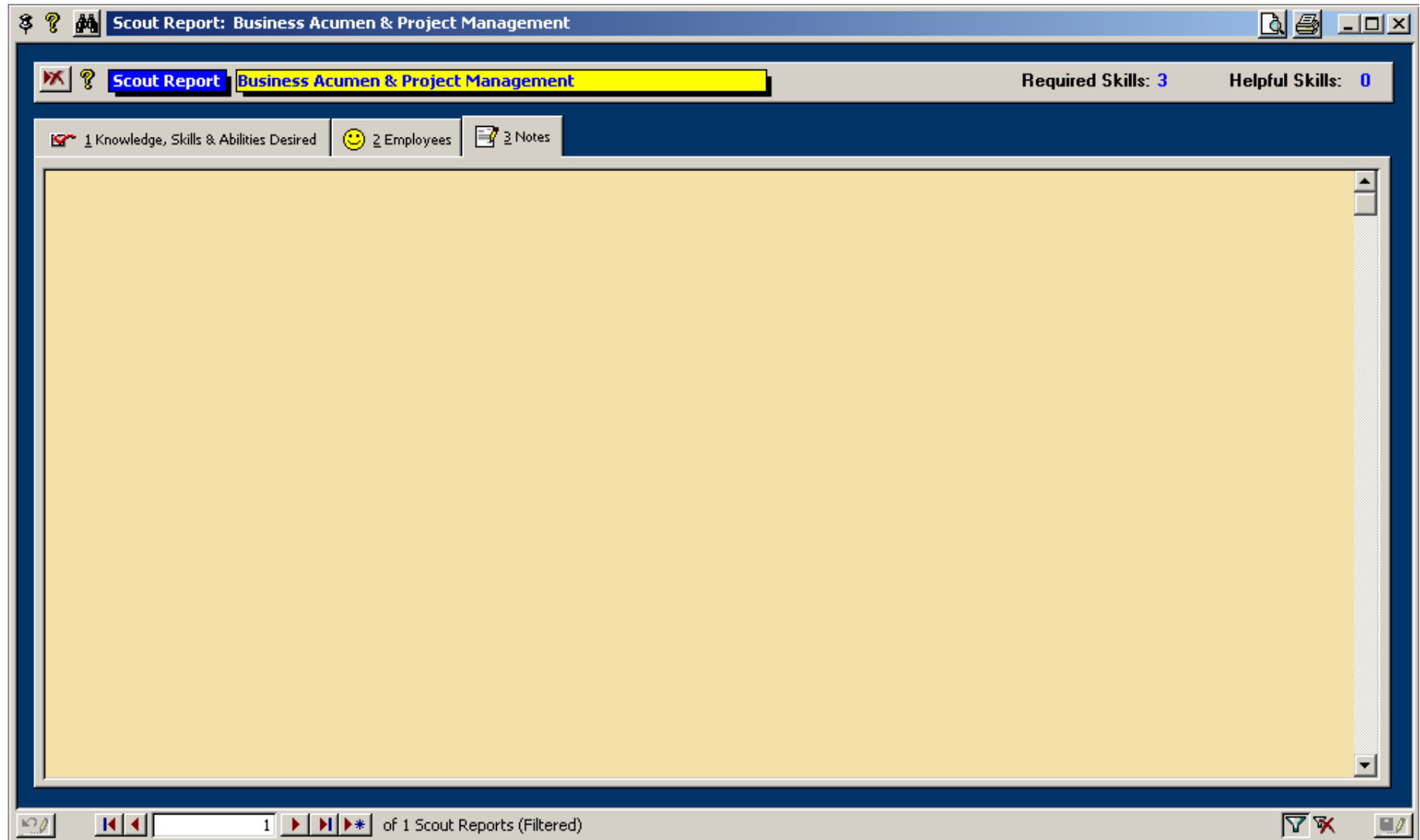
[<-- Click Here to Update Employee List](#)

Employee	Title	Supervisor	3 Required KSAs			0 Helpful KSAs		
			KSAs	Under	Over	KSAs	Under	Over
Weedall, Angela M	Project Representative (PGF)		2	0	1	0	0	0
Allison, William D	PUS - Reserves Marketing (PTT)		2	0	4	0	0	0
Hacker, Michael L	Energy Efficiency Representative (PN)		1	0	0	0	0	0
Rapacz, Diane H	Pre-Scheduler (PGK)		1	1	0	0	0	0
Palmer, Francis L	Hydro Analyst (PGP)		1	1	0	0	0	0
Goulet, Michael K	Program/Project Manager (PN)		1	1	0	0	0	0
Barhitte, Timothy M	PUS - California Settlements Analyst (PT)		1	1	0	0	0	0
A.Aho, Zoeanne P	PUS - California Settlements Analyst (PT)		1	1	0	0	0	0

Updating the Employee List
 The employee list is generated after clicking the **Update** List button above.

1
of 1 Scout Reports (Filtered)

Scout - Notes



The image shows a software window titled "Scout Report: Business Acumen & Project Management". The window has a blue header bar with a search icon, a help icon, and a printer icon. Below the header bar is a yellow bar with the text "Scout Report" and "Business Acumen & Project Management". To the right of this bar are two labels: "Required Skills: 3" and "Helpful Skills: 0". Below the yellow bar is a blue bar with three tabs: "1 Knowledge, Skills & Abilities Desired", "2 Employees", and "3 Notes". The main area of the window is a large yellow rectangle. At the bottom of the window is a grey bar with a search icon, a list icon, a page number "1", a list of navigation icons, and the text "of 1 Scout Reports (Filtered)". On the right side of the bottom bar are three icons: a list icon, a delete icon, and a printer icon.

Scout Report: Business Acumen & Project Management

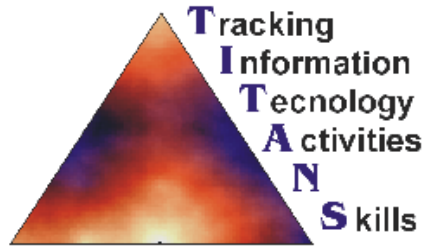
Scout Report Business Acumen & Project Management

Required Skills: 3 Helpful Skills: 0

1 Knowledge, Skills & Abilities Desired 2 Employees 3 Notes

1 of 1 Scout Reports (Filtered)

Scout – Report



Titans

Scout Report: Business Acumen & Project Management

Scout Report - Printed Thursday, March 20, 2003 11:43:53 PM

Required KSAs = 3, Helpful KSAs = 0

Required Knowledge, Skills, and Competencies

Technical Skill

Analysis - Economic

UnRated

Project Management

Basic

Behavioral Competency

Business Acumen

Proficient

Employees with Matching Skills

3 Required KSAs			0 Helpful KSAs		
KSAs	Under	Over	KSAs	Under	Over

Allison, William D — PUS - Reserves Marketing (PTT)

2	0	4	0	0	0
---	---	---	---	---	---

Required KSA

Business Acumen

Proficient

Analysis - Economic

Mastery

Weedall, Angela M — Project Representative (PGF)

2	0	1	0	0	0
---	---	---	---	---	---

Required KSA

Business Acumen

Proficient

Project Management

Proficient

Hacker, Michael L — Energy Efficiency Representative (PN)

1	0	0	0	0	0
---	---	---	---	---	---

Required KSA

Business Acumen

Proficient

A Aho, Zoeanne P — PUS - California Settlements Analyst (PTT)

1	1	0	0	0	0
---	---	---	---	---	---

Required KSA

Business Acumen

Basic

Barhitte, Timothy M — PUS - California Settlements Analyst (PTT)

1	1	0	0	0	0
---	---	---	---	---	---

Required KSA

Business Acumen

Basic

Goulet, Michael K — Program/Project Manager (PN)

