Welcome To…

TITANS

Developed by…

ADVISICON

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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 skillets 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

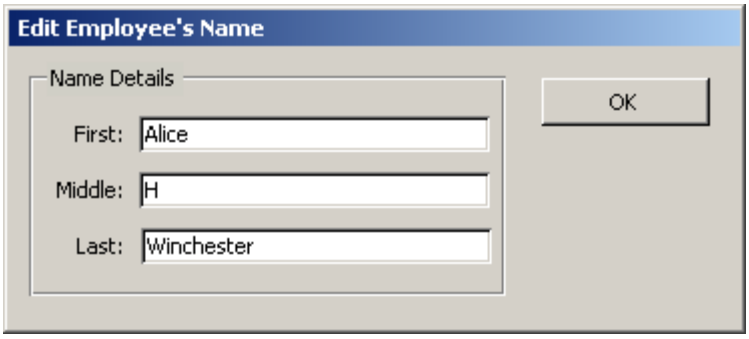
The Ellipsis

The Ellipsis Icon that appears just to the right of its related field. In the case of a users 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.



Drilling Down

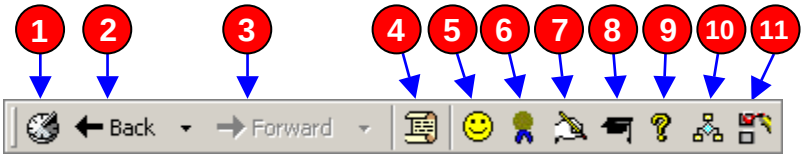
The small pencil located to the left of any given field will appear many times thought TITANS. Clicking these buttons will Open the record referred to just to the right of icon itself.

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 andvance 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 hiearchial 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
ALT + Home

2 Back
ALT + ←

3 Forward
ALT + →

4 Main Menu
ALT + M

5 Employee
ALT + E

6 KSA
ALT + K

7 Occupation
ALT + O

8 Training
ALT + T

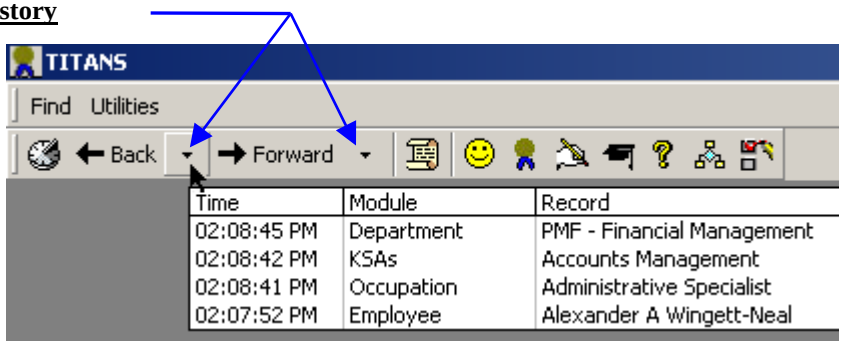
9 Scout
ALT + S

10 Scout
ALT + W

11 Master List
ALT + L

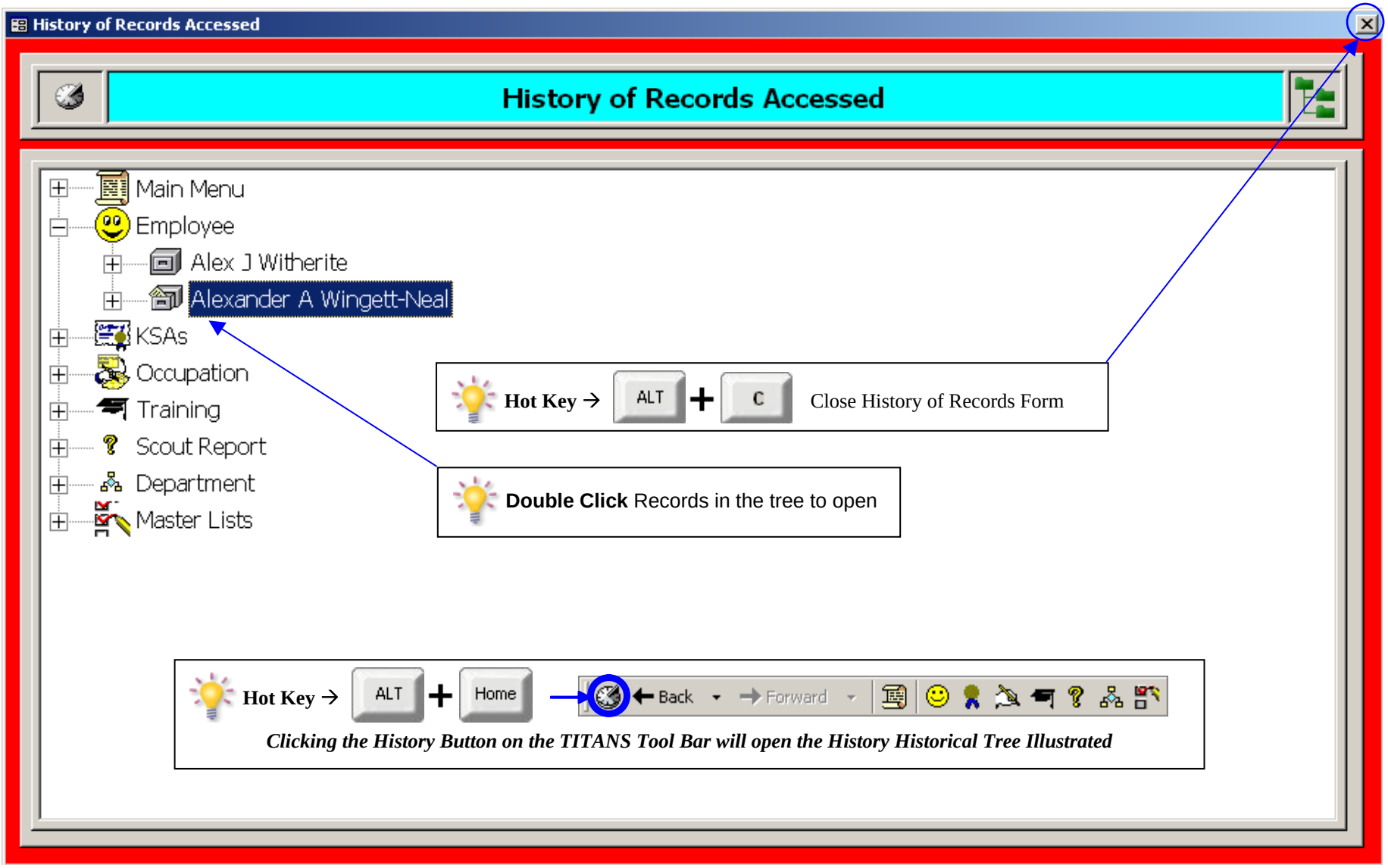
Toolbar – Backward and Forward History

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.

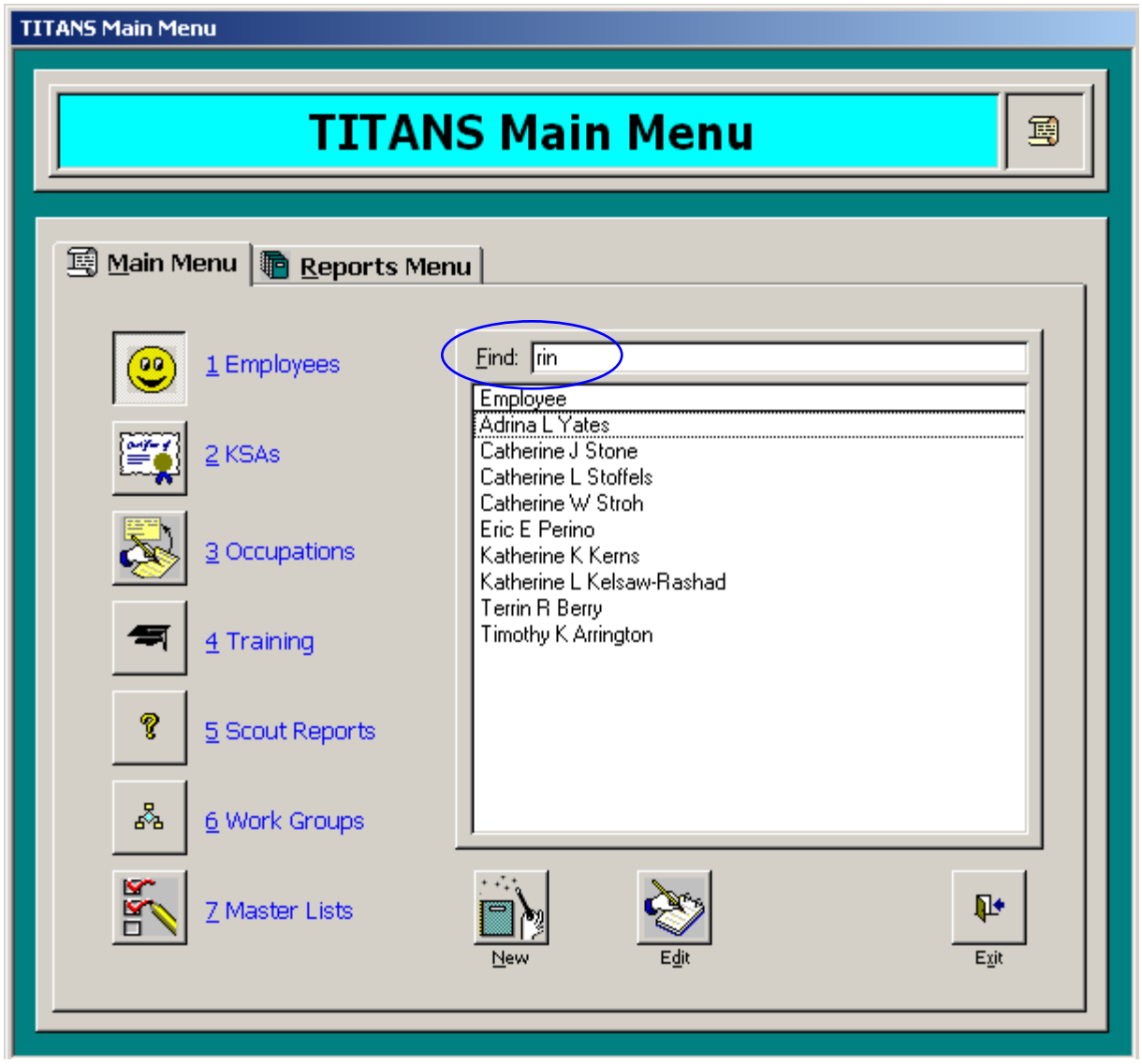


Toolbar – Historical Tree

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

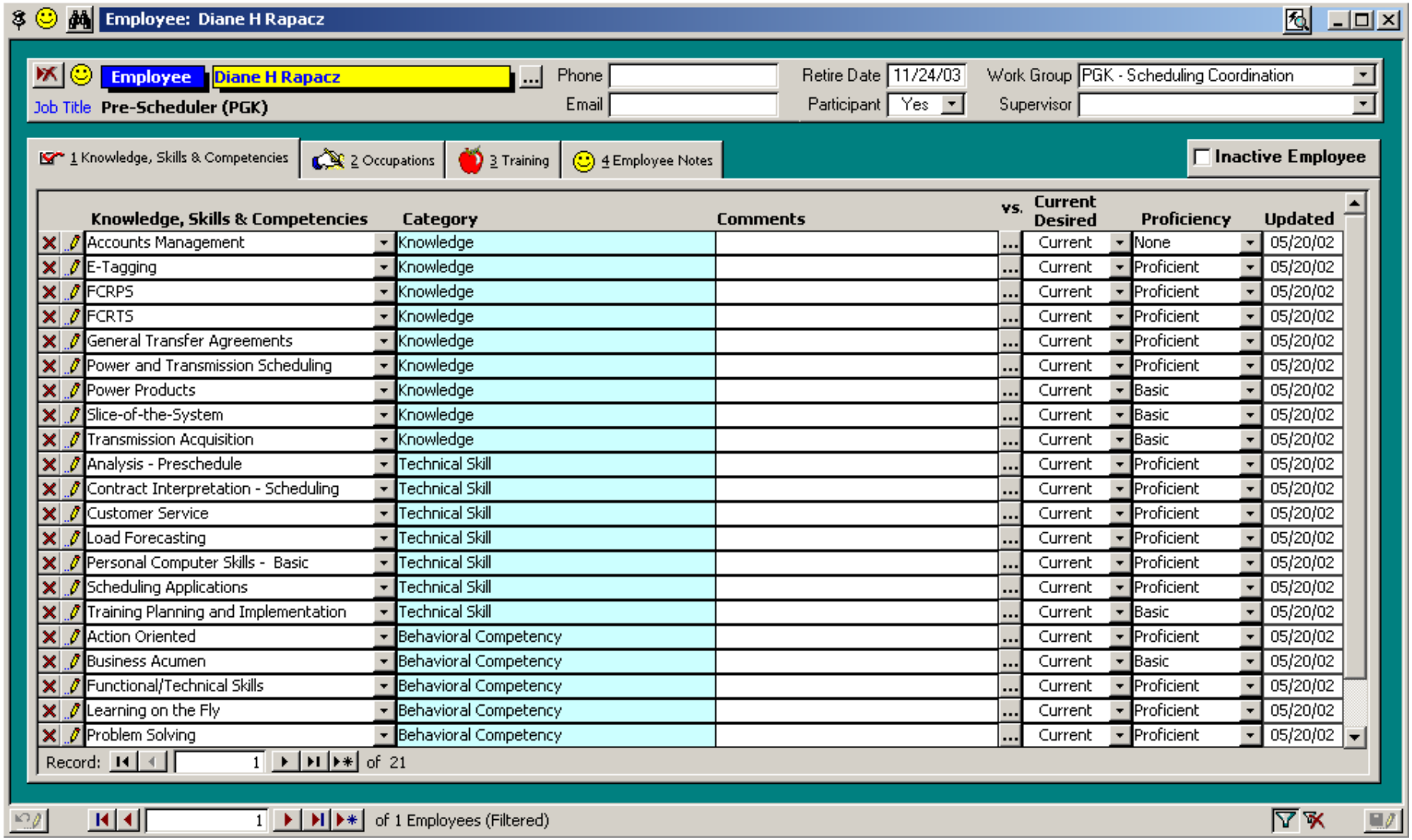


Pattern Matching

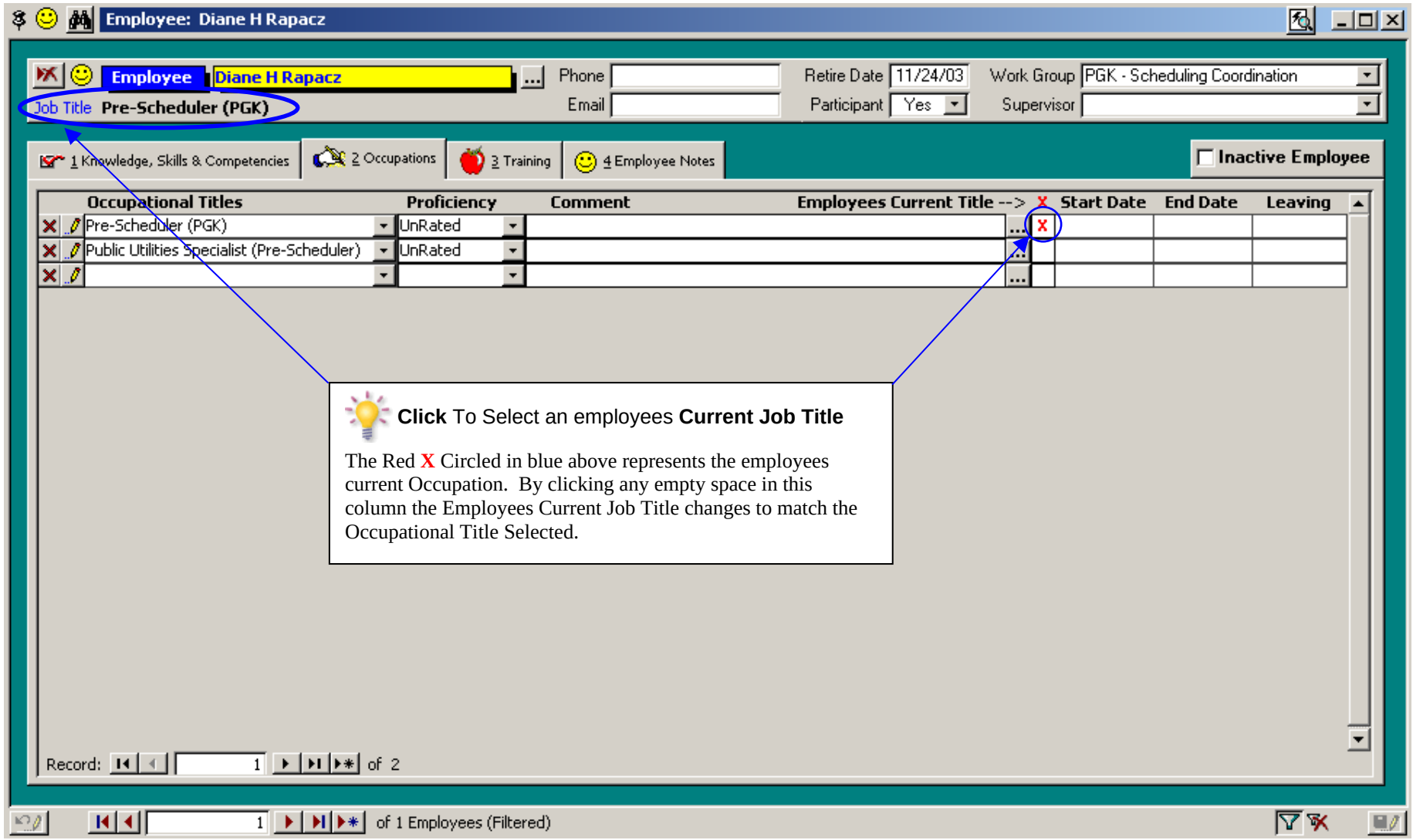
Using ***Pattern Matching*** TITANS will quickly locate any records that matching the characters entered. Notice the letters "rin" (circled in blue) filter the list of employees to only those names that include the letters "rin" irrespective of where the letters "rin" appear in the employees name.