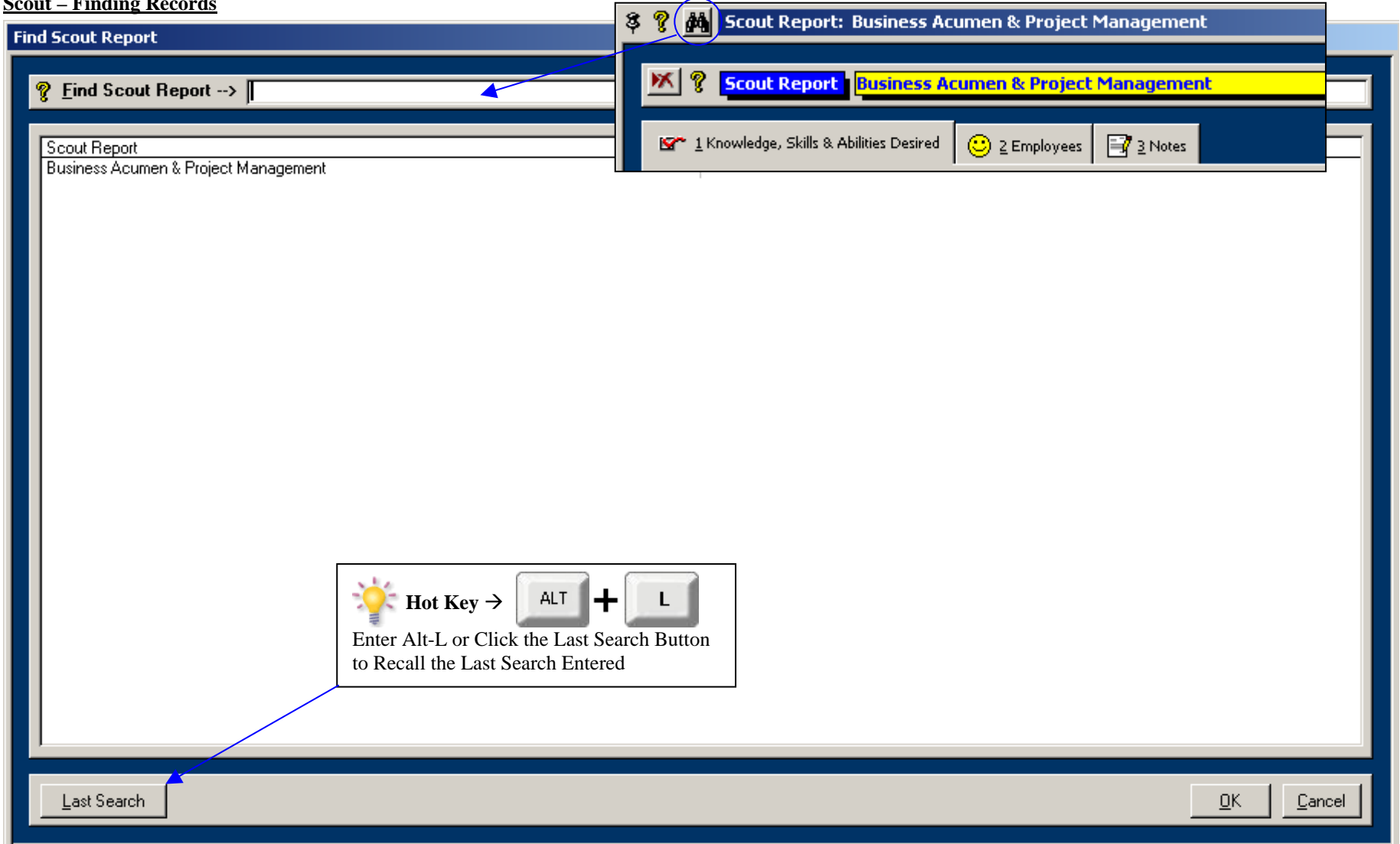
1	1	0	0	0	0
---	---	---	---	---	---

Required KSA

Business Acumen

Basic

Scout – Finding Records



Work Group

Work Group – Work Group Description & Related Occupations

The screenshot displays a software window titled "Work Group: PMF - Financial Management". Inside, there is a tabbed interface with two tabs: "1 Work Group Description & Related Occupations" (active) and "2 Employees".

The "Work Group Description & Related Occupations" tab contains a large text area with the following description: "Builds and improves financial 'best practices'; integrates new financial systems and processes, financial reporting, and financial decision support analysis."

To the right of the description is a list of "Occupational Titles". Each title is preceded by a red 'X' icon and a yellow pencil icon, indicating that the titles can be edited or deleted. The titles listed are:

- Financial Specialist Intern (PMF)
- Senior Industry Economist (PMF)
- Public Utilities Specialist - Livesley (PMF)
- Manager (PMF)
- Lead Budget Analyst (PMF)
- Lead Financial Analyst (PMF)
- Financial Analyst (PMF)
- (An empty row is also visible at the bottom of the list.)

The bottom of the window features a navigation bar with a "1" in a box, indicating the current page, and the text "of 36 Work Groups".

Work Group – Employees

Work Group: PMF - Financial Management

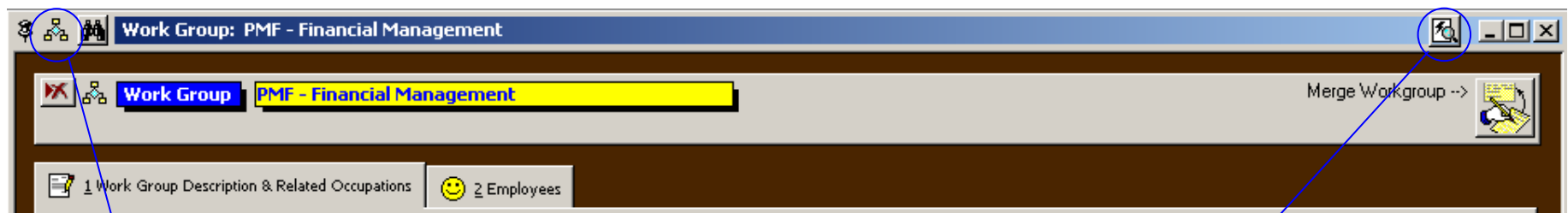
Work Group PMF - Financial Management Merge Workgroup -->

1 Work Group Description & Related Occupations 2 Employees

Employee	Title	Supervisor
Zenner, Adam M	Senior Vp For Power Bus Line	
Yates, Adrina L	Executive Assistant	
Anderson, Valerie L	Financial Specialist Intern (PMF)	King, Karl T
Ancell, Viki L	Financial Specialist Intern (PMF)	King, Karl T

Record: 1 of 4

1 of 36 Work Groups



Work Group – Record History

Clicking the Modules Icon Circled Below will display a list of other records access from within that module.

Time	Module	Record
12:25:03 AM	Department	PL - Communication and Liaison
12:24:51 AM	Department	PM - Business Strategy, Finance/Risk Management
12:24:48 AM	Department	PTS - Account Services
12:24:46 AM	Department	PTF - Trading Floor
12:24:43 AM	Department	PGSD - Duty Scheduling
12:11:03 AM	Department	PMF - Financial Management

Work Group – Work Group Report Options

Work Group Report Options offers several reports to choose from.

Work Group – Assessment Report



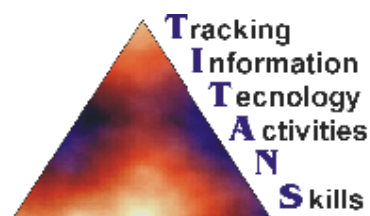
Work Group: PMF - Financial Management

Work Group Assessment - Printed Friday, March 21, 2003 12:30:08 AM

Job	Description
Financial Analyst (PMF)	
Financial Specialist Intern (PMF)	
Lead Budget Analyst (PMF)	
Lead Financial Analyst (PMF)	
Manager (PMF)	
Public Utilities Specialist - Livesley (PMF)	
Senior Industry Economist (PMF)	

Employees	Title
Ancell, Viki	Financial Specialist Intern (PMF)
Anderson, Valerie	Financial Specialist Intern (PMF)
Yates, Adriana	Executive Assistant
Zerner, Adam	Senior Vp For Power Bus Line

Work Group – Reports (Gap Assessment)

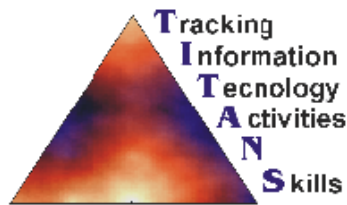


Behavioral Competency

Work Group GAP Assessment PGK - Scheduling Coordination

KSA	Employee	Occupational Title	Current Proficiency Required Proficiency	GAP
Business Acumen	Diane H Rapacz	Pre-Scheduler (PGK)	<div>Basic</div> <div>Proficient</div>	1
Business Acumen GAP Summary				<div>Unrated</div> <div>0</div> <div>Rated</div> <div>1</div>
Functional/Technical Skills	Diane H Rapacz	Pre-Scheduler (PGK)	<div>Proficient</div> <div>Mastery</div>	1
Functional/Technical Skills GAP Summary				<div>Unrated</div> <div>0</div> <div>Rated</div> <div>1</div>

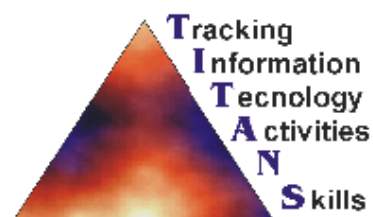
Work Group – Reports (Gap Assessment Participation)



GAP Analysis Participant/Non-Participant List By Work Group

PGK - Scheduling Coordination Participant(s)		PGK - Scheduling Coordination Non-Participant(s)	
Employee	Title	Employee	Title
Cynthia Z Sandlin	Pre-Scheduler (PGK)	Cynthia E Sanford	Pre-Scheduler (PGK)
Daniel A Rose	Manager, Supervisory PUS (PGK)	Cynthia E Savage	Pre-Scheduler (PGK)
Daniel E Rossus	After-the-Fact Accountant Lead (PGK)	Cynthia Scarlton	Technical Team Leads (PGK)
Daniel G Rohe	Technical Team Leads (PGK)	Dale Benedetti Salvo	Pre-Scheduler (PGK)
Daniel S Rojas	Pre-Scheduler (PGK)	Damian M S Poe	Pre-Scheduler (PGK)
Darwin E Roghair	Pre-Scheduler (PGK)	Dana Rotella	Pre-Scheduler (PGK)
David K Roehm	Manager, Supervisory PUS (PGK)	Dana Runcie	Pre-Scheduler (PGK)
David L Rios	Pre-Scheduler (PGK)		
David L Roadman	Pre-Scheduler (PGK)		
David S Rodewald	Training Lead (PGK)		
David W Rockwood	Technical Team Leads (PGK)		
Deanna A Riley	Technical Team Leads (PGK)		
Deborah E Rickman	Pre-Scheduler (PGK)		
Deborah H Riewer	Secretary (PGK)		
Deborah R Richardson	After-the-Fact Accountant (PGK)		
Deborah Rettenmund	Pre-Scheduler (PGK)		
Debra D Reich	Pre-Scheduler (PGK)		
Debra Reilly	Pre-Scheduler (PGK)		
Deidre W Register	Student Trainee (Public Utilities)		
Dennis F Regan	Student Trainee (Public Utilities)		
Dennis Rawson	Student Trainee (Public Utilities)		
Diane H Rapacz	Pre-Scheduler (PGK)		
Dianna A Randolph	Student Trainee (Public Utilities)		
Dianna N Quinata	Student Trainee (Public Utilities)		

Work Group – Reports (Gap Summary)



GAP Summary By Work Group

Work Group: PGK - Scheduling CoordinationKSA GAP Summary

Behavioral Competency	GAP	%
Business Acumen	1	66.7 %
Functional/Technical Skills	1	75.0 %
Behavioral Competency GAP	2	88%

Knowledge	GAP	%
Accounts Management	2	33.3 %
E-Tagging	1	75.0 %
Power and Transmission Scheduling	1	75.0 %
Power Products	1	66.7 %
Slice-of-the-System	1	66.7 %
Transmission Acquisition	1	66.7 %
Knowledge GAP	7	76%

Technical Skill	GAP	%
Customer Service	1	75.0 %
Scheduling Applications	1	75.0 %
Training Planning and Implementation	1	66.7 %
Technical Skill GAP	3	87%

Work Group – Finding Records

Find Work Group

Find Work Group -->

Work Group

- PB - Staff Management
- PG - Generation Supply
- PGC - Contract Generating Resources
- PGF - Federal Hydro Projects
- PGG - Information Technology
- PGGB - Information System Development
- PGGC - Information System Services
- PGK - Scheduling Coordination
- PGM - Project Management
- PGP - Power and Operations Planning
- PGPL - Regional Coordination
- PGPD - Operations Planning
- PGPW - Weather and Streamflow Forecasting
- PGS - Generation Scheduling
- PGSD - Duty Scheduling
- PGSP - Schedule Planning
- PL - Communication and Liaison
- PM - Business Strategy, Finance/Risk Management
- PMB - Business Strategy Development
- PMF
- PMF - Financial Management
- PMM - Risk Management
- PN - Energy Efficiency
- PND - Customer Services D
- PNF - Customer Services F
- PNG - Customer Services G
- PS - Requirements Marketing
- PSE - Eastern Power Business Area
- PSP - Power Products, Pricing, Rates

Hot Key → ALT + L

Enter Alt-L or Click the Last Search Button to Recall the Last Search Entered

Work Group: PMF - Financial Management

Work Group PMF - Financial Management

1 Work Group Description & Related Occupations ☺ Employees

Provides contract management (oversight) of PNW's Columbia Generating Station and 9 other...
Responsible for maximizing the value of the FCRPS by implementing a massive system wide c...
Responsible for IT systems and applications/infrastructure and the creation of the PBL Inform...
Develops or acquires and implements integrated PBL business systems and applications inclu...
Responsible for the day to day operation of PBL IT systems, applications and infrastructure.

Provides PBL's program management and project support, contracts administration, and proje...

Manages, develops and implements Pacific Northwest Coordination Agreement (PNCA) plann...
Responsible for planning the short- to mid-range operation of the Federal Columbia River Pow...
Carries out the weather and streamflow forecast responsibilities needed for optimizing hourly lo...

Provides 24-hour coverage of the real-time hydraulic operation of the Federal Columbia River I...
Coordinates/prepares most efficient plan of operation for FCRPS for the next 10 days, assess...
Provides political advice, develops/implements outreach strategies and internal communicatio...

Supports and coordinates the PBL strategic planning process and tracks the performance of t...

...ds and improves financial "best practices"; integrates new financial systems and processe...
...ds effort to establish program to identify, quantify, monitor and develop strategies to mitigat...
...quires conservation resources and supports the implementation of conservation, demand si...
...quires conservation resources and supports the implementation of conservation, demand si...
...quires conservation resources and supports the implementation of conservation, demand si...
...quires conservation resources and supports the implementation of conservation, demand si...

Implements PBL's power marketing strategies to maintain or improve its public agency custom...
Leads, as a "hub", the core customer teams for all sales and account servicing activity in the...
Designs and prices products for standardized (multi-customer) products, and assures product i...