Employees

Employee – Knowledge, Skills & Abilities (KSA)



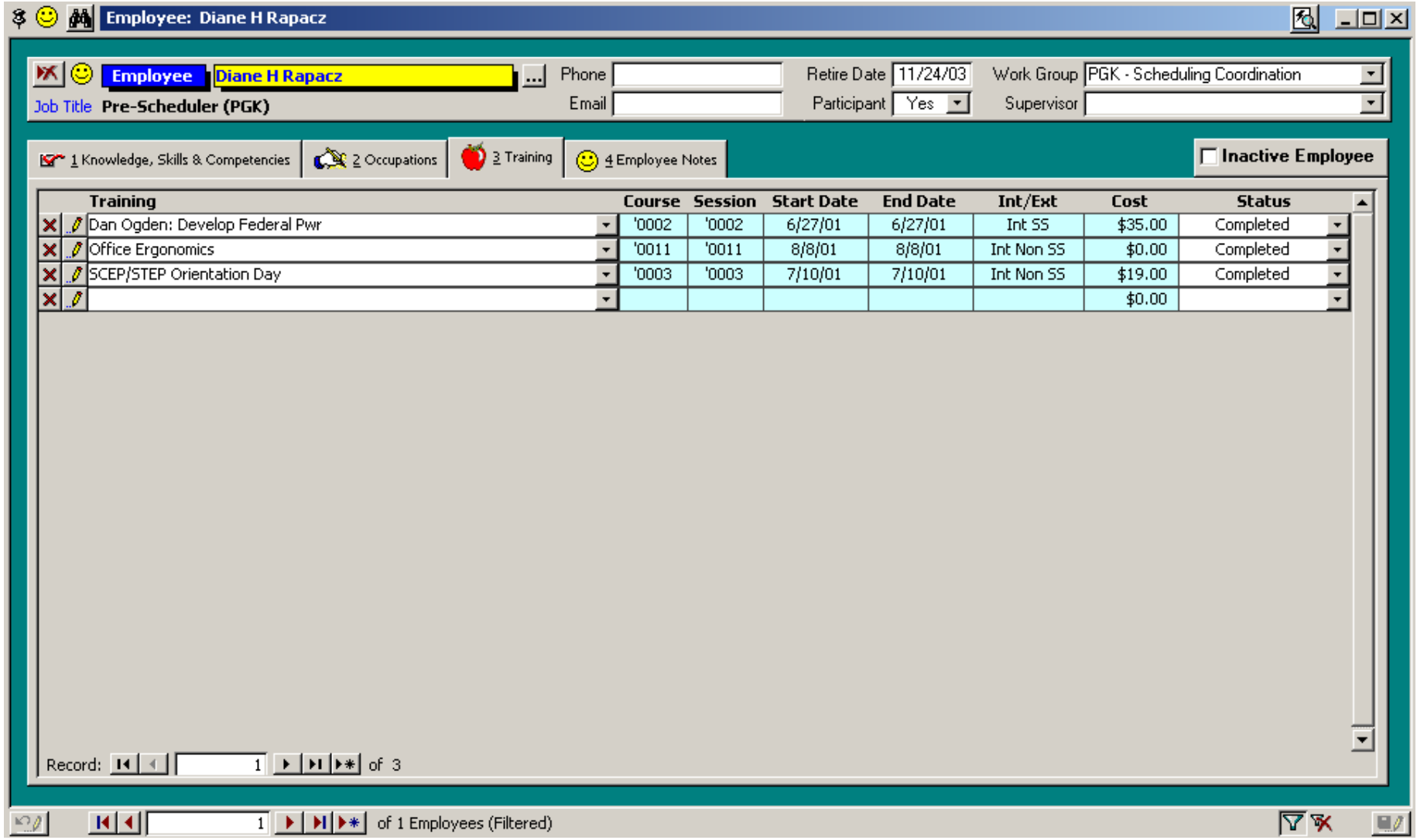
Employee – Occupations



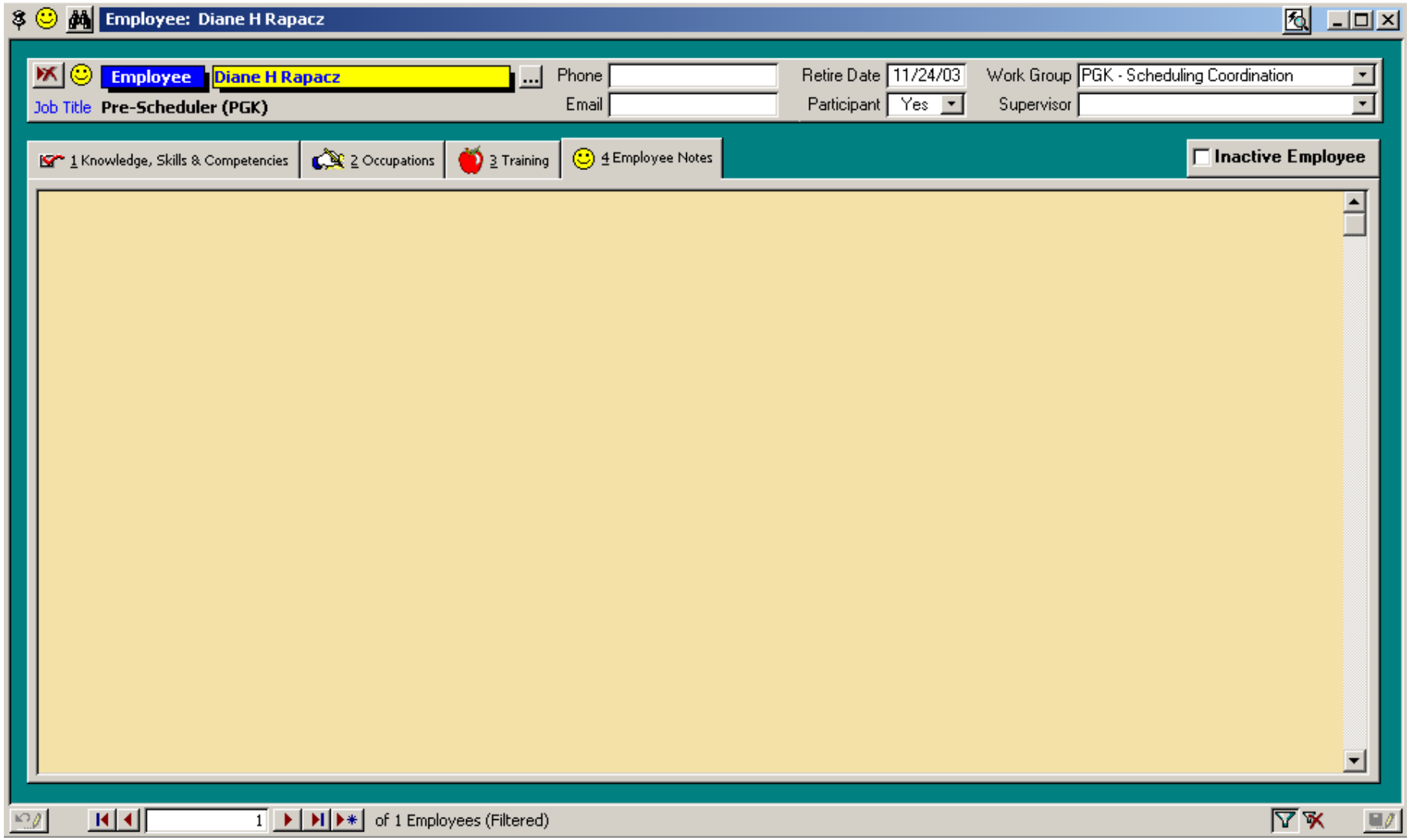
Click To Select an employees **Current Job Title**

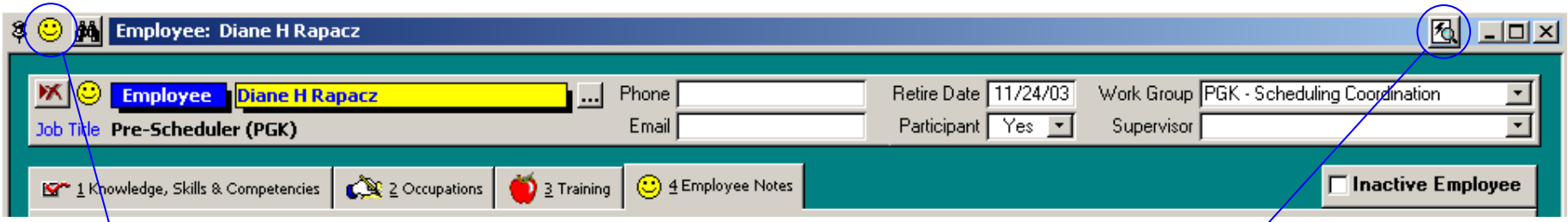
The Red **X** Circled in blue above represents the employees current Occupation. By clicking any empty space in this column the Employees Current Job Title changes to match the Occupational Title Selected.

Employee – Training



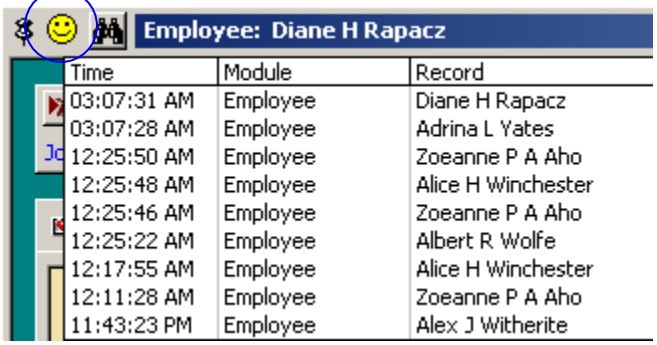
Employee – Notes





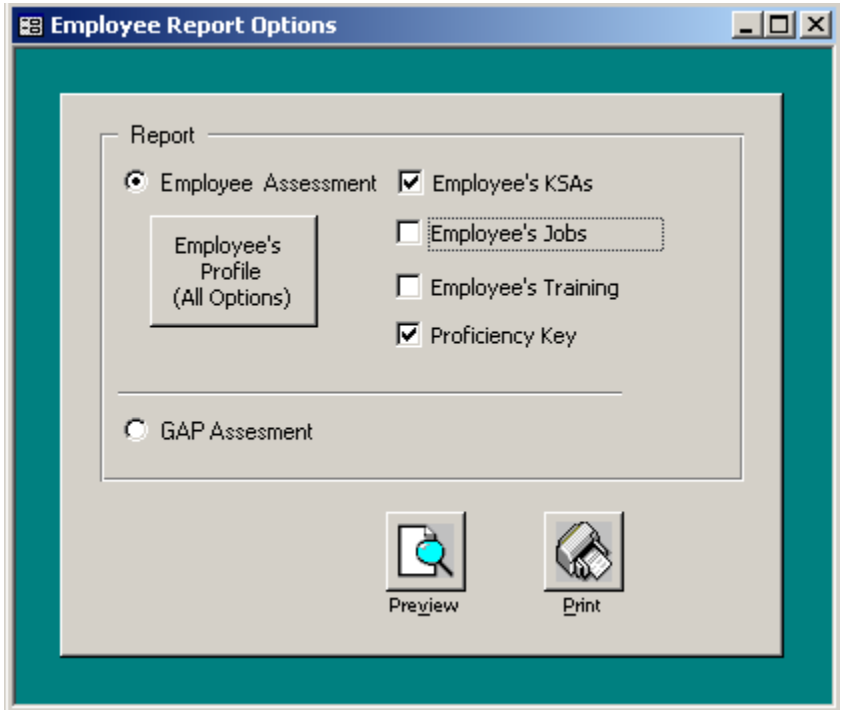
Employee – Record History

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



Employee – Assessment Report Options

Employee Report Options offers several reports to choose from.