Last Search

OK Cancel

Master Lists

Master List – Employees

Master Lists						
1 Employees 2 KSAs 3 Occupations 4 Training 5 Scout Reports 6 Work Groups 7 Proficiencies & Graphing, KSA Categories, KSA Recommendation Categories						
Employee	Title	Work Group	Email	Phone	Supervisor	
✖ Adam M Zenner	... Senior Vp For Power Bus Line	PMF - Financial Management				
✖ Adrina L Yates	... Executive Assistant	PMF - Financial Management				
✖ Aida M Wykoff	... Administrative Specialist (PB)	PB - Staff Management				
✖ Albert R Wolfe	... Administrative Specialist (PB)	PB - Staff Management				
✖ Alex J Witherite	... Lead Administrative Specialist (PB)	PB - Staff Management				
✖ Alexander A Wingett-Neal	... Administrative Specialist (PB)	PB - Staff Management				
✖ Alice H Winchester	... Staff Manager (PB)	PB - Staff Management				
✖ Allan D Williams	... Personal Assistant	PG - Generation Supply				
✖ Allan K Wilson	... Civil Engineer (Team Lead)	PG - Generation Supply				
✖ Allen Wiley	... Supervisory Public Utilities Specialist	PGC - Contract Generating Resol				
✖ Andres Whitlow	... Financial Analyst	PGC - Contract Generating Resol				
✖ Andrew Charles White	... Public Utilities Specialist	PGC - Contract Generating Resol				
✖ Andrew G White	... Public Utilities Assistant	PGC - Contract Generating Resol				
✖ Andrew T Westmoreland	... Nuclear Engineer	PGC - Contract Generating Resol				
✖ Angela J Wellschlager	... Nuclear Engineer	PGC - Contract Generating Resol				
✖ Angela M Weedall	... Project Representative (PGF)	PGF - Federal Hydro Projects				
✖ Angela P Wedlund Jr	... Program Manager (PGF)	PGF - Federal Hydro Projects				
✖ Angelina T Weber	... Program Manager (PGF)	PGF - Federal Hydro Projects				
✖ Ann A Webb	... PUS/Coordinator (PGF)	PGF - Federal Hydro Projects				
✖ Ann V Weaver	... Program Manager (PGF)	PGF - Federal Hydro Projects				
✖ Anne A Watts	... Project Representative (PGF)	PGF - Federal Hydro Projects				
✖ Anne P Wardwell	... Program Manager (PGF)	PGF - Federal Hydro Projects				
✖ Anthony Bennett Walker	... Manager (PGF)	PGF - Federal Hydro Projects				
✖ April B Walker	... Program Analyst, (PGF)	PGF - Federal Hydro Projects				
✖ Arnold A Wagner	... Project Representative (PGF)	PGF - Federal Hydro Projects				
✖ Arnold A Wagner	... Secretary (PGF)	PGF - Federal Hydro Projects				
Record: 1 of 470						

Master List – KSAs

Master Lists			
1 Employees	2 KSAs	3 Occupations	4 Training
5 Scout Reports	6 Work Groups	7 Proficiencies & Graphing, KSA Categories, KSA Recommendation Categories	
KSA - Knowledge/Skill/Ability	Category	Description	
<input checked="" type="checkbox"/> <input type="checkbox"/> Accounts Management	Knowledge	Able to build and maintain preschedule accounts for billing	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Action Oriented	Behavioral Competency	Enjoys working hard, full of energy for challenging work, c	...
<input checked="" type="checkbox"/> <input type="checkbox"/> After-the Fact Procedures	Knowledge	Knows PBL after-the-fact power and transmission account	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Cost-benefit	Technical Skill		...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Economic	Technical Skill		...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Electrical/Technical	Technical Skill	Analyzes different products, technologies, applications, ar	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Financial	Knowledge	Understands the principles, practices, and concepts of uti	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - IOU	Knowledge		...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Market/Industry	Technical Skill	Able to analyze how the local economy and various factor	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Preschedule	Technical Skill	Performs analysis related to preschedule of energy deliver	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Quantitative, Billing	Knowledge	Able to assemble data from various sources and use appri	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analysis - Quantitative, General	Technical Skill	Understands, performs and logically thinks through numeri	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Analytical Skills	Technical Skill	Has the ability to think clearly and to understand the "big	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Ancillary Services Rates, Tariffs, Regulations, etc.	Knowledge	Knows ancillary services products, rates, tariffs, contracts.	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Applications RDD	Technical Skill	Able to evaluate new applications software technologies	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Approachability	Behavioral Competency	Is very approachable and spends the extra effort to put ot	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Architecture	Knowledge	Knowledgeable in computer system designs that define br	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Auditing	Knowledge		...
<input checked="" type="checkbox"/> <input type="checkbox"/> Auditing, IT	Technical Skill	Able to conduct audits of IT programs and projects.	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Backup and Recovery	Knowledge	Familiar with tools and techniques used to recover data in	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Billing and Metering	Knowledge	Understands wholesale power billing and metering proced	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Billing Resolution	Knowledge	Can work effectively with the customer, revenue analysts	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Bonneville Environmental Foundation	Knowledge	Knows the mission, organization, participants, and activitie	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Boss Relationships	Behavioral Competency		...
<input checked="" type="checkbox"/> <input type="checkbox"/> Budget, Rules, Regulations - Government	Knowledge	Understands the regulations that impact Federal agency fi	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Budgeting	Technical Skill	Has the ability to create and maintain the budget system.	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Building Effective Teams	Behavioral Competency	Creates strong morale and spirit in team, shares successes	...
<input checked="" type="checkbox"/> <input type="checkbox"/> Bulk Hub Issues	Knowledge		...
Record: 1 of 342			

Master List – Occupations

Master Lists

1 Employees
 2 KSAs
 3 Occupations
 4 Training
 5 Scout Reports
 6 Work Groups
 7 Proficiencies & Graphing, KSA Categories, KSA Recommendation Categories

Occupations	Supervisor	Description
Account Services Manager (PSE/PSW)		
Administrative Assistant (PB)		
Administrative Specialist		
Administrative Specialist (PB)		
AE/Economic Development (PL)		
After-the-Fact Accountant (PGK)		
After-the-Fact Accountant Lead (PGK)		
Analyst (PMB)		
Analyst (PSE/PSW)		
Analyst (PSP)		
Analyst (PYZ)		
Applications Developer (PGG)		
Biological Opinion Impl Coord.- Mitigation (PGP)		
Biological Opinion Impl Coord.- Operations (PGP)		
Biological Opinion Impl Coord.- Overall (PGP)		
Biological Opinion Implementation Lead		
Budget Analyst		
Business Analyst (PGG)		
Chemist		
Civil Engineer		
Civil Engineer (Line Design)		
Civil Engineer (PGS)		
Civil Engineer (Team Lead)		
Civil Engineering Technician		
Clerk		
Clerk (PN)		
Communications Specialist		

Record: 1 of 412

Master List – Training

Master Lists

1 Employees
 2 KSAs
 3 Occupations
 4 Training
 5 Scout Reports
 6 Work Groups
 7 Proficiencies & Graphing, KSA Categories, KSA Recommendation Categories

Training	Type	Description
1999 Conference for Women	Specialty and Technical	
1999 Intermountain GIS User Co	Specialty and Technical	
24 Hours w/ Eli Glodratt	Administration and Analysis	
Access 2.0 - Advanced Queries	Specialty and Technical	
Access 2.0 - Introduction	Specialty and Technical	
Access 2.0 - Reports	Specialty and Technical	
Access 2.0 Part 2	Specialty and Technical	
Access 2000: Level 1	Specialty and Technical	
Access 97 for Win 95/NT 4.0 Ad	Specialty and Technical	
Access 97 Win95/98 NT 4 Macros	Specialty and Technical	
Access97 Advanced	Specialty and Technical	
Access97 Intermediate	Specialty and Technical	
Access97 Intro	Specialty and Technical	
Accountability Hot Potato	Specialty and Technical	
Administering MS WindowsNT 4.0	Specialty and Technical	
Adobe Acrobat & PDF	Specialty and Technical	
Adv Procurement Strategies	Specialty and Technical	
Advanced Public Utility Acctg	Administration and Analysis	
Aerial Rescue	Trade or craft	
AGA Symposium	Administration and Analysis	
American Innovations User Grp	Specialty and Technical	
Ancillary Services Conference	Lgl,Medical,Scientific,Engng	
Basic Hedging & Trad Elec Pwr	Lgl,Medical,Scientific,Engng	
Big - National Training Conf	Specialty and Technical	
Blacks In Govt Region X 1999	Specialty and Technical	
Brio	Specialty and Technical	
Brio Custom App Design 6.x	Specialty and Technical	
Brio Query Designers	Specialty and Technical	

Record: 1

Master List – Scout Reports

Master Lists

1 Employees 2 KSAs 3 Occupations 4 Training 5 Scout Reports 6 Work Groups 7 Proficiencies & Graphing, KSA Categories, KSA Recommendation Categories

Scout Report		Required Skills	Helpfull Skills
X	Business Acumen & Project Management	3	0
X		0	0

Record: 1 of 1

Master List – Work Group

Master Lists

1 Employees

2 KSAs

3 Occupations

4 Training

5 Scout Reports

6 Work Groups

7 Proficiencies & Graphing, KSA Categories, KSA Recommendation Categories

Work Groups	Description
PMF - Financial Management	Builds and improves financial "best practices"; integrates new financial systems and processes, financial reporting, and financial c...
PB - Staff Management	Provides guidance and support to the Power Business managers and employees relative to the management of staff and budget r...
PG - Generation Supply	
PGC - Contract Generating Resources	Provides contract management (oversight) of PNW's Columbia Generating Station and 9 other nuclear, thermal and hydro projects...
PGF - Federal Hydro Projects	Responsible for maximizing the value of the FCRPS by implementing a massive system wide capital investment program and impro...
PGG - Information Technology	Responsible for IT systems and applications/infrastructure and the creation of the PBL Information Factory, the point of integrator...
PGGB - Information System Development	Develops or acquires and implements integrated PBL business systems and applications including internal and external business li...
PGGC - Information System Services	Responsible for the day to day operation of PBL IT systems, applications and infrastructure.
PGP - Power and Operations Planning	
PGPL - Regional Coordination	Manages, develops and implements Pacific Northwest Coordination Agreement (PNCA) planning, carries out Columbia River Trea...
PGPO - Operations Planning	Responsible for planning the short- to mid-range operation of the Federal Columbia River Power System; conducts hydraulic analy...
PGPW - Weather and Streamflow Forecasting	Carries out the weather and streamflow forecast responsibilities needed for optimizing hourly load forecasting, power marketing, hy...
PGS - Generation Scheduling	
PGSD - Duty Scheduling	Provides 24-hour coverage of the real-time hydraulic operation of the Federal Columbia River Power System, FCRPS, and also rea...
PGSP - Schedule Planning	Coordinates/prepares most efficient plan of operation for FCRPS for the next 10 days, assesses marketplaces/markets available e...
PL - Communication and Liaison	Provides political advice, develops/implements outreach strategies and internal communication strategy, provides graphic design...
PM - Business Strategy, Finance/Risk Managemen	
PMB - Business Strategy Development	Supports and coordinates the PBL strategic planning process and tracks the performance of the plan over time; informs PBL exec...
PMF	
PMM - Risk Management	Leads effort to establish program to identify, quantify, monitor and develop strategies to mitigate the major risks the business encou...
PN - Energy Efficiency	Acquires conservation resources and supports the implementation of conservation, demand side management, and direct applical...
PND - Customer Services D	Acquires conservation resources and supports the implementation of conservation, demand side management, and direct applical...
PNF - Customer Services F	Acquires conservation resources and supports the implementation of conservation, demand side management, and direct applical...
PNG - Customer Services G	Acquires conservation resources and supports the implementation of conservation, demand side management, and direct applical...
PS - Requirements Marketing	Implements PBL's power marketing strategies to maintain or improve its public agency customers' satisfaction in the areas of rever...
PSE - Eastern Powr Business Area	Leads, as a " hub", the core customer teams for all sales and account servicing activity in the Eastern market; supplements the ci...

Record: 1 of 36

Master List – Proficiencies & Graphing, KSA Categories, KSA Recommendations Categories

Master Lists

1 Employees
 2 KSAs
 3 Occupations
 4 Training
 5 Scout Reports
 6 Work Groups
 7 Proficiencies & Graphing, KSA Categories, KSA Recommendation Categories

KSA Proficiencies and Graphing

Proficiency	%	Back	Fore	Transparent
✖ UnRated	0.00%	16777215	255	Yes
✖ None	25.00%	65535	0	No
✖ Basic	50.00%	8388608	16777215	No
✖ Proficient	75.00%	16776960	0	No
✖ Mastery	100.00%	65280	0	No
✖	0.00%	12632256	0	No