Employee – Assessment Report

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

Tracking Information Tecnology Activities N Skills

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 assesment has been made

None — No expertise exists at this time

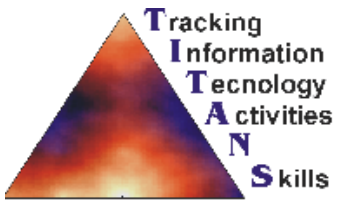
Basic — Has a base, level of expertise

Proficient — Has a working, practical level of expertise

Mastery — Is an expert in this area

Baseline — Maxiumum 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

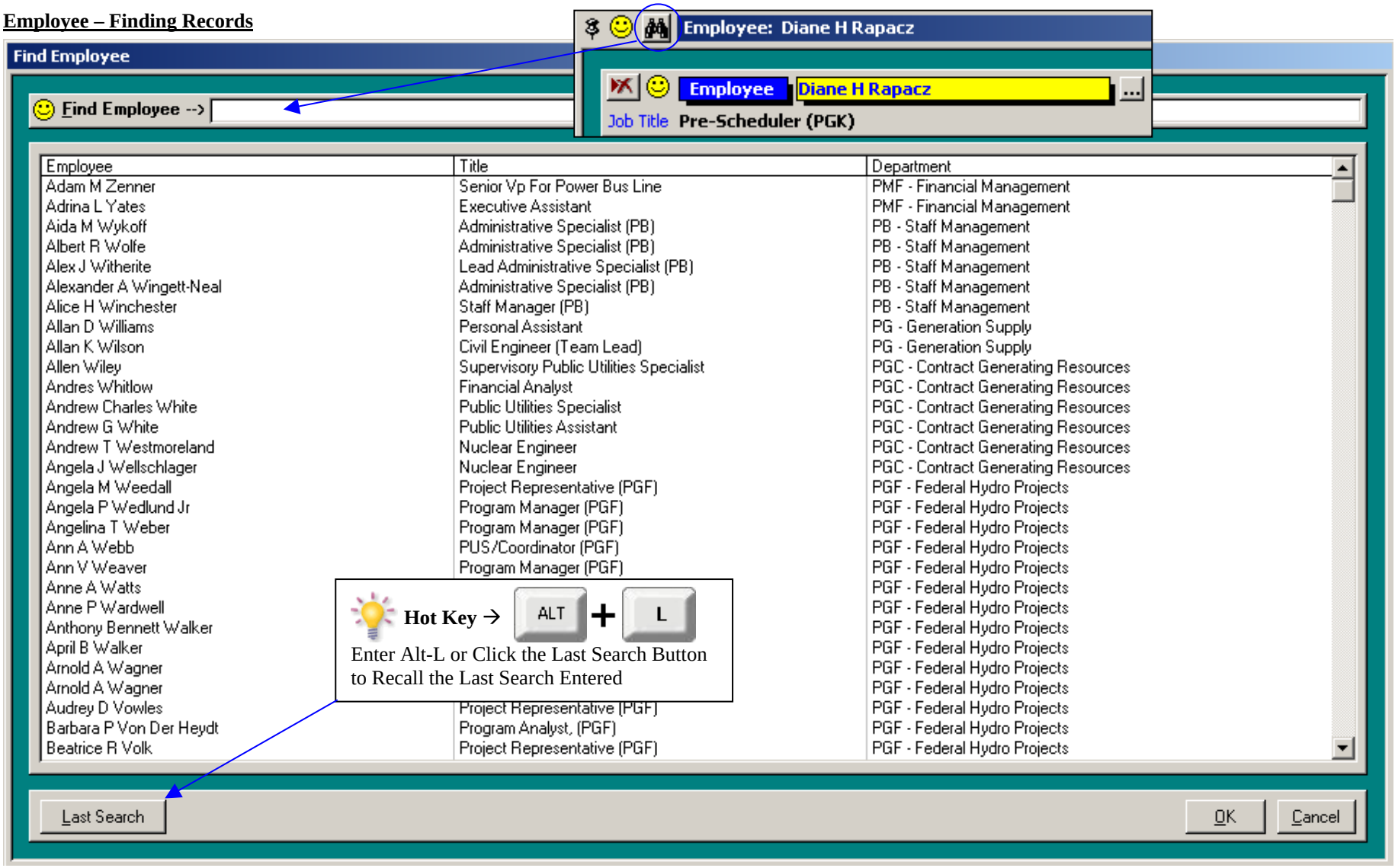
Technical Skill

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

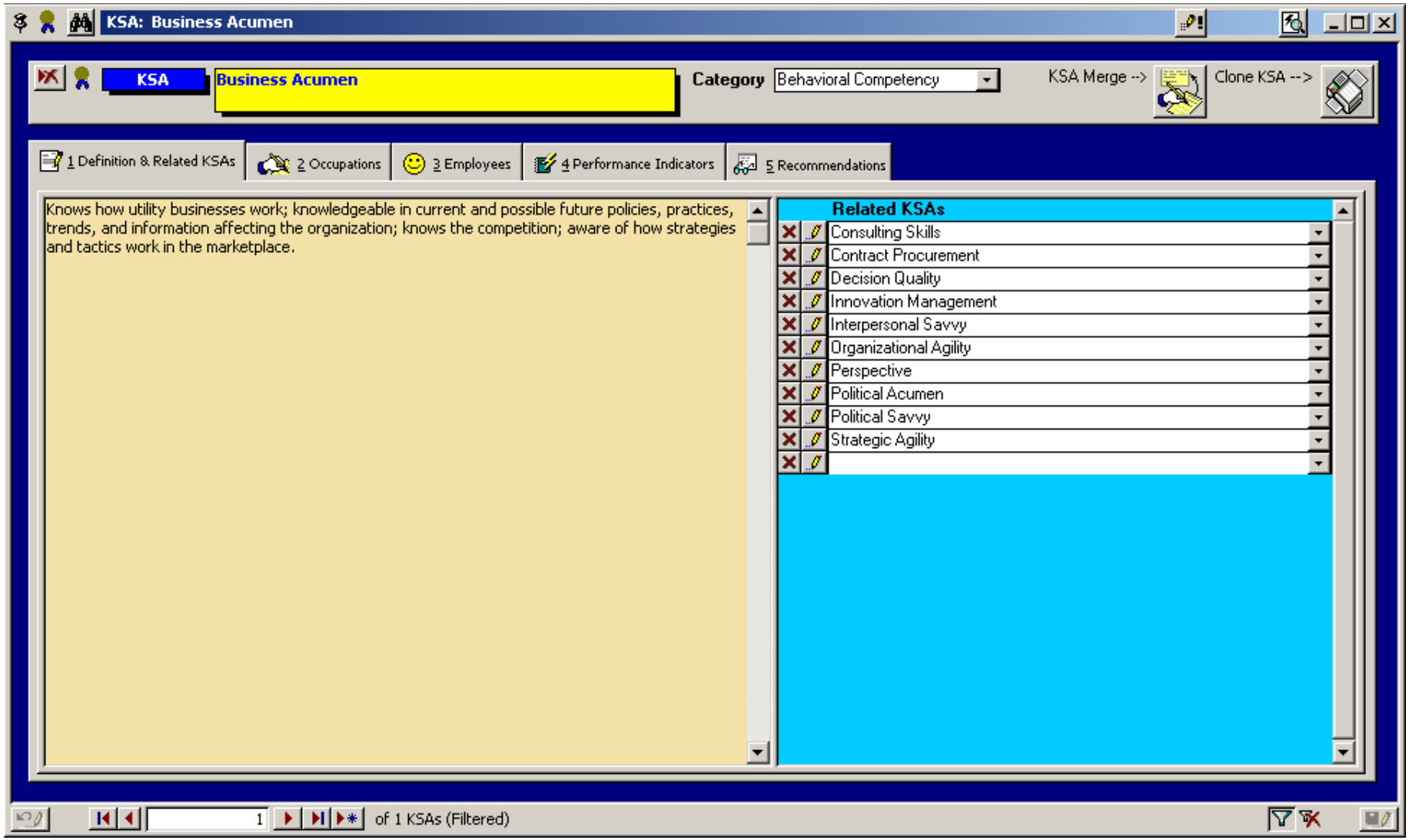
Page 1 - Printed Thursday, March 20, 2003