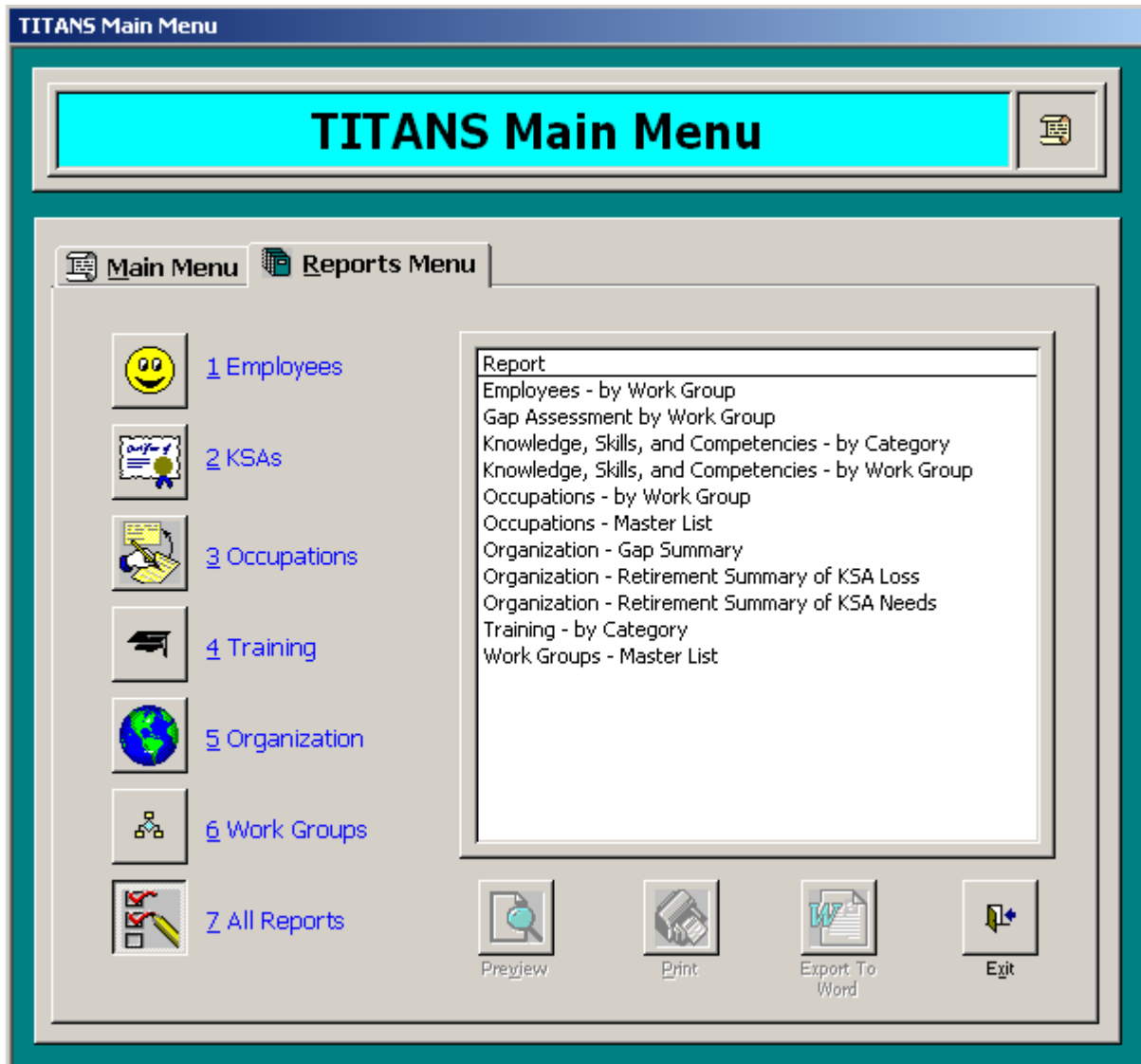
KSA Categories

Category
✖ Behavioral Competency
✖ Knowledge
✖ Technical Skill
✖

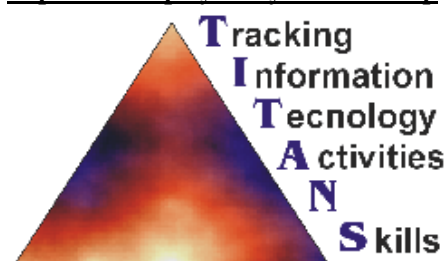
KSA Recommendation Categories

Category
✖ Articles - BPA
✖ Audio Tapes
✖ Books - BPA
✖ Books - External
✖ Conferences
✖ Courses - American Public Power Association
✖ Courses - BPA
✖ Courses - External
✖ DOE On Line Learning Center
✖ General
✖ Online Resources
✖ Tips and Techniques
✖ Videos - BPA
✖

Reports



Reports – Employees by Work Group



Titans

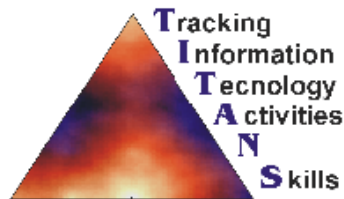
Knowledge, Skills, Competencies by Category

KSA Listing by Category - Printed Saturday, June 08, 2002

Behavioral Competency

Action Oriented	Enjoys working hard, full of energy for challenging work, can act with a minimum of planning, seizes more opportunities than others.
Approachability	Is very approachable and spends the extra effort to put others at ease; is warm, sensitive and patient, a good listener; builds rapport well and quickly; gets information easily and is able to influence others to do things.
Boss Relationships	
Building Effective Teams	Creates strong morale and spirit in team, shares successes, fosters open dialogue, lets people finish and be responsible for their work, defines success in terms of the whole team, creates a feeling of belonging in the team.
Business Acumen	Knows how utility businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting the organization; knows the competition; aware of how strategies and tactics work in the marketplace.
Career Ambition	Knows and works on what one wants from own career, makes things happen for self, markets for opportunities.
Caring about Direct Reports	Interested in both work and non-work lives of direct reports; asks about their plans, problems, desires; is aware of their concerns; is available for listening to personal problems; monitors workloads and appreciates extra effort.
Comfort Around Higher Management	Can deal comfortably with more senior managers, presenting without undue tension; understands how they think and work, relates to them in their language and needs; uses appropriate and positive approaches.
Command Skills	Relishes leading, taking needed but unpopular stands; encourages direct debate, sought out for direction in a crisis, likes tough challenges.
Compassion	Has genuine concern for others work and nonwork problems, ready to help, demonstrates empathy with joys and pains of others.
Composure	Cool under pressure, not defensive or irritable in tough times, considered mature, holds things together in tough times, can handle stress, is a settling influence in a crisis, not knocked off balance by the unexpected.
Conflict Management	Steps up to conflicts, seeing them as opportunities, reads situations quickly, focused listener, hammers out tough agreements and settles disputes equitably, can find common ground and get cooperation with minimum noise.
Confronting Direct Reports	Deals with problem direct reports firmly and in a timely manner, regularly reviews performance and holds timely discussions, can make negative decisions when all other efforts fail, deals effectively with troublemakers.
Consulting Skills	Is effective in dealing with diverse people or organizations that do not have common interests or issues.
Creativity	Creates new and unique ideas, makes connections among previously unrelated things, seen as original, value-added in brainstorming sessions.
Customer Focus	Is dedicated to meeting the expectations and requirements of internal and external customers, improves products and services based on first-hand customer information, establishes and maintains effective relationships with customers and gains their trust and respect.
Dealing with Ambiguity	Effectively copes with change, can shift gears comfortably, decide and act without total picture, doesn't have to finish things before moving on, comfortably handles risk and uncertainty.

Reports – KSAs by Category



Master List of KSAs
by Work Group

PB - Staff Management

Administrative Assistant (PB)

KSA Category	Knowledge Skills Abilities (KSA's)	Update KSA
● Building Effective Teams	Behavioral Competency	
● Composure	Behavioral Competency	
● Customer Focus	Behavioral Competency	
● Drive for Results	Behavioral Competency	
● Integrity and Trust	Behavioral Competency	
● Interpersonal Savvy	Behavioral Competency	
● Negotiating	Behavioral Competency	
● Organizational Agility	Behavioral Competency	
● Peer Relationships	Behavioral Competency	
● Perseverance	Behavioral Competency	
● Personal Computer Skills - Basic	Technical Skill	
● Workload Planning	Technical Skill	

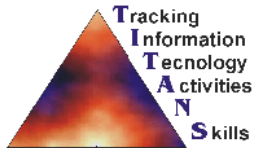
Administrative Specialist (PB)

KSA Category	Knowledge Skills Abilities (KSA's)	Update KSA
● Building Effective Teams	Behavioral Competency	
● Composure	Behavioral Competency	
● Customer Focus	Behavioral Competency	
● Drive for Results	Behavioral Competency	
● Integrity and Trust	Behavioral Competency	
● Interpersonal Savvy	Behavioral Competency	
● Negotiating	Behavioral Competency	
● Organizational Agility	Behavioral Competency	
● Peer Relationships	Behavioral Competency	
● Perseverance	Behavioral Competency	
● Personal Computer Skills - Basic	Technical Skill	
● Workload Planning	Technical Skill	

Lead Administrative Specialist (PB)

KSA Category	Knowledge Skills Abilities (KSA's)	Update KSA
● Action Oriented	Behavioral Competency	
● Building Effective Teams	Behavioral Competency	
● Composure	Behavioral Competency	
● Customer Focus	Behavioral Competency	
● Decision Quality	Behavioral Competency	
● Drive for Results	Behavioral Competency	
● Integrity and Trust	Behavioral Competency	
● Interpersonal Savvy	Behavioral Competency	
● Negotiating	Behavioral Competency	
● Organizational Agility	Behavioral Competency	
● Peer Relationships	Behavioral Competency	
● Perseverance	Behavioral Competency	
● Process Management	Behavioral Competency	
● Policies/Strategies	Knowledge	

Reports - GAP Assessment By Work Group

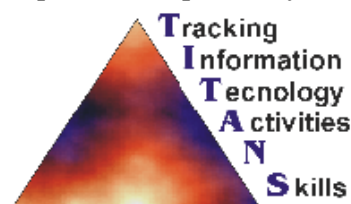


Work Group GAP Assessment PGF - Federal Hydro Projects

Behavioral Competency

KSA	Employee	Occupational Title	Current Proficiency Required Proficiency	GAP
Negotiating	Angela M Weedall	Project Representative (PGF)	<div> <div>Proficient</div> <div>Mastery</div> </div>	1
Negotiating GAP Summary				<div>Unrated 0 Rated 1</div>
Planning	Angela M Weedall	Project Representative (PGF)	<div> <div>Basic</div> <div>Proficient</div> </div>	1
Planning GAP Summary				<div>Unrated 0 Rated 1</div>
Action Oriented	Anne A Watts	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Arnold A Wagner	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Audrey D Vowles	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Beatrice R Volk	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Action Oriented GAP Summary			<div>Unrated 12 Rated 0</div>
Approachability	Ann A Webb	PUS/Coordinator (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Anne A Watts	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Arnold A Wagner	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Audrey D Vowles	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Beatrice R Volk	Project Representative (PGF)	<div> <div>UnRated</div> <div>Proficient</div> </div>	3
	Approachability GAP Summary			<div>Unrated 15 Rated 0</div>