Employee – Finding Records

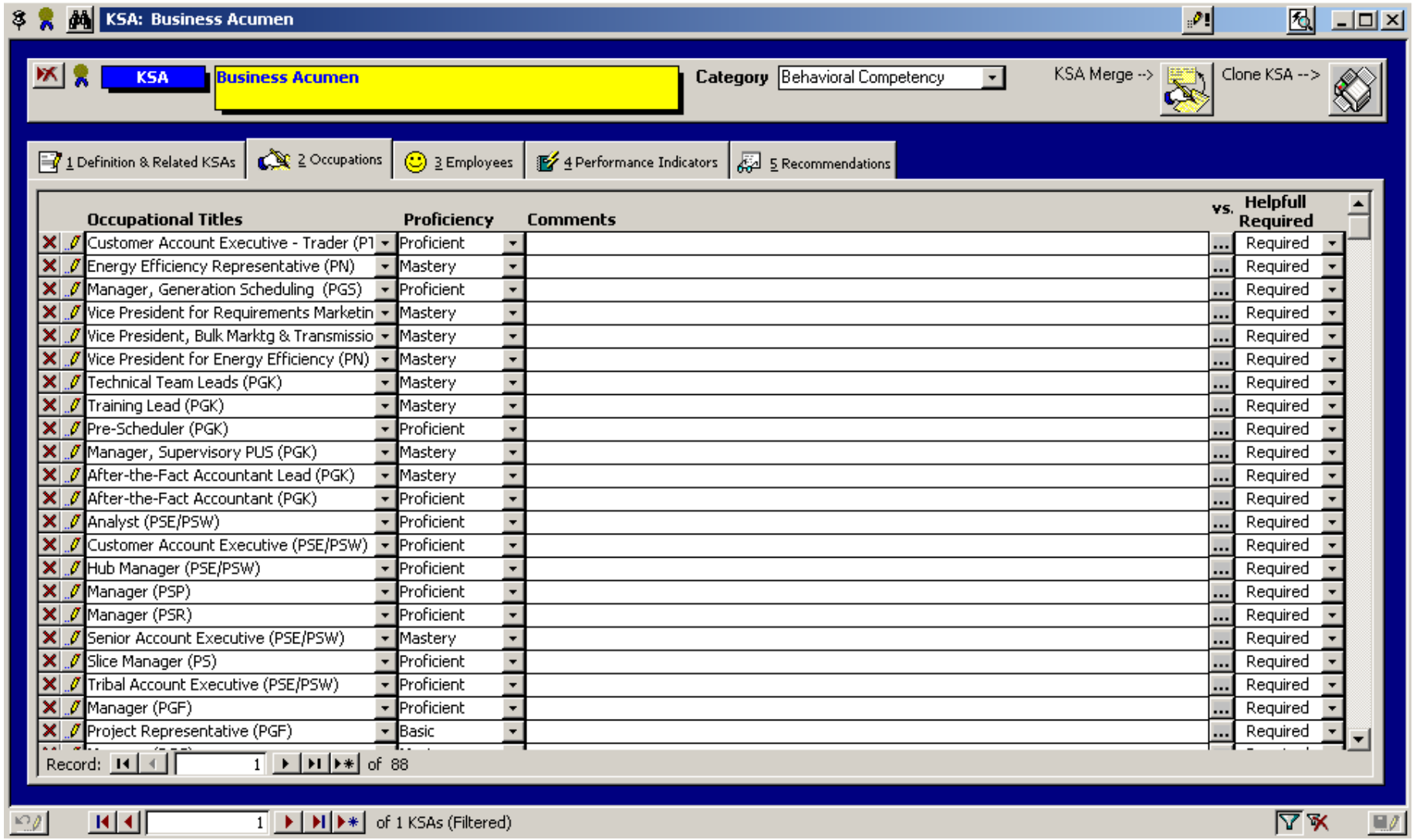


KSAs

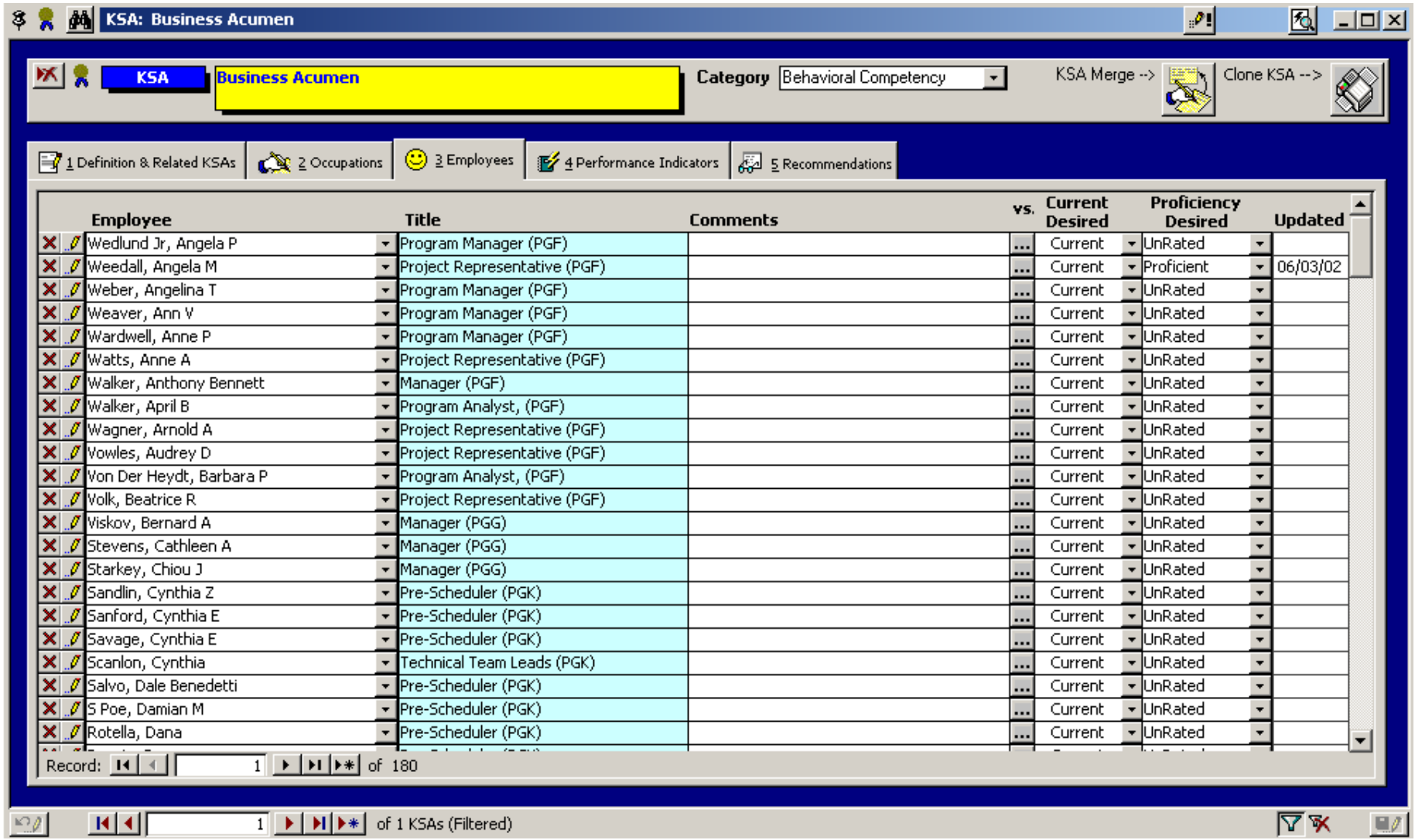
KSA – Definition & Related KSAs



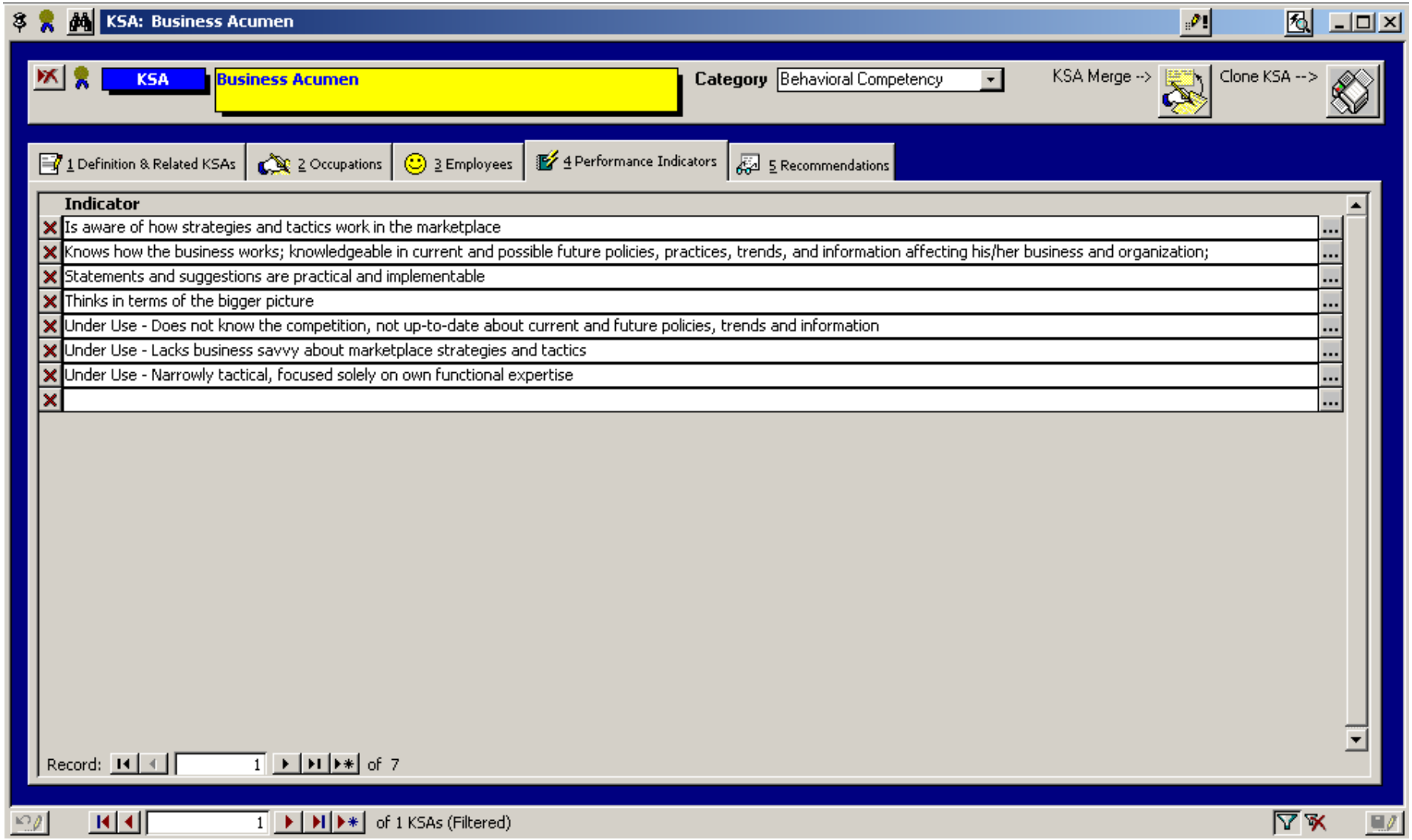
KSA – Occupations



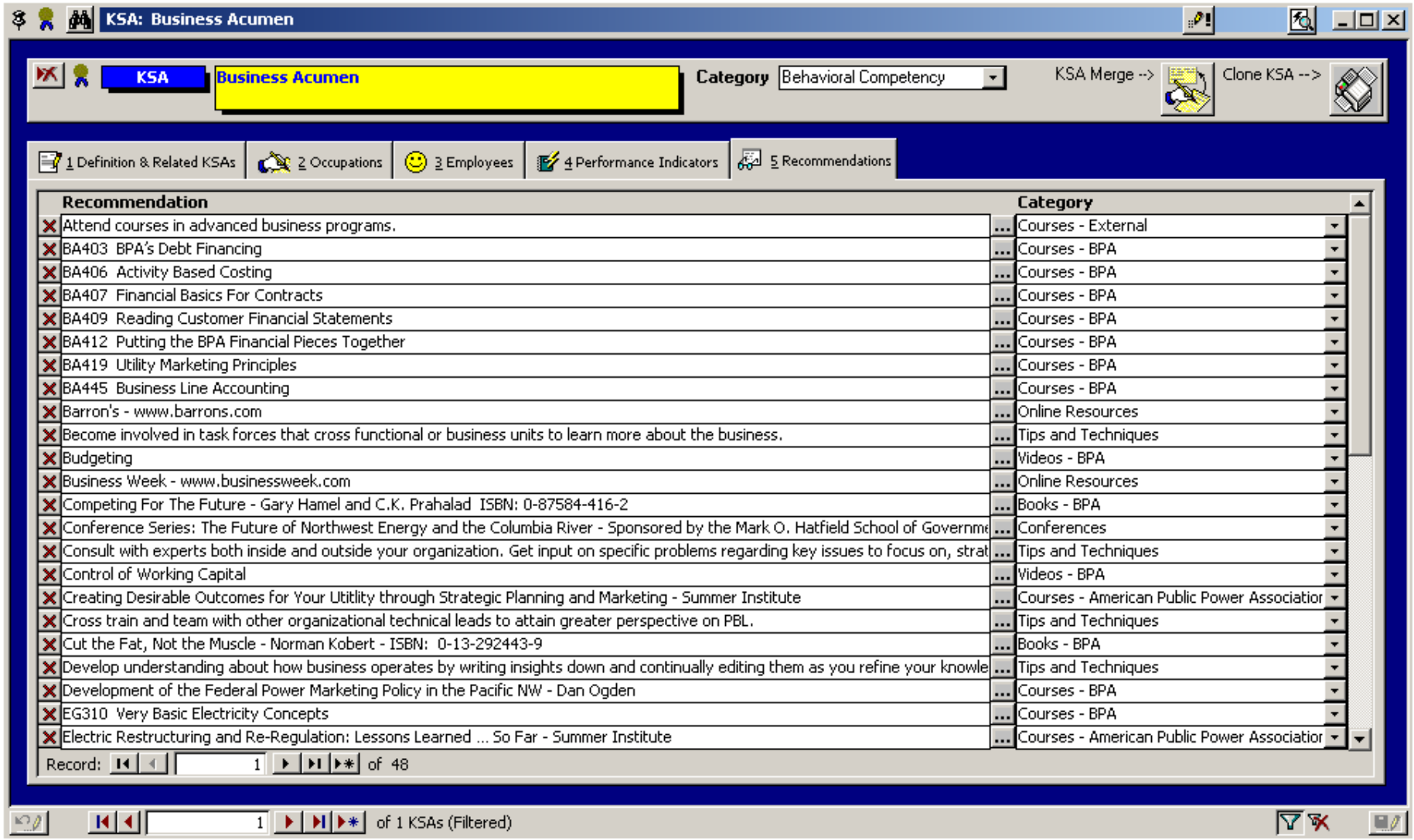
KSA – Employees



KSA – Performance Indicators

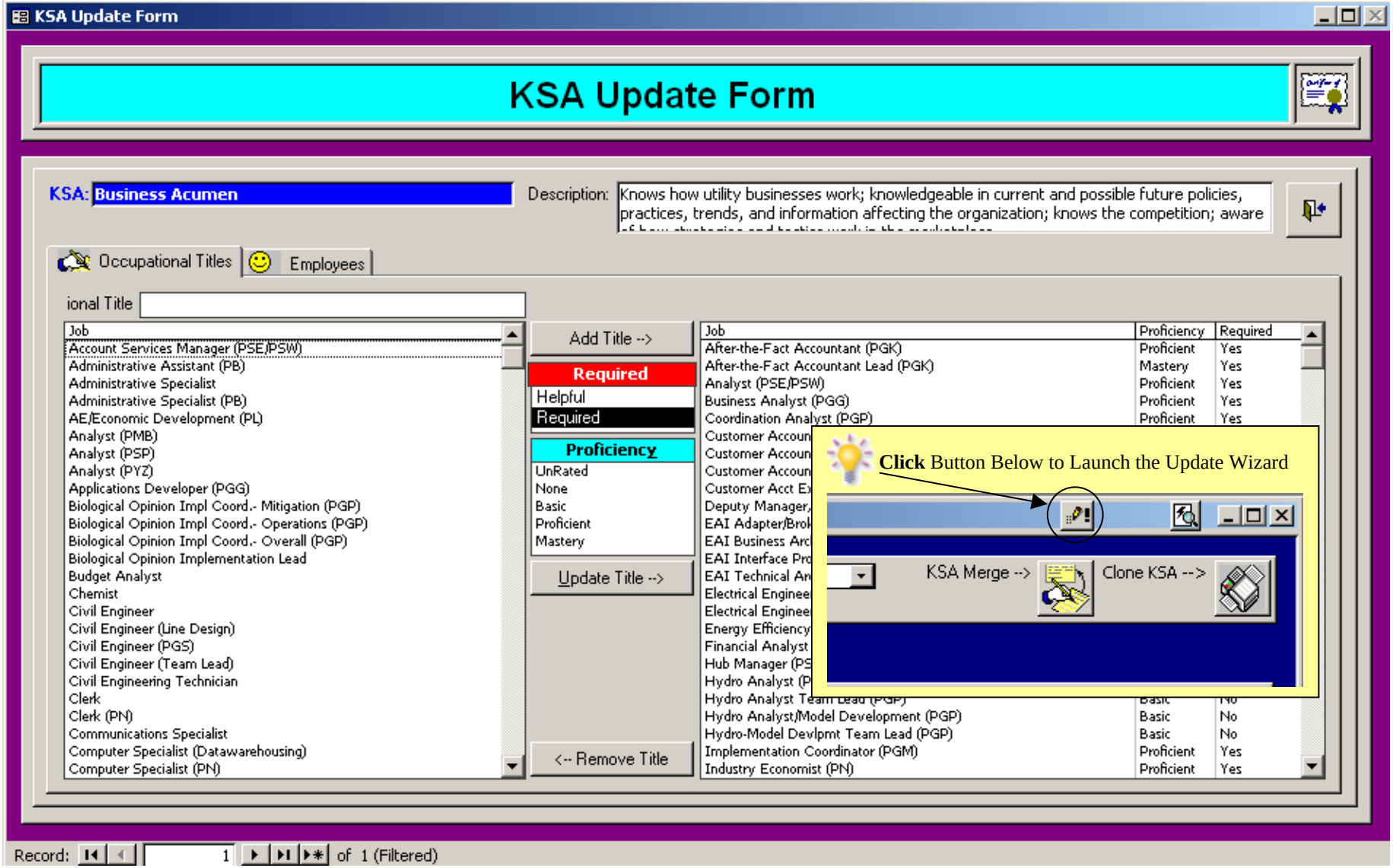


KSA – Recommendations



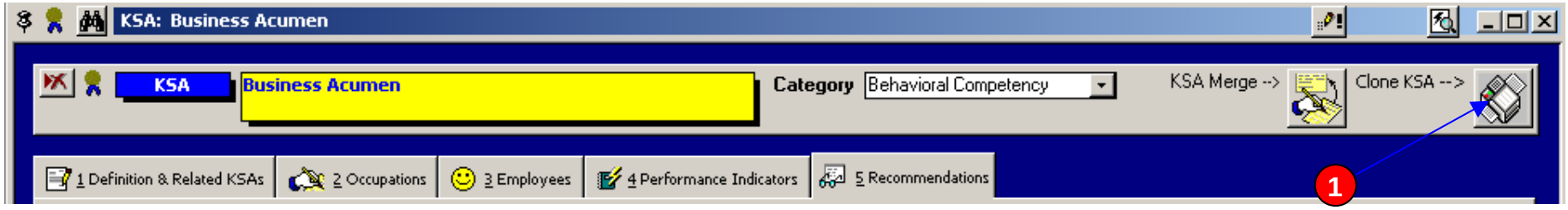
KSA – Update Wizard

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

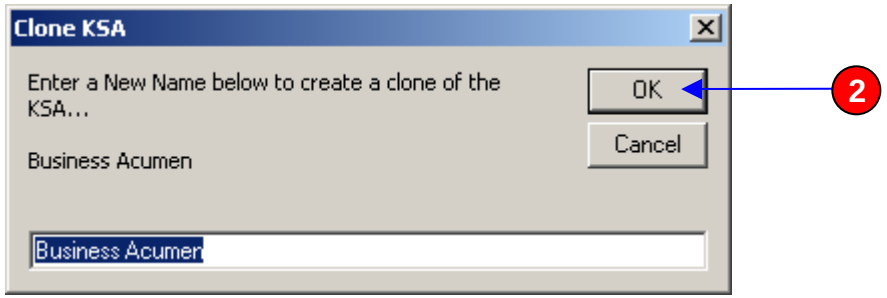


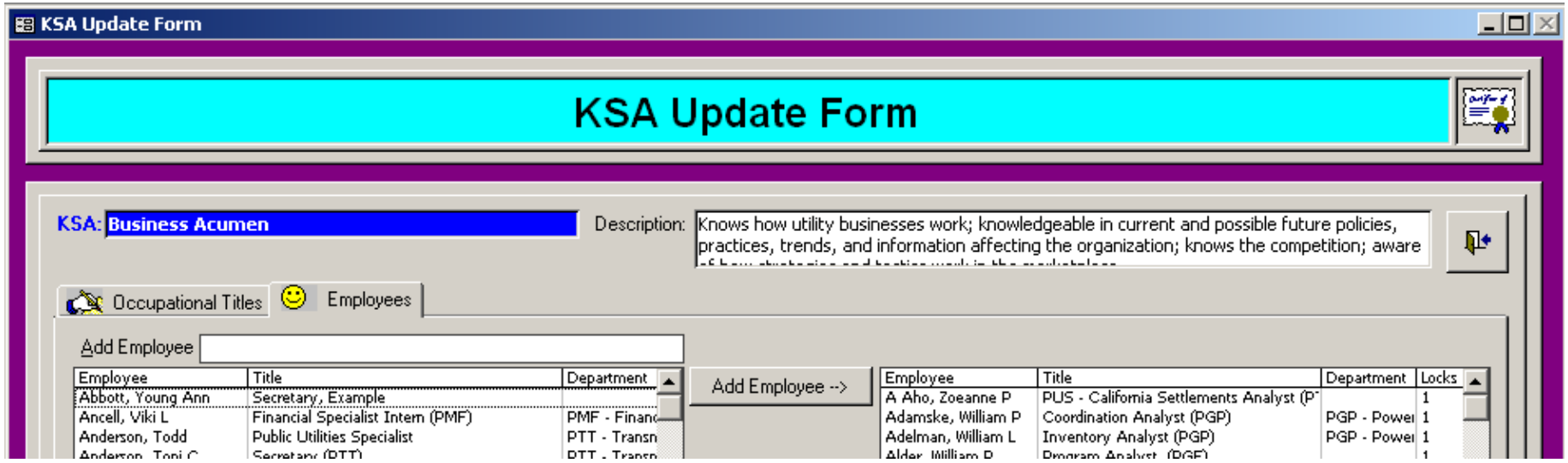
KSA – Cloning

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

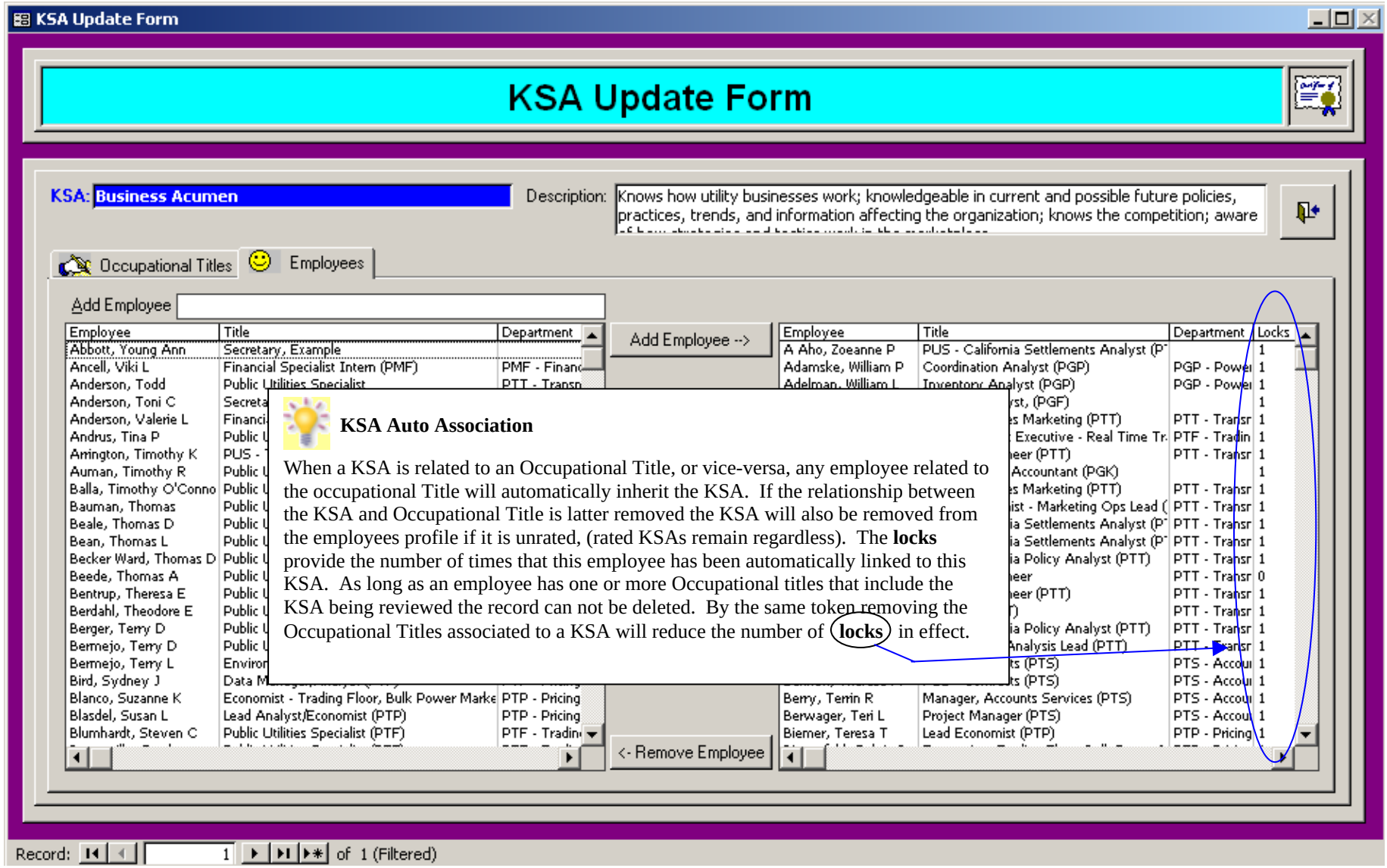


1. **Click** "Clone KSA"
2. Enter the new KSA Name and Click "OK"
3. **The Update Wizzzard** will open allowing rapid updating of Occupational Titles and Jobs assigned to the new KSA.





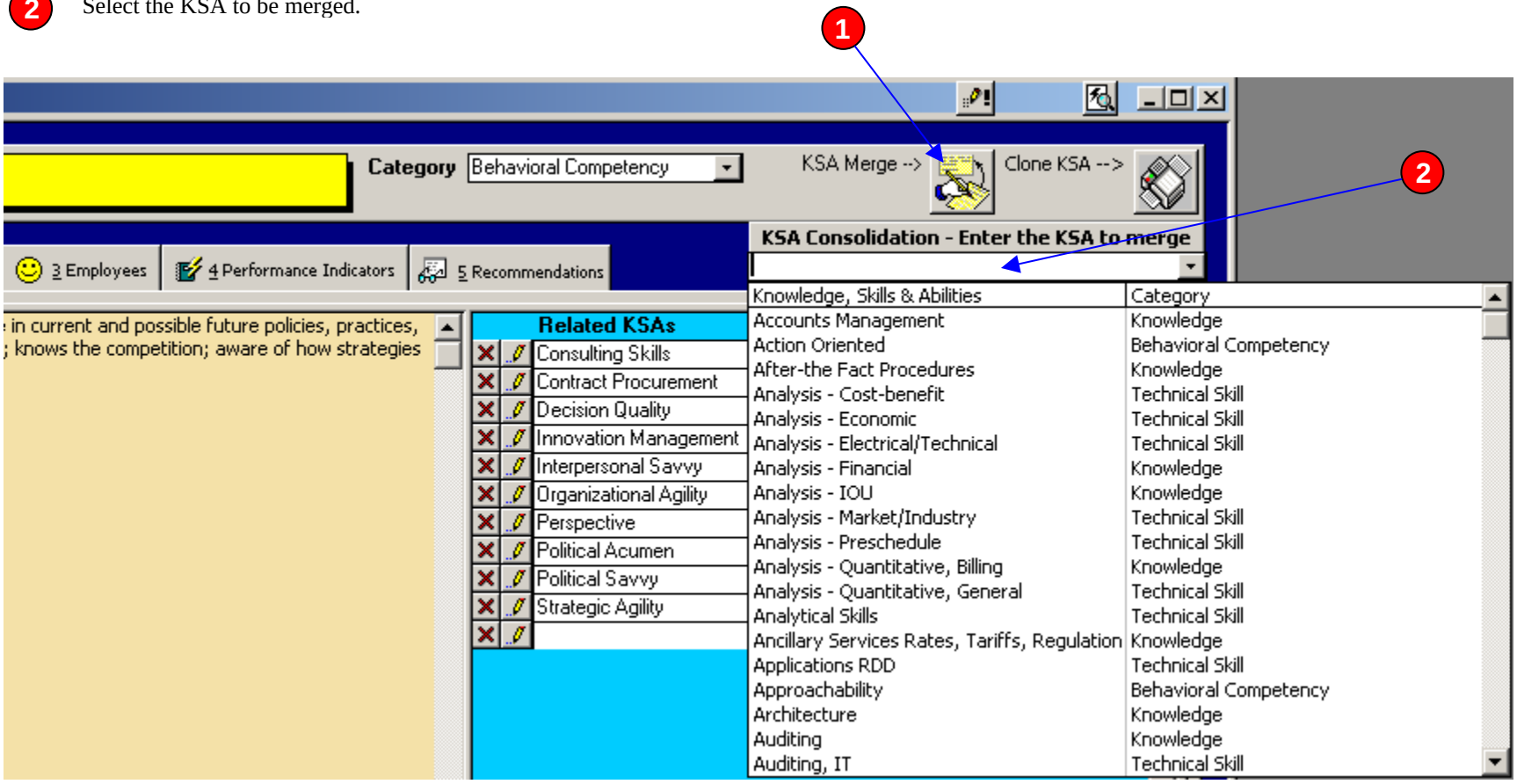
KSA – Auto Association

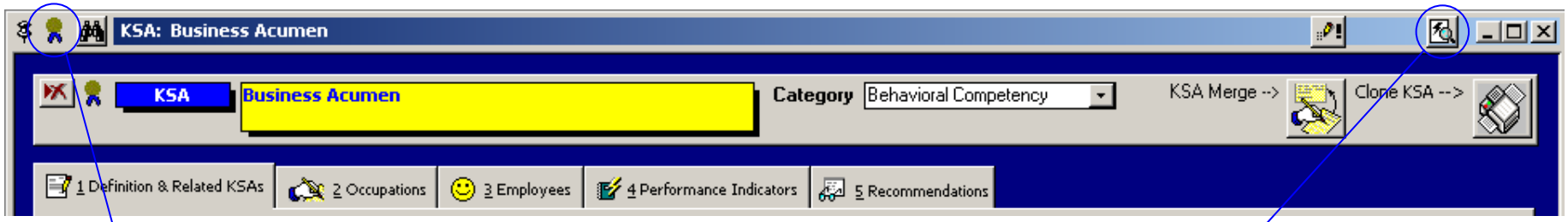


KSA – Merging

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.

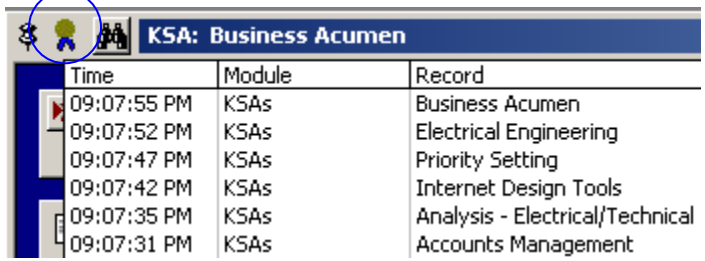
1. **Click** "Merge KSA"
2. Select the KSA to be merged.





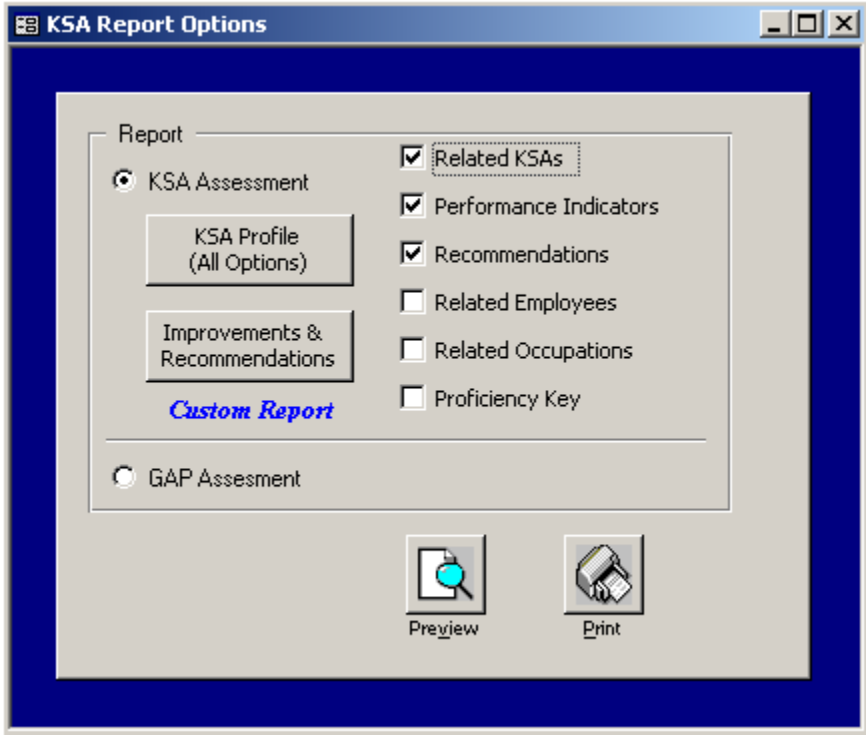
KSA – Record History

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



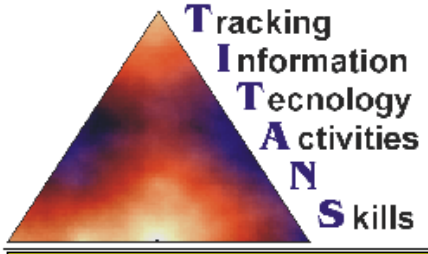
KSA – Assessment Report Options

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)	KSA Category
Consulting Skills	Behavioral Competency
Decision Quality	Behavioral Competency
Innovation Management	Behavioral Competency
Interpersonal Savvy	Behavioral Competency
Organizational Agility	Behavioral Competency
Perspective	Behavioral Competency
Political Savvy	Behavioral Competency
Strategic Agility	Behavioral Competency
Contract Procurement	Knowledge
Political Acumen	Knowledge

KSA Peformance 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

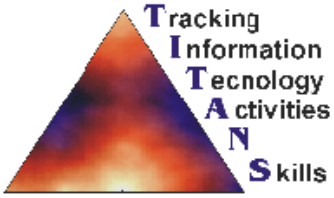
Books - External

- 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, NW Power Planning Council, and various stakeholder organizations. Offered approximately every 18 months.

KSA – GAP Assessment



KSA GAP Assessment
Transmission Rates, Tariffs, Contracts, Regulations

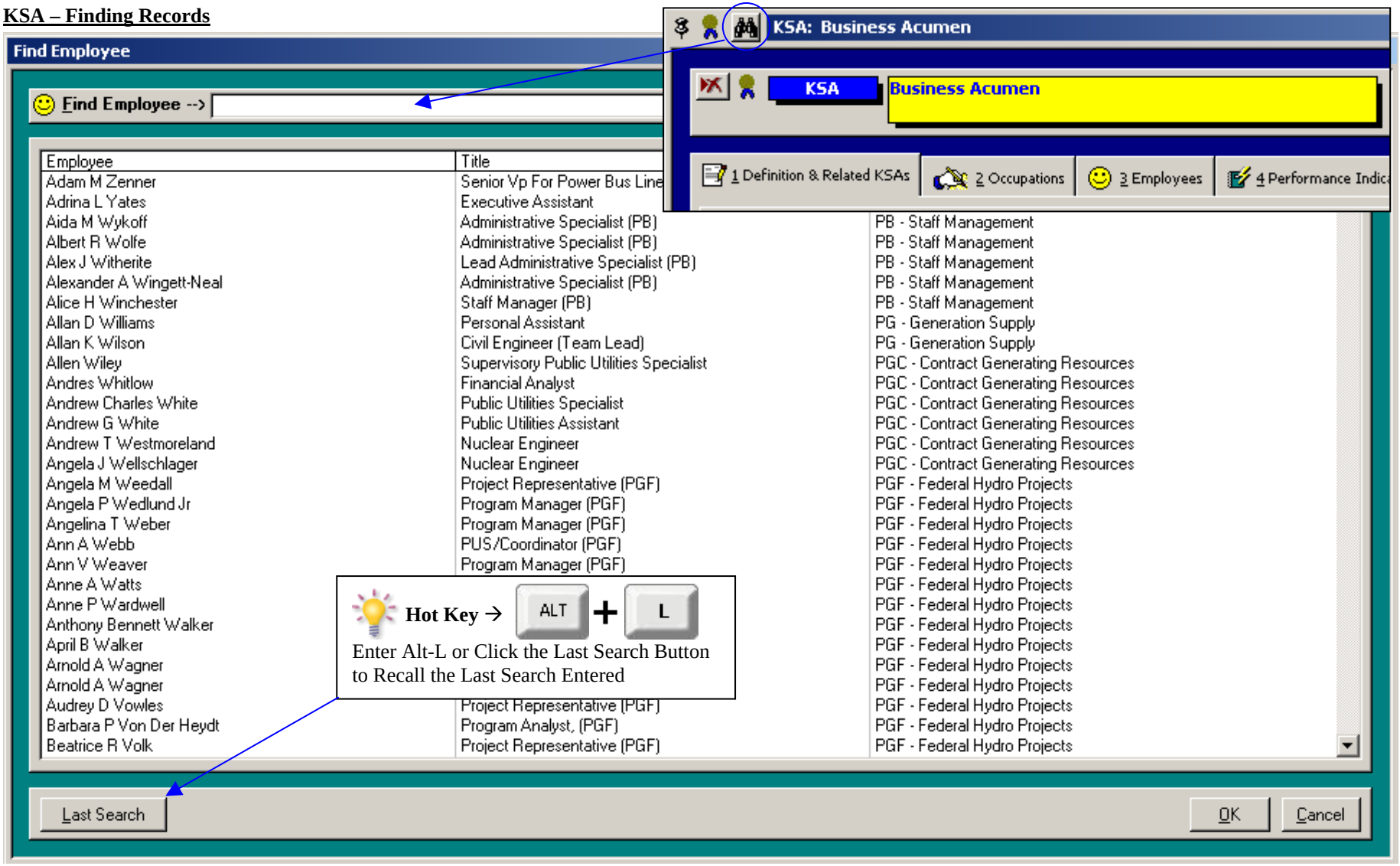
Knowledge

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

Transmission Rates, Tariffs, Contracts, Regulations GAP Summary	Unrated	40	Rated	2
Knowledge GAP Summary	**Unrated**	**40**	**Rated**	**2**

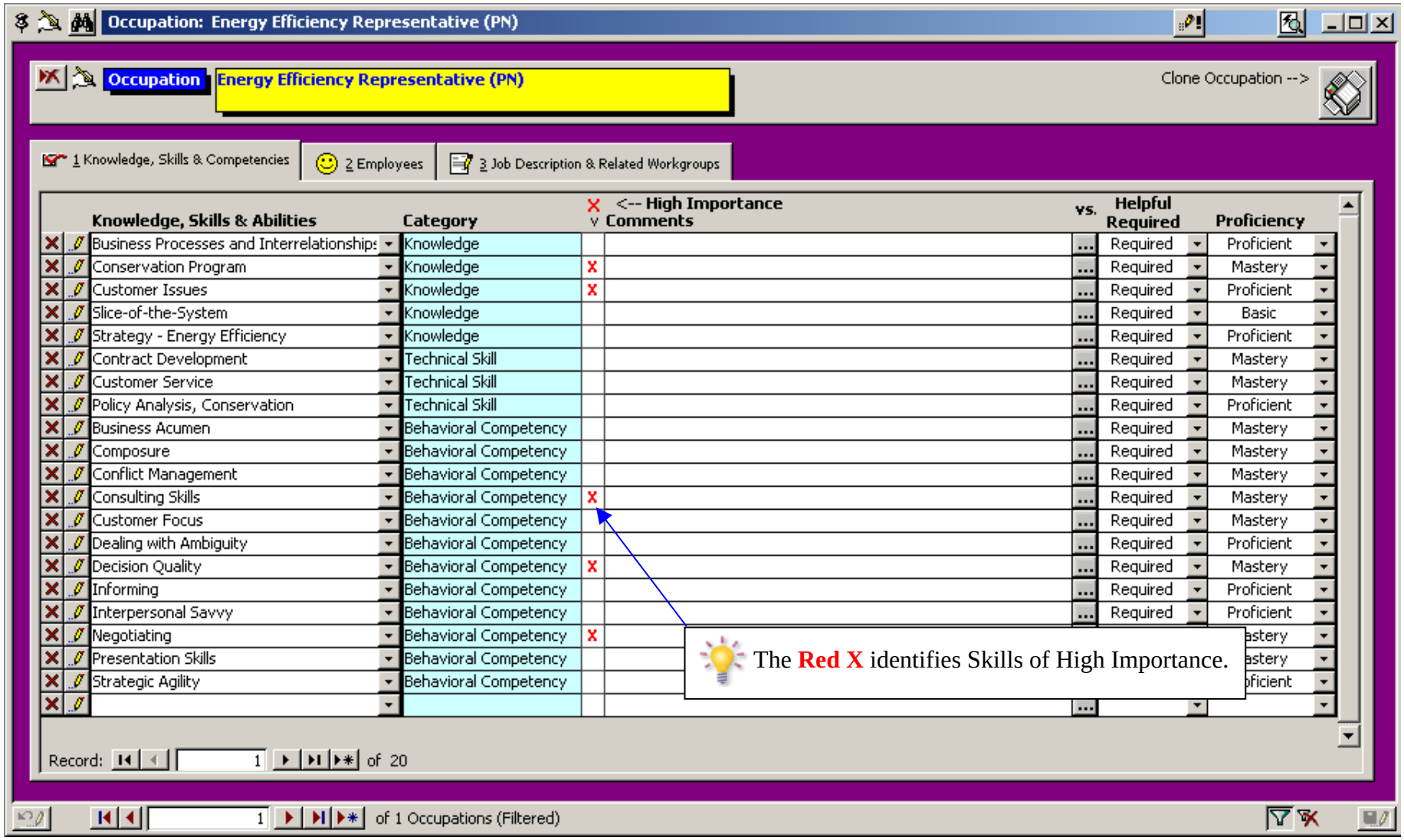
Page 1 of 1 - Printed Thursday, March 20, 2003