Reports – Occupations by Work Group



*... helping bring "Value of the River"
to the People of the Northwest*

Occupations by Work Group - Printed Saturday, June 08, 2002

Occupations by Work Group

PB - Staff Management

Administrative Assistant (PB)
Administrative Specialist (PB)
Lead Administrative Specialist (PB)
Staff Manager (PB)

PG - Generation Supply

Personal Assistant (PG)

PGF - Federal Hydro Projects

Manager (PGF)
Program Analyst, (PGF)
Program Manager (PGF)
Project Representative (PGF)
PUS/C coordinator (PGF)
Secretary (PGF)
Student Aid (PGF)

PGG - Information Technology

Applications Developer (PGG)
Business Analyst (PGG)
Data Administrator (PGG)
Data Architect (PGG)
Data Warehouse Specialist (PGG)
Database Administrator (PGG)
EAI Adapter/Broker Developer (PGG)
EAI Business Architect (PGG)
EAI Interface Project Manager (PGG)
EAI Process Architect (PGG)
EAI Technical Architect/Team Lead (PGG)
IS Security Analyst/Specialist (PGG)
Manager (PGG)
Network Administrator (PGG)
Network Designer (PGG)
Software Quality Assurance Specialist (PGG)
Systems Administrator (PGG)
Systems Programmer (PGG)
Systems Software Programmer (PGG)
Technical Support Specialist (PGG)
Web Developer (PGG)
Web Site Administrator (PGG)

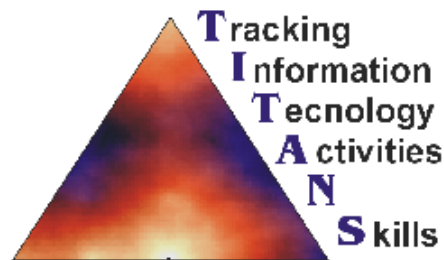
PGK - Scheduling Coordination

After-the-Fact Accountant (PGK)
After-the-Fact Accountant Lead (PGK)
Manager, Supervisory PUS (PGK)
Pre-Scheduler (PGK)
Secretary (PGK)
Technical Team Leads (PGK)
Training Lead (PGK)

PGP - Power and Operations Planning

Biological Opinion Impl Coord.- Mitigation (PGP)
Biological Opinion Impl Coord.- Operations (PGP)

Reports – Occupations Master List



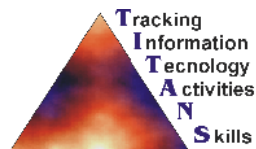
Titans

Occupations

Occupations Master List - Printed Saturday, June 08, 2002 6:01:30 PM

Administrative Specialist
Biological Opinion Implementation Lead
Budget Analyst
Civil Engineer
Civil Engineer (Team Lead)
Clerk
Communications Specialist
Computer Specialist (PN)
Computer Specialist (Datawarehousing)
Computer Specialist (Systems Analyst)
Customer Account Executive
Customer Account Executive (Real-Time Trader)
Customer Account Executive - Trader (PTF)
Duty Transmission Acquisition Specialist (PGSD)
Economic Development Account Executive
Economist
EE Transition Process Manager
Electrical Engineer (PN)
Energy Efficiency Clerk (PN)
Energy Efficiency Representative (PN)
Engineering Technician (PN)
Environmental Protection Spec.
Executive Assistant
Financial Analyst
General Engineer
Hydraulic Engineer
Hydrologist
Industrial Engineer
Industry Economist
Internal Communications Coordinator
Inventory Analyst (Team Lead)
Management Analyst
Manager, Business Strategy, Finance
Manager, Duty Scheduling
Manager, Eastern Power Business Area
Manager, Federal Hydro Projects
Manager, Generation Scheduling (PGS)
Manager, Information System Services
Manager, Information Systems
Manager, Information Systems Development
Manager, Operations Planning
Manager, Power & Operations Planning
Manager, Power Products, Pricing & Rates
Manager, Project Management
Manager, Regional Coordination
Manager, Revenue, Metering & Contract Analysis
Manager, Risk Management
Manager, Transmission Acquisition and Reserves

Reports – Organization GAP Summary



KSA GAP Summary

Organizational GAP assessment by KSA Category
Printed Saturday, June 08, 2002

Behavioral Competency	GAP	%
Action Oriented	2	11.1%
Business Acumen	3	15.8%
Conflict Management	1	7.7%
Functional/Technical Skills	4	19.0%
Interpersonal Savvy	1	16.7%
Learning on the Fly	1	10.0%
Listening	1	33.3%
Negotiating	4	17.4%
Patience	1	25.0%
Peer Relationships	1	6.7%
Planning	1	33.3%
Presentation Skills	1	8.3%
Priority Setting	1	5.6%
Problem Solving	2	8.0%
Technical Learning	1	10.0%
Timely Decision Making	1	14.3%
Behavioral Competency GAP	26	8%

Knowledge	GAP	%
Accounts Management	2	66.7%
Ancillary Services Rates, Tariffs, Regulations, etc.	2	25.0%
CAISO (8. GAPX) Policies, Procedures, Tariff, etc.	2	25.0%
CAISO (8. GAPX) Settlements Process, Terms, etc.	1	12.5%
Economics	1	14.3%
E-Tagging	1	25.0%
FRPS	2	20.0%
FRTS	1	16.7%
General Transfer Agreements	2	22.2%
History of Public Power and Preference	2	18.2%
Interties - Policies, Practices, Rates, etc.	1	33.3%
Policies Affecting Wholesale Power Customers - PBL	2	13.3%
Policies/Strategies - PT	2	33.3%
Power and Transmission Scheduling	1	25.0%
Power Generation Knowledge	1	33.3%
Power Products	7	31.8%
Renewable Resource Tech. Markets	1	25.0%
Requirements Hub's Issues	1	33.3%
Reserves Requirements, Markets, etc.	1	25.0%
RTO West-Proposed Policies, Procedures, etc.	1	25.0%
Slice-of-the-System	5	25.0%
Strategy - Energy Efficiency	1	14.3%
Transmission Acquisition	2	33.3%
Transmission Products	4	33.3%
Transmission Rates, Tariffs, Contracts, Regulations	2	22.2%
Transmission Scheduling	1	33.3%
Western Interconnection System Ops and Markets	1	33.3%
Wholesale Power Sales Contracts	2	16.7%
Knowledge GAP	52	16%

Technical Skill	GAP	%
Analysis - Market/Industry	1	14.3%
Analysis - Quantitative, General	1	7.7%
Analytical Skills	4	17.4%
Budgeting	1	25.0%
Contract Administration - COTR	1	16.7%
Contract Development	1	10.0%
Customer Service	3	11.5%
Database Design	1	25.0%
Detail Oriented	1	7.7%
Econometrics	1	33.3%
Personal Computer Skills - Advanced	2	33.3%
Personal Computer Skills - Basic	4	14.8%
Policy Analysis, Consenation	1	14.3%
Power Contract Administration	1	10.0%
Project Management	1	25.0%
Scheduling Applications	1	25.0%
Secretarial Skills	2	50.0%
Strategic Planning, Energy Efficiency	1	33.3%
Technical Writing	2	33.3%
Time Management	1	11.1%
Training Planning and Implementation	1	33.3%
Workload Planning	3	21.4%
Technical Skill GAP	35	14%

Reports – Organization Retirement Summary of KSA Loss



Loss Summary

KSAs lost due to employee retirement

Printed Saturday, June 08, 2002

Behavioral Competency	GAP
08/01/02 — 08/31/02	
Action Oriented	6
Approachability	6
Building Effective Teams	6
Business Acumen	6
Command Skills	6
Creativity	8
Customer Focus	8
Decision Quality	6
Integrity and Trust	8
Negotiating	6
Planning	4
Presentation Skills	6
Priority Setting	6
Written Communications	4
Behavioral Competency Loss	86