KSA – Finding Records

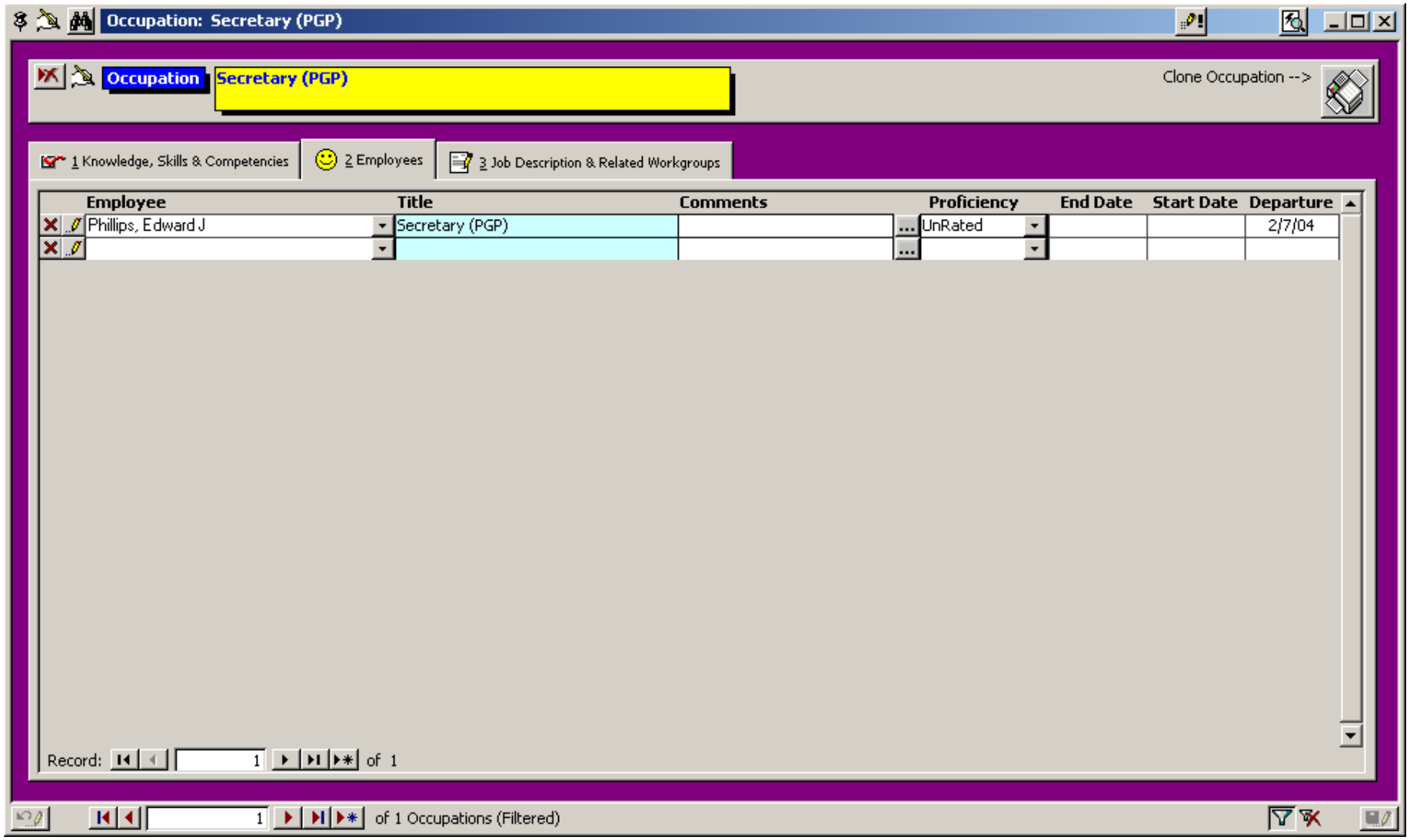


Occupations

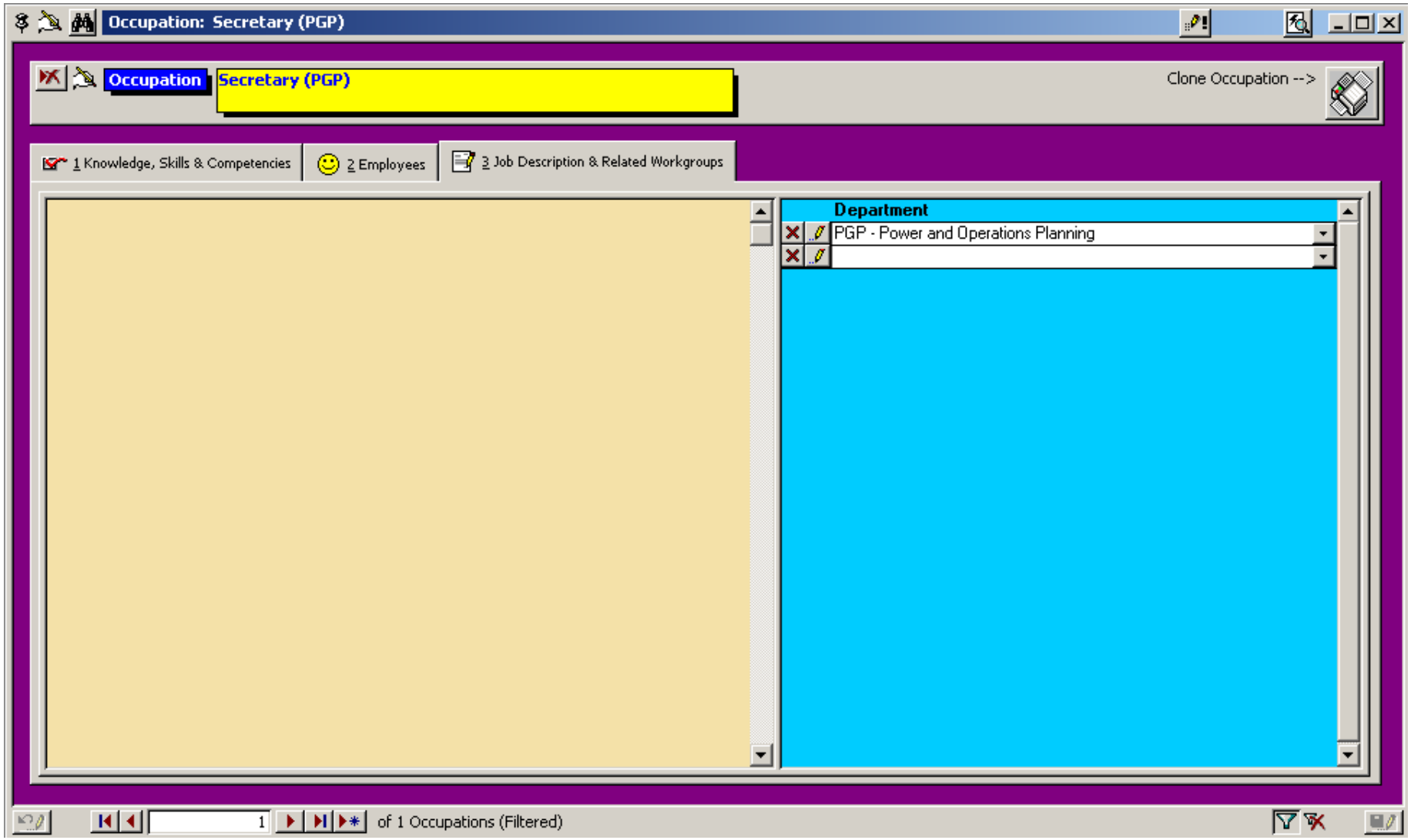
Occupation – KSA



Occupation – Employees

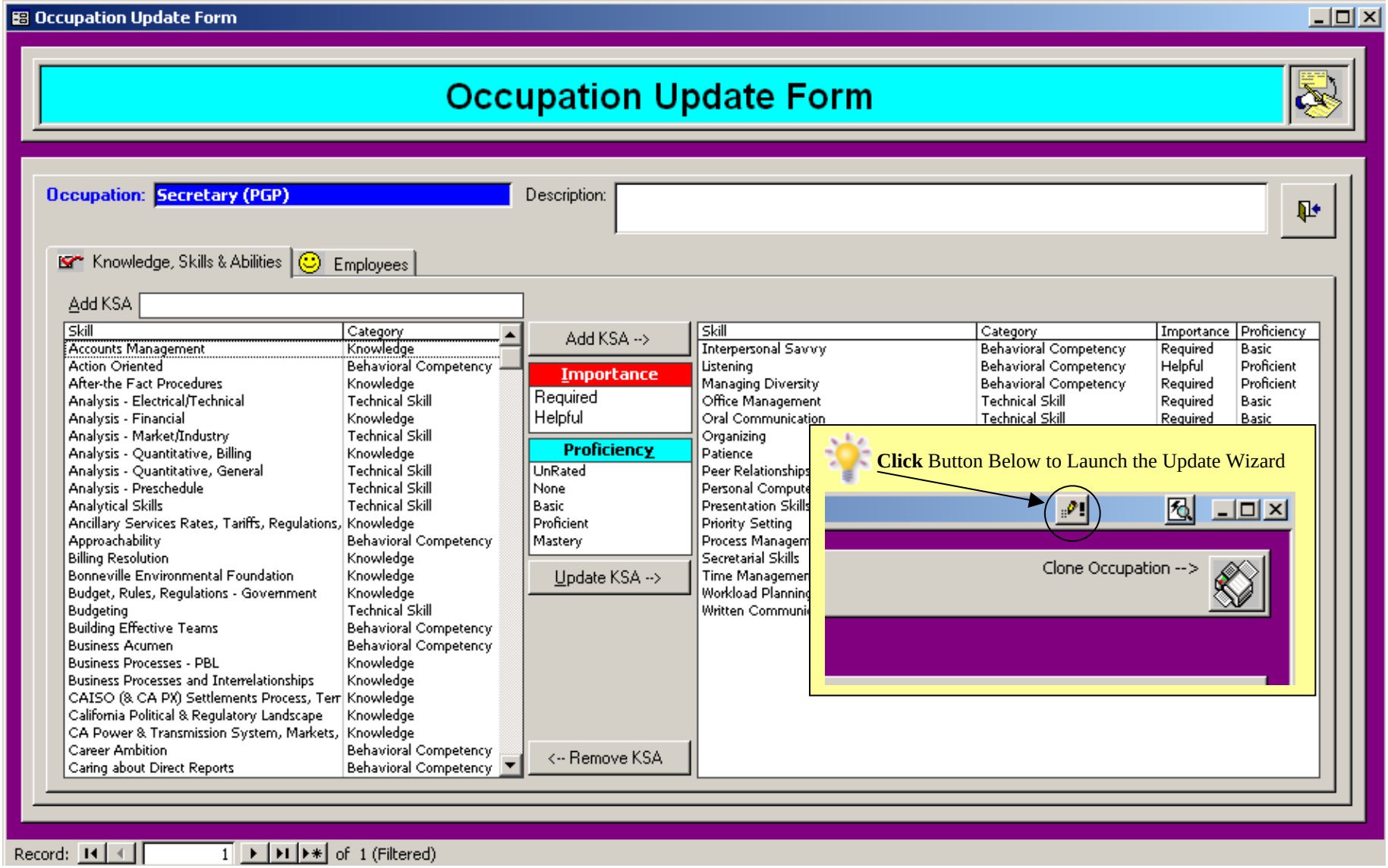


Occupation – Job Description & Related Work Groups



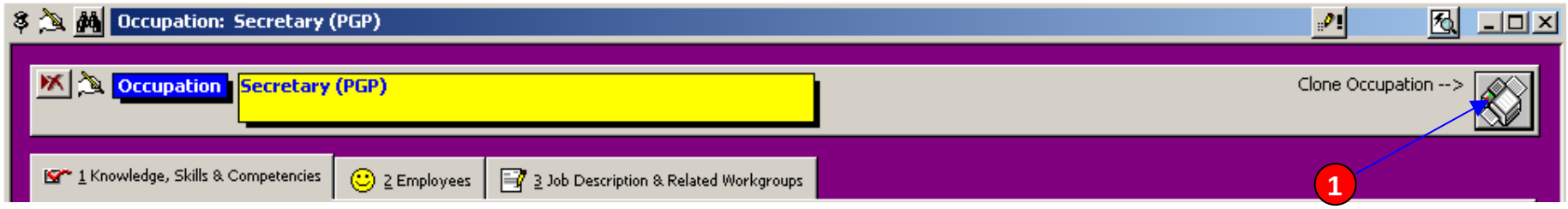
Occupation – Update Wizard

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

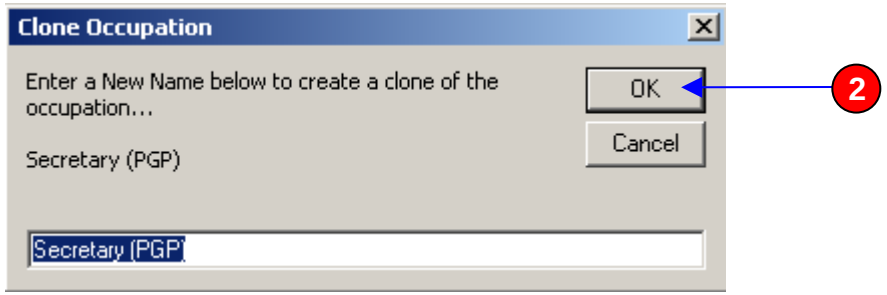


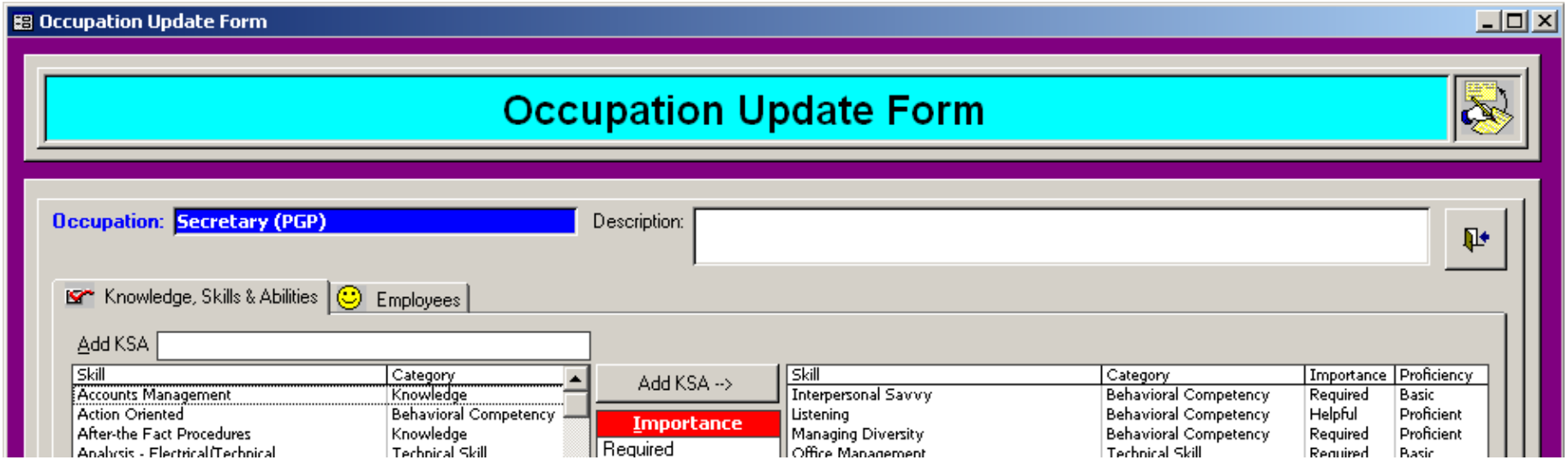
Occupation – Cloning

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



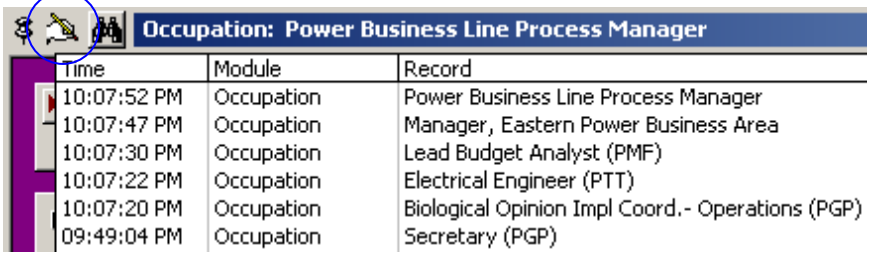
1. **Click** "Clone Occupation"
2. Enter the new KSA Name and Click "OK"
3. **The Update Wizzzard** will open allowing rapid updating of Occupational Titles and Jobs assigned to the new KSA.





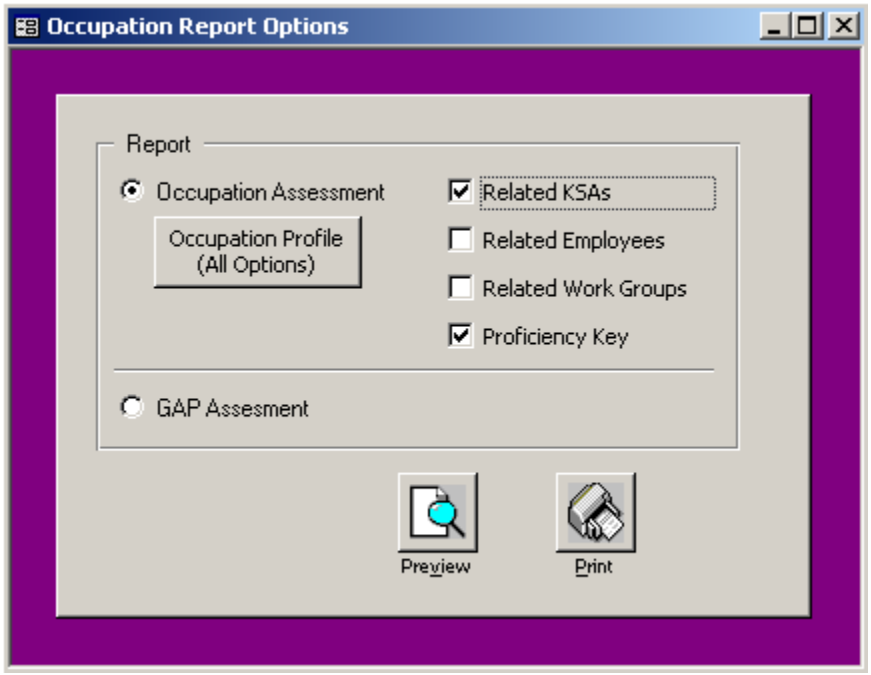
Occupation – Record History

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



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.

Tracking Information Tecnology Activities N Skills — Titans

Occupation: Energy Efficiency Representative (PN)

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

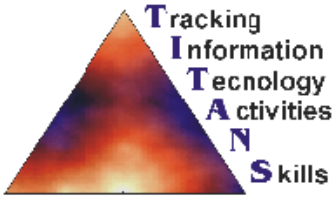
Knowledge	☑ = Required KSA
Business Processes and Interrelationships ☑ Proficient Understands how BPA conducts business, markets power, establishes rates and interacts with customers, regional stakeholders and constituents.	
★ **Conservation Program** ☑ Mastery Has knowledge of conservation programs 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 cu effective interrelationships with custome	
Policy Analysis, Conservati Able to analyze, develop and interpret BPA conservation policy.	

The **Red Stars** identify Skills of High Importance.

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.	