Knowledge	GAP
08/01/02 — 08/31/02	
Business Processes and Interrelationships	6
FCRPS	6
FCRPS Planning, Modeling, Operation	4
FCRPS Real-Time Operations	6
Hydroelectric Dam Operations and Maintenance	4
Power Generation Knowledge	4
Regional Issues	6
Structure of the Power Business Line	6
Knowledge Loss	42

Technical Skill	GAP
08/01/02 — 08/31/02	
Analytical Skills	6
Contract Administration - COTR	6
Contract Development	6
Personal Computer Skills - Basic	6
Project Management	6
Time Management	6
Workload Planning	6
Technical Skill Loss	42

Reports – Organization Retirement Summary of KSA Needs



Needs Summary

Occupational vacancies needs
resulting from retiring employees

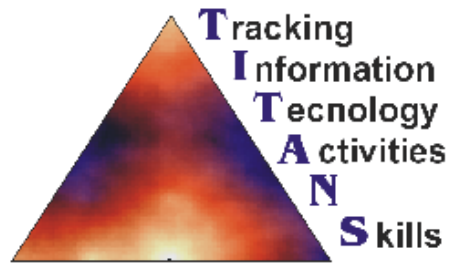
Printed Saturday, June 08, 2002

Behavioral Competency	GAP
10/01/02 — 10/31/02	
Action Oriented	9
Approachability	9
Building Effective Teams	15
Business Acumen	6
Command Skills	9
Composure	8
Creativity	12
Customer Focus	11
Decision Quality	6
Functional/Technical Skills	9
Integrity and Trust	21
Intellectual Horsepower	6
Interpersonal Savvy	6
Learning on the Fly	6
Negotiating	12
Planning	9
Presentation Skills	9
Priority Setting	18
Problem Solving	6
Supervisor/Manager Relationships	3
Timely Decision Making	2
Written Communications	14
Behavioral Competency Needs	206

Knowledge	GAP
10/01/02 — 10/31/02	
Budget, Rules, Regulations - Government	2
Business Processes and Interrelationships	15
Economics	6
Electric Industry	4
FCRPS	18
FCRPS Real-Time Operations	9
High Performance Organization	2
Hydroelectric Dam Operations and Maintenance	14
Policies/Strategies	6
Political Acumen	4
Power Generation Knowledge	15
Project Management/Planning	6
Structure of the Power Business Line	2
Knowledge Needs	103

Technical Skill	GAP
10/01/02 — 10/31/02	
Analysis - Quantitative, General	6
Analytical Skills	15
Contract Administration - COTR	12
Contract Development	15
Detail Oriented	2
Econometrics	4
Office Management	3
Oral Communication	8
Personal Computer Skills - Advanced	6
Personal Computer Skills - Basic	12
Project Management	14
Secretarial Skills	4
Time Management	17
Workload Planning	22
Technical Skill Needs	140

Reports – Training by Category



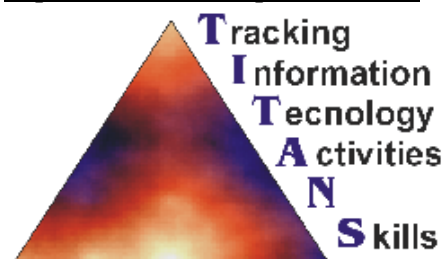
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Training by Category - Printed Saturday, June 08, 2002 6:11:36 PM

Specialty and Technical

Howto create exciting pwrpt
Howto Handle People with Tact
Howto Manage Multiple Proj &
Hydroelect in Today Competitiv
Hydrology I
IMAGE: Opp for Diversity
Implement & Admin Win 2000
Implement a Database Des on MS
Information Technology
Internet Explorer 4 - Using
Internet: Creating Web Pages
Intro to Computer Science II
Intro to Oracle 8 for SQL User
Kolbe Conative Index Overview
Load Management Workshop
Managing the Y2K Transittion
Mastering Enterprise Dev VB
Mastering Microsoft VB 6 Fund
MetaStage Essentials
Mistake-Free Granmer & Proofre
MS Sequel Server Trng MS-750
Myers-Briggs Overview
Nat'l Image Conf & Convention
NERC-Y2K Readiness Prep Wrkshp
Northern Calif Pwr Agency Conf
NW Solar Summit #2
Office Ergonomics
Operating System
Optimization Hydroelect Ops Po
Oracle 8 Backup & Recovery Wrk
Oracle 8 Database Administrati
Oracle 8i NewFeature Administ
Outlook 2000 Introduction
Outlook98 Advanced
Outlook98 Demo
Outlook98 for pers asst/secret
Outlook98 Intermediate

Reports – Work Groups Master List



Titans

Work Groups

Work Group List - Printed Saturday, June 08, 2002 6:12:58 PM

PB - Staff Management

Provides guidance and support to the Power Business managers and employees relative to the management of staff and budget resources in a manner that best supports the achievement of business line goals and targets.

PG - Generation Supply

PGC - Contract Generating Resources

Provides contract management (oversight) of PNW's Columbia Generating Station and 9 other nuclear, thermal and hydro projects; responsible for administration and closeout of BPA's Resource Contingency Program.

PGF - Federal Hydro Projects

Responsible for maximizing the value of the FCRPS by implementing a massive system wide capital investment program and improving and streamlining business management practices amongst the three operating agencies.

PGG - Information Technology

Responsible for IT systems and applications/infrastructure and the creation of the PBL Information Factory, the point of integration for decision support, analytic reporting and "Best of Breed" systems and applications.

PGGB - Information System Development

Develops or acquires and implements integrated PBL business systems and applications including internal and external business line web sites.

PGGC - Information System Services

Responsible for the day to day operation of PBL IT systems, applications and infrastructure.

PGK - Scheduling Coordination

PGM - Project Management

Provides PBL's program management and project support, contracts administration, and project management.

PGP - Power and Operations Planning

PGPL - Regional Coordination

Manages, develops and implements Pacific Northwest Coordination Agreement (PNCA) planning, carries out Columbia River Treaty planning functions, and supports PNCA and Treaty operations.

PGPO - Operations Planning

Responsible for planning the short- to mid-range operation of the Federal Columbia River Power System; conducts hydraulic analyses of reservoir operations, energy and capacity analyses, and economic analyses of various operating scenarios.

PGPW - Weather and Streamflow Forecasting

Carries out the weather and stream flow forecast responsibilities needed for optimizing hourly load forecasting, power marketing, hydro operations, and system reliability in both the short- and mid-range horizon.

PGS - Generation Scheduling

PGSD - Duty Scheduling

Provides 24-hour coverage of the real-time hydraulic operation of the Federal Columbia River Power System, FCRPS, and also real-time load and transmission scheduling.

PGSP - Schedule Planning

Coordinates/prepares most efficient plan of operation for FCRPS for the next 10 days, assesses marketplaces/markets available energy, coordinates Non-Treaty Storage Agreement Operations, develops scheduling procedures for transmission system limitations.

PL - Communication and Liaison

Provides political advice, develops/implements outreach strategies and internal communication strategy, provides graphic design for functions, handles special projects, and acts as liaison to Corporate communication offices.

PM - Business Strategy, Finance/Risk Management

PMB - Business Strategy Development

Supports and coordinates the PBL strategic planning process and tracks the performance of the plan over time; informs PBL executives of changes in the economic landscape that could affect strategy.

PMF

PMF - Financial Management

Builds and improves financial "best practices"; integrates new financial systems and processes, financial reporting, and financial decision support analysis.

PMW - Risk Management

Leads effort to establish program to identify, quantify, monitor and develop strategies to mitigate the major risks the business encounters; works with analysts/managers in other PBL/BPA units, uses rate setting and CRAC processes.