Occupation – GAP Assessment



Occupation GAP Assessment
Contracts Specialist (PSE/PSW)

Behavioral Competency

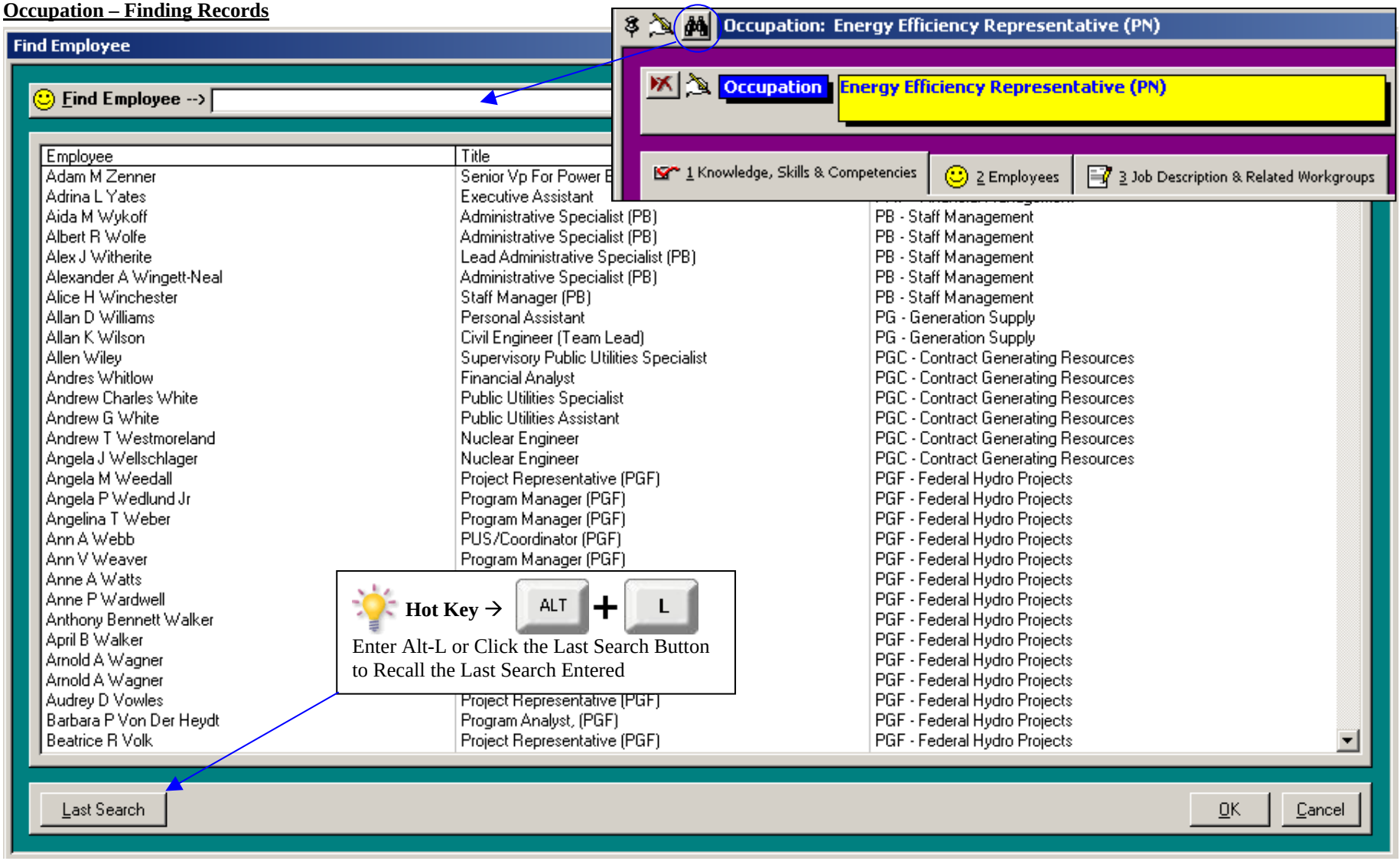
KSA	Employee	Current Proficiency / Required Proficiency	GAP
Priority Setting	Nanshell V Forman Jr	UnRated / Proficient	3
	Noan M Fitzsimmons	UnRated / Proficient	3
	Nicoli Fellin	UnRated / Proficient	3
	Rose A Clark	UnRated / Proficient	3
	Scott M. Byers	UnRated / Proficient	3
Written Communications	Nanshell V Forman Jr	UnRated / Proficient	3
	Noan M Fitzsimmons	UnRated / Proficient	3
	Nicoli Fellin	UnRated / Proficient	3
	Rose A Clark	UnRated / Proficient	3
	Scott M. Byers	UnRated / Proficient	3

Behavioral Competency GAP Summary	Unrated	90	Rated	2

Knowledge

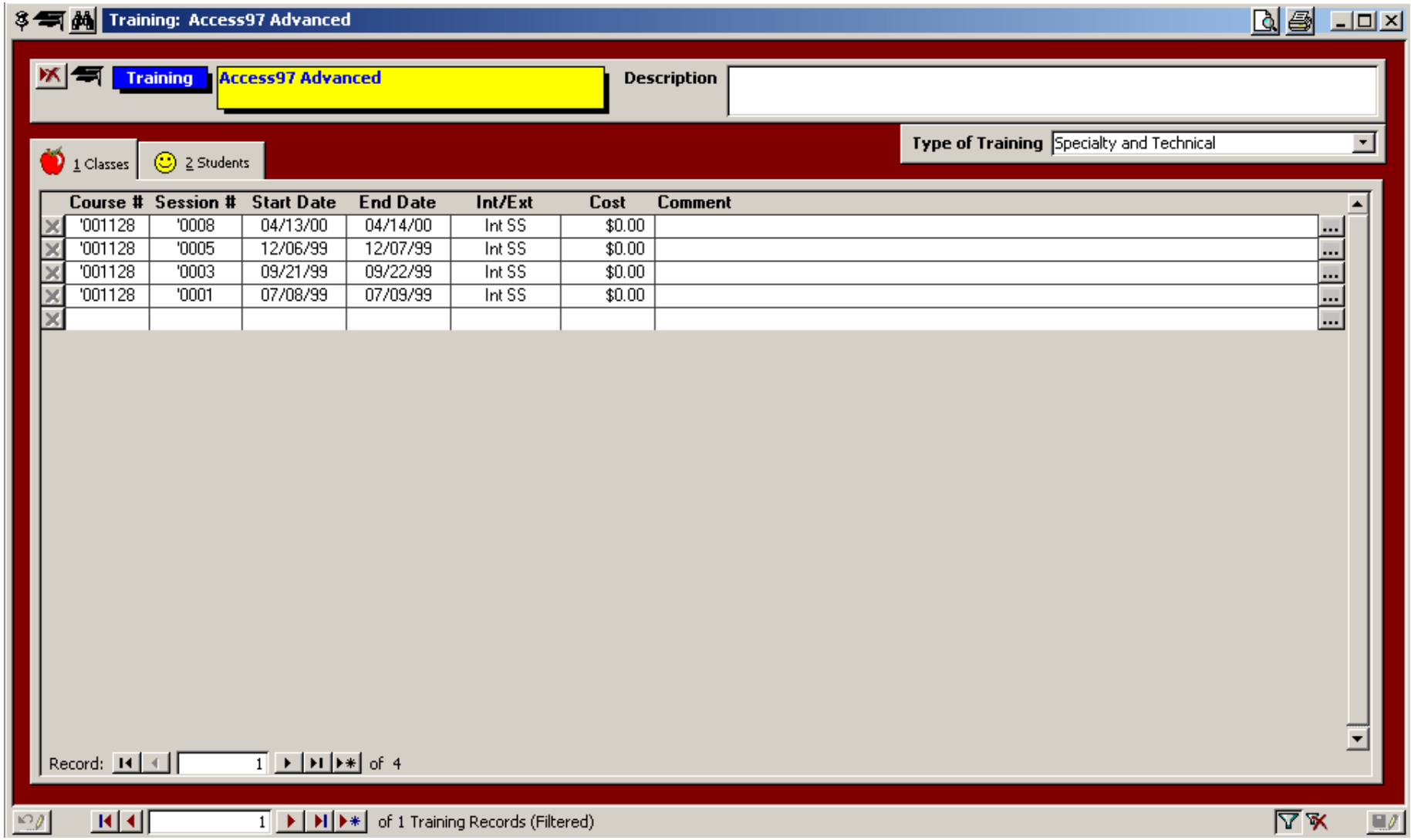
KSA	Employee	Current Proficiency / Required Proficiency	GAP
History of Public Power and Preference	Ruth W Chamberlain	Proficient / Mastery	1
	Scott L Caine	Proficient / Mastery	1
Policies Affecting Wholesale Power Customers - PBL	Ruth W Chamberlain	Proficient / Mastery	1
	Scott L Caine	Proficient / Mastery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

Occupation – Finding Records

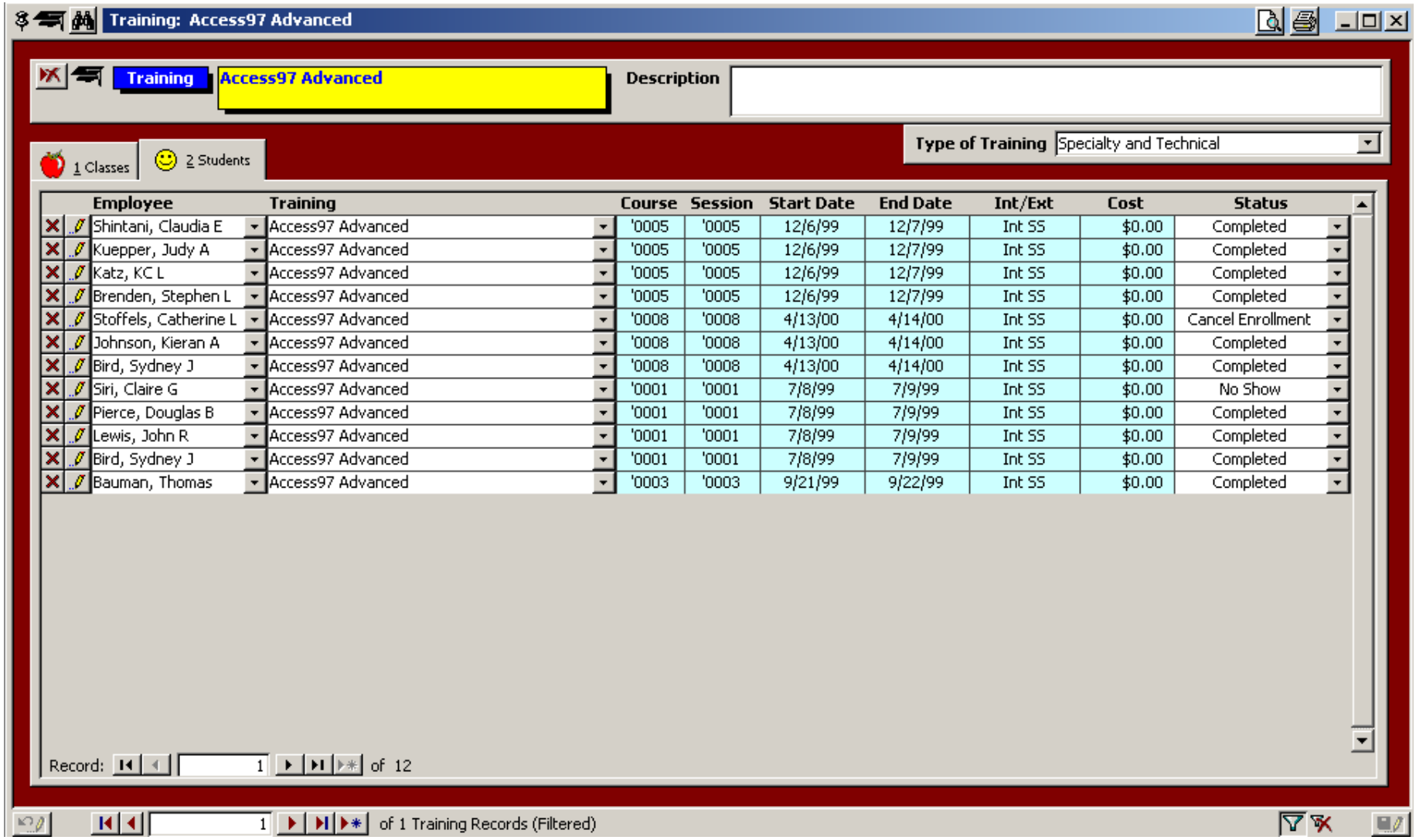


Training

Training – Classes

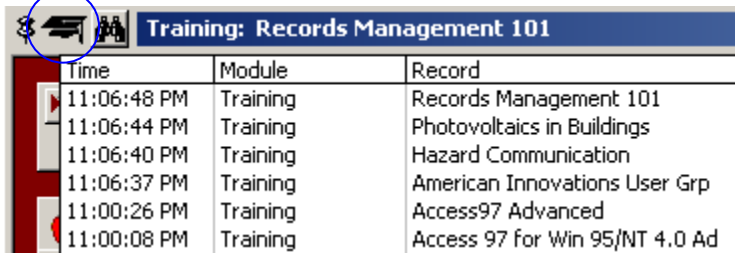


Training – Employees

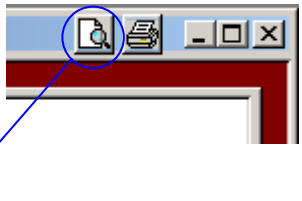


Occupation – Record History

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



Training – Assessment Report



Tracking Information Tecnology Activities N Skills

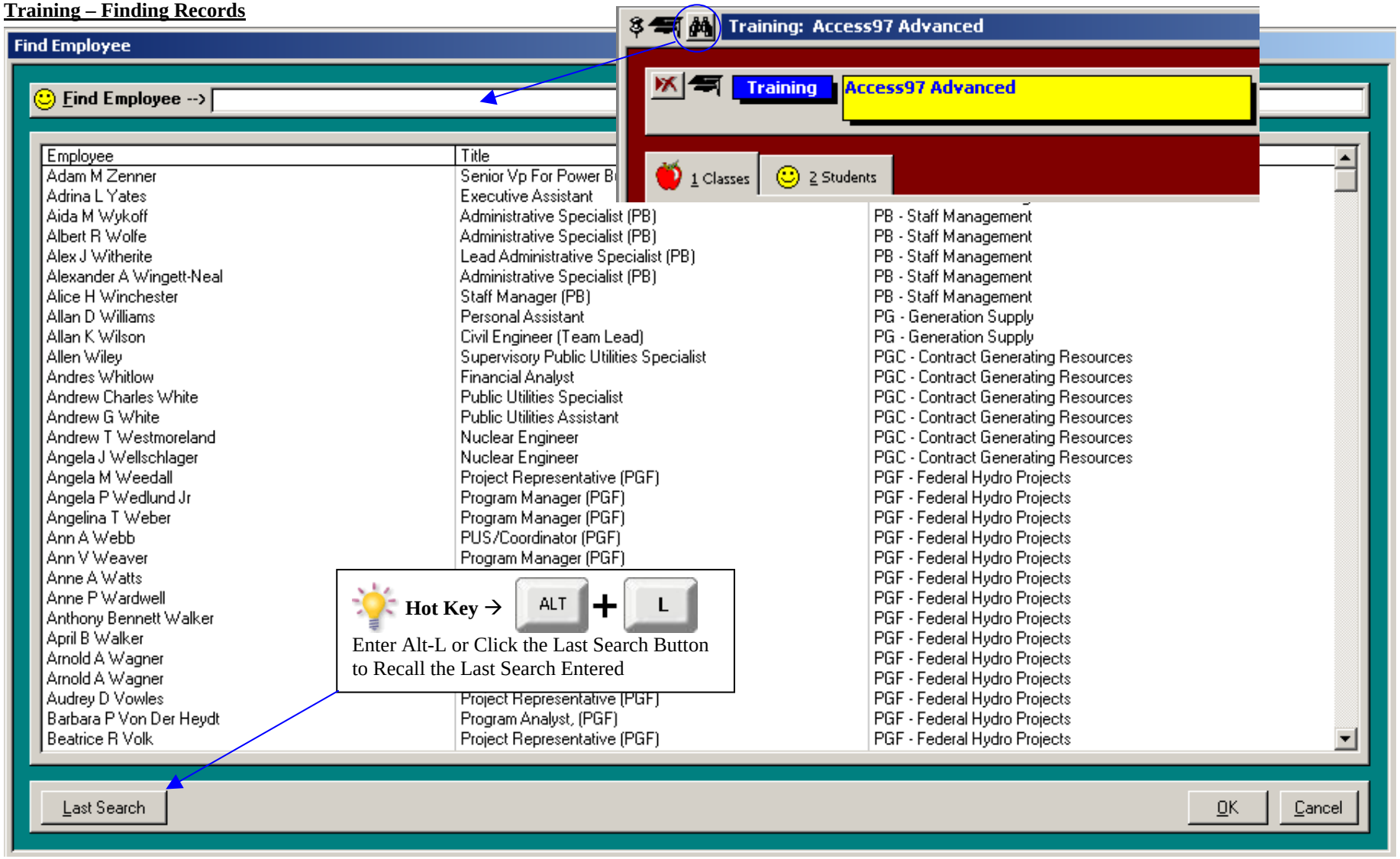
Titans

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	Tawney, Carie 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

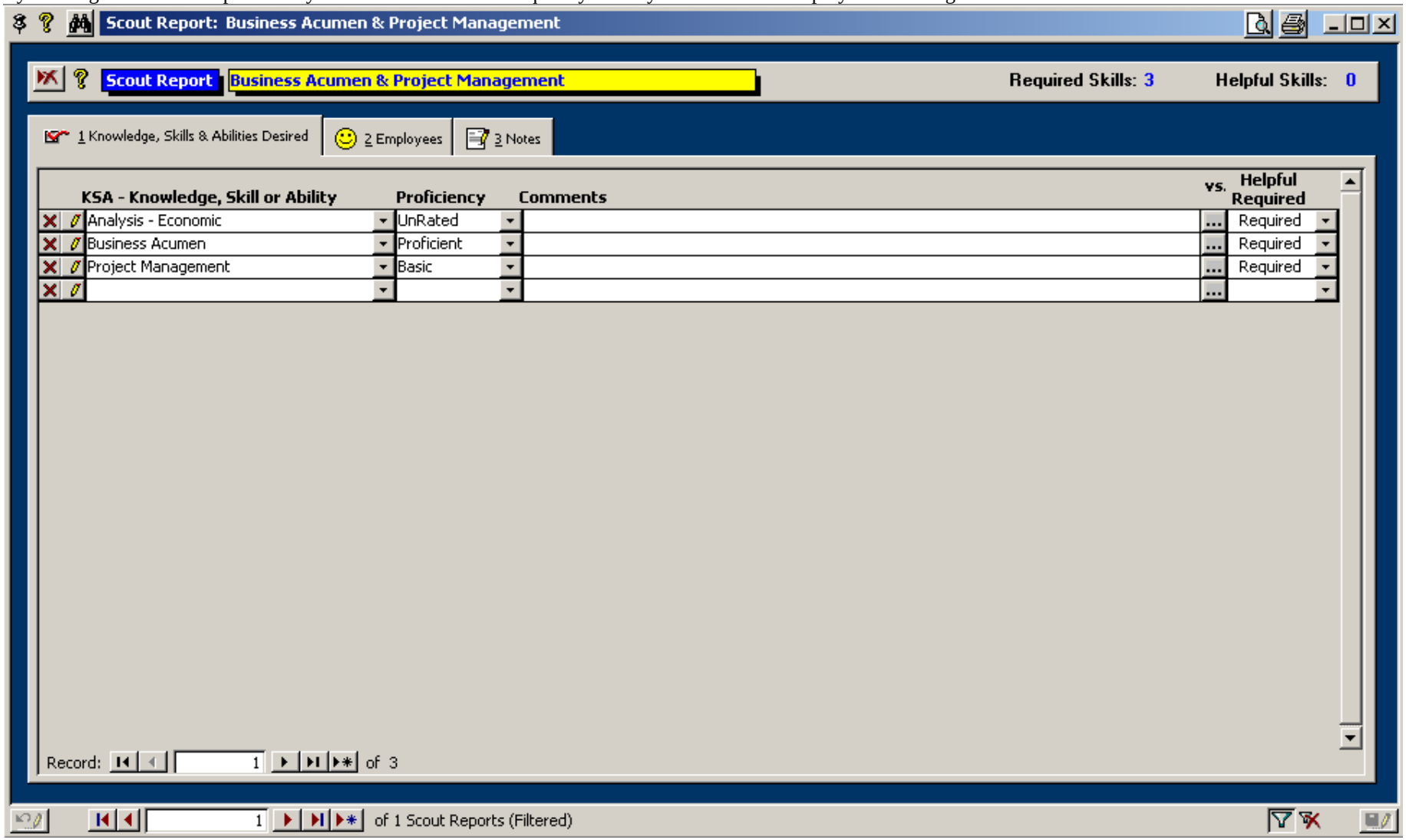
Training – Finding Records



Scout

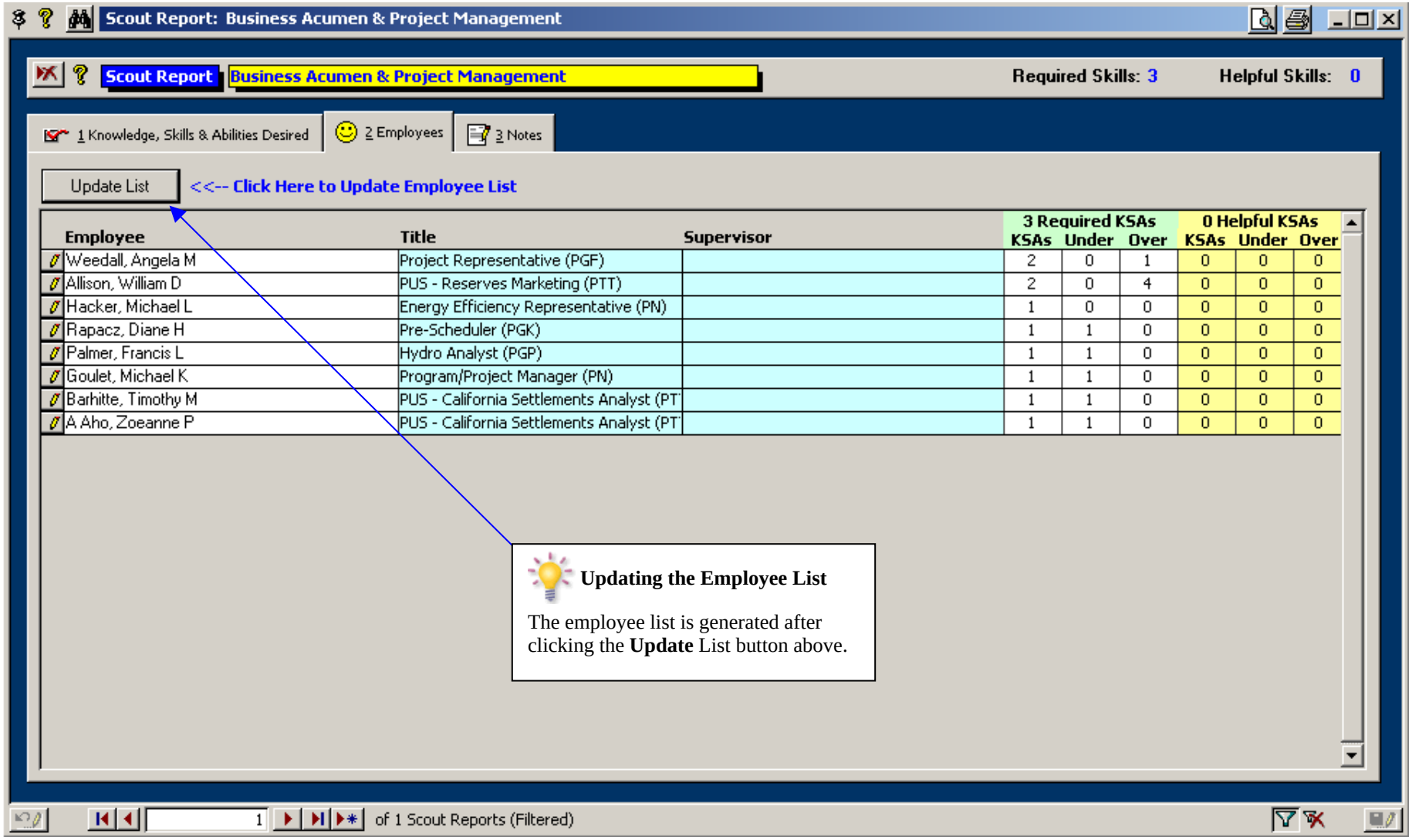
Scout – KSAs

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



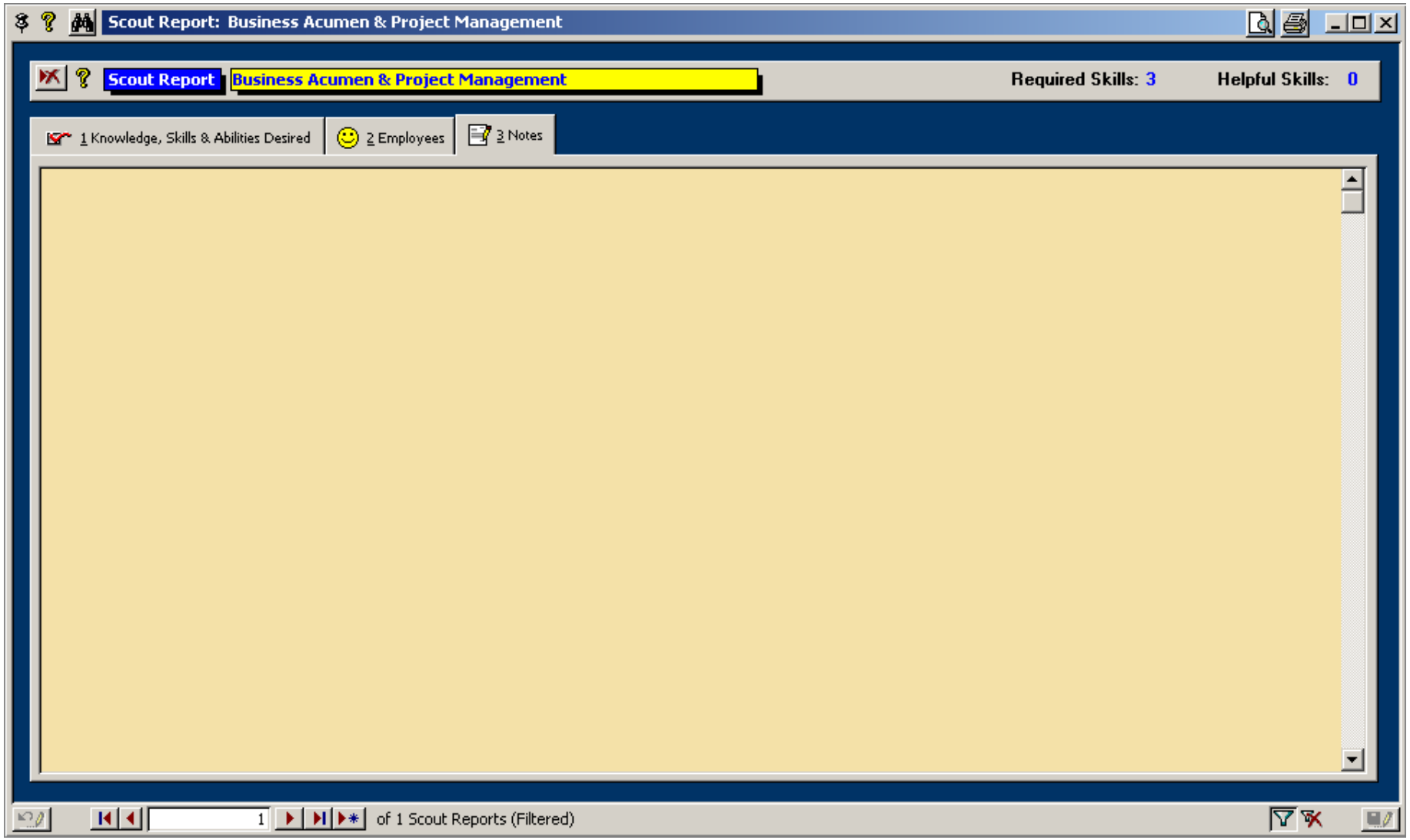
Scout – Employees

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



Employee	Title	Supervisor	3 Required KSAs KSAs	Under	Over	0 Helpful KSAs 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

Scout – Notes


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

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

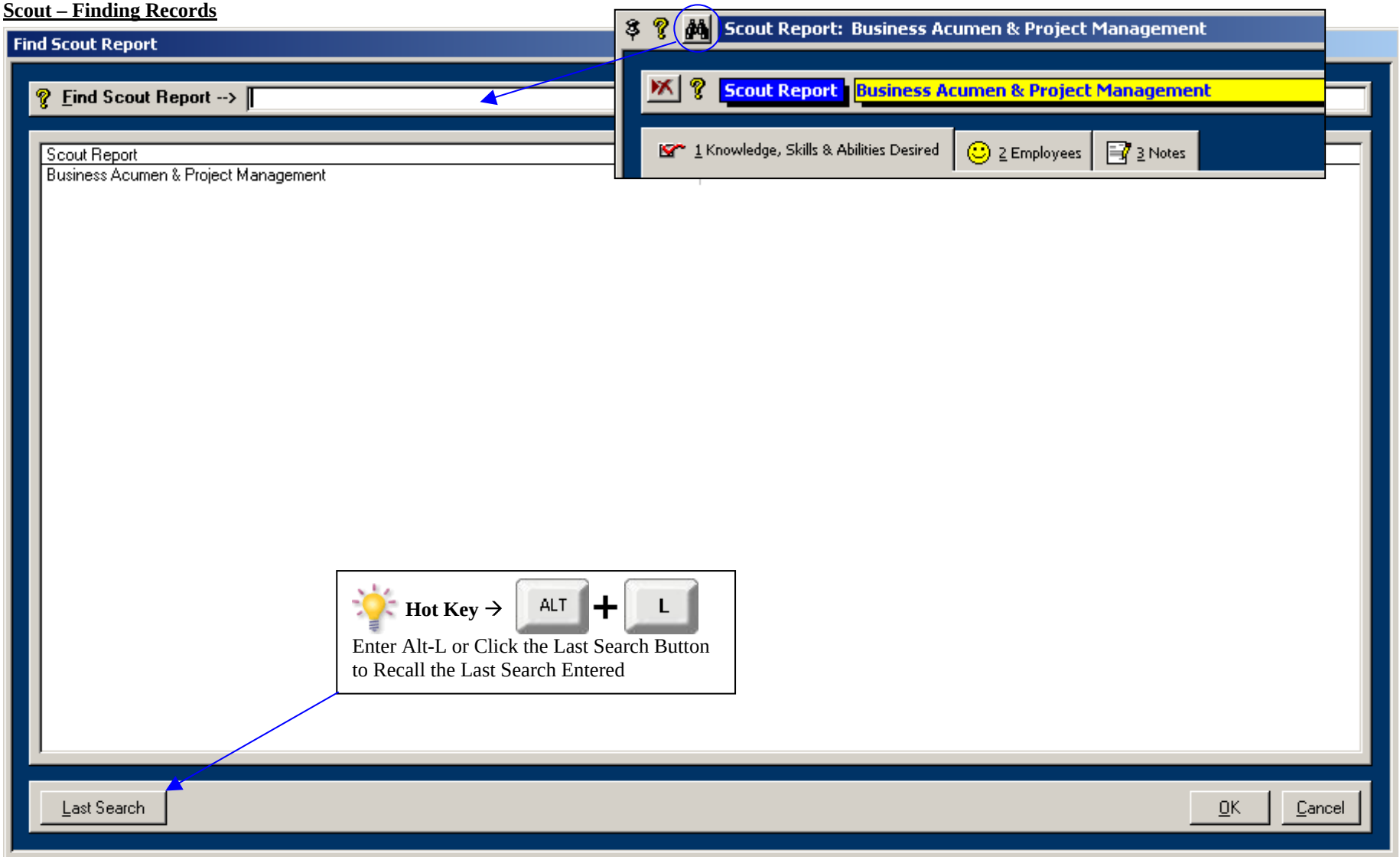
Behavioral Competency

- Business Acumen — Proficient

Employees with Matching Skills

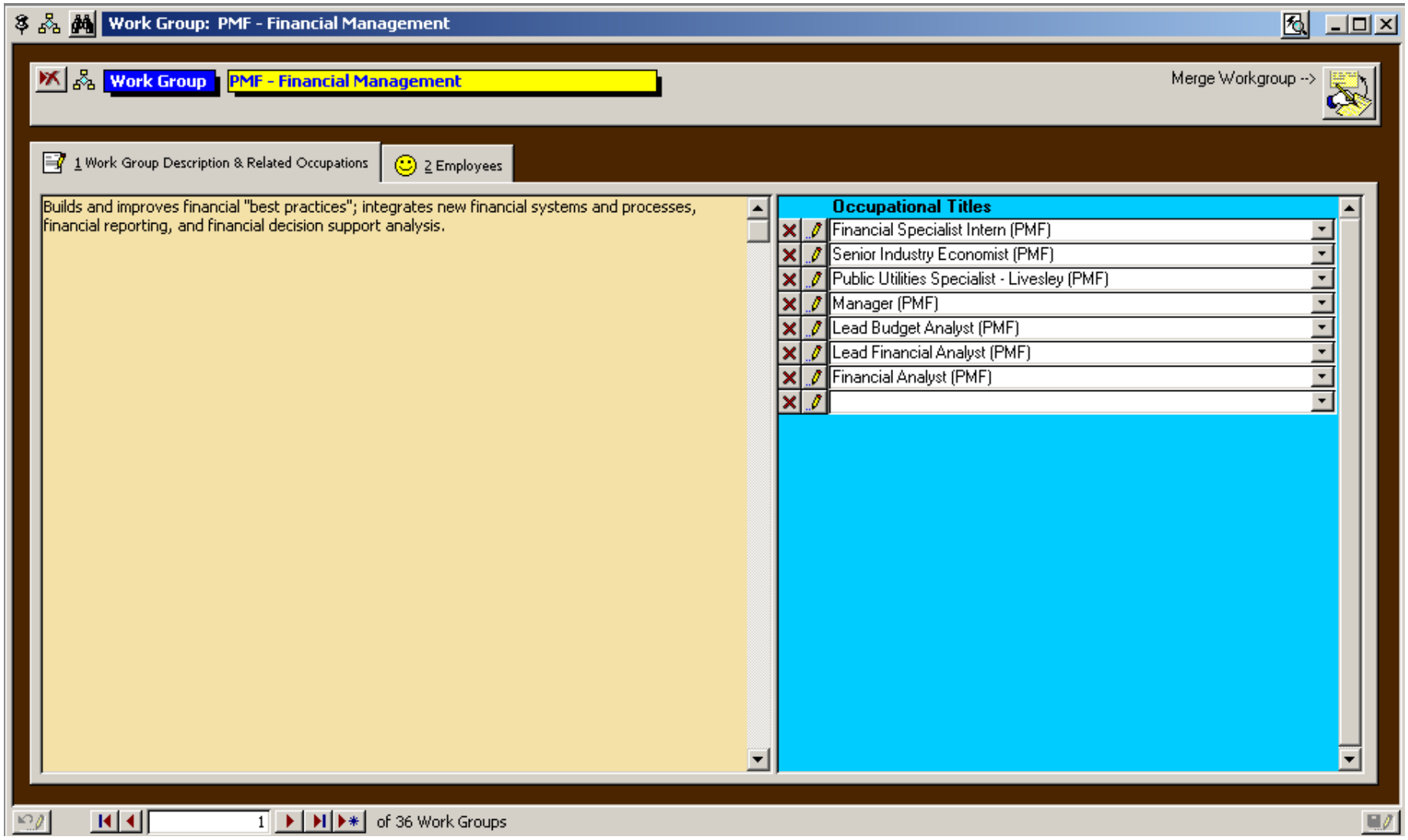
	3 Required KSAs			0 Helpful KSAs		
	KSAs	Under	Over	KSAs	Under	Over
Allison, William D — PUS - Reserves Marketing (PTT)	2	0	4	0	0	0
Required KSA						
Business Acumen	Proficient					
Analysis - Economic	Mastery					
Weedall, Angela M — Project Representative (PGF)	2	0	1	0	0	0
Required KSA						
Business 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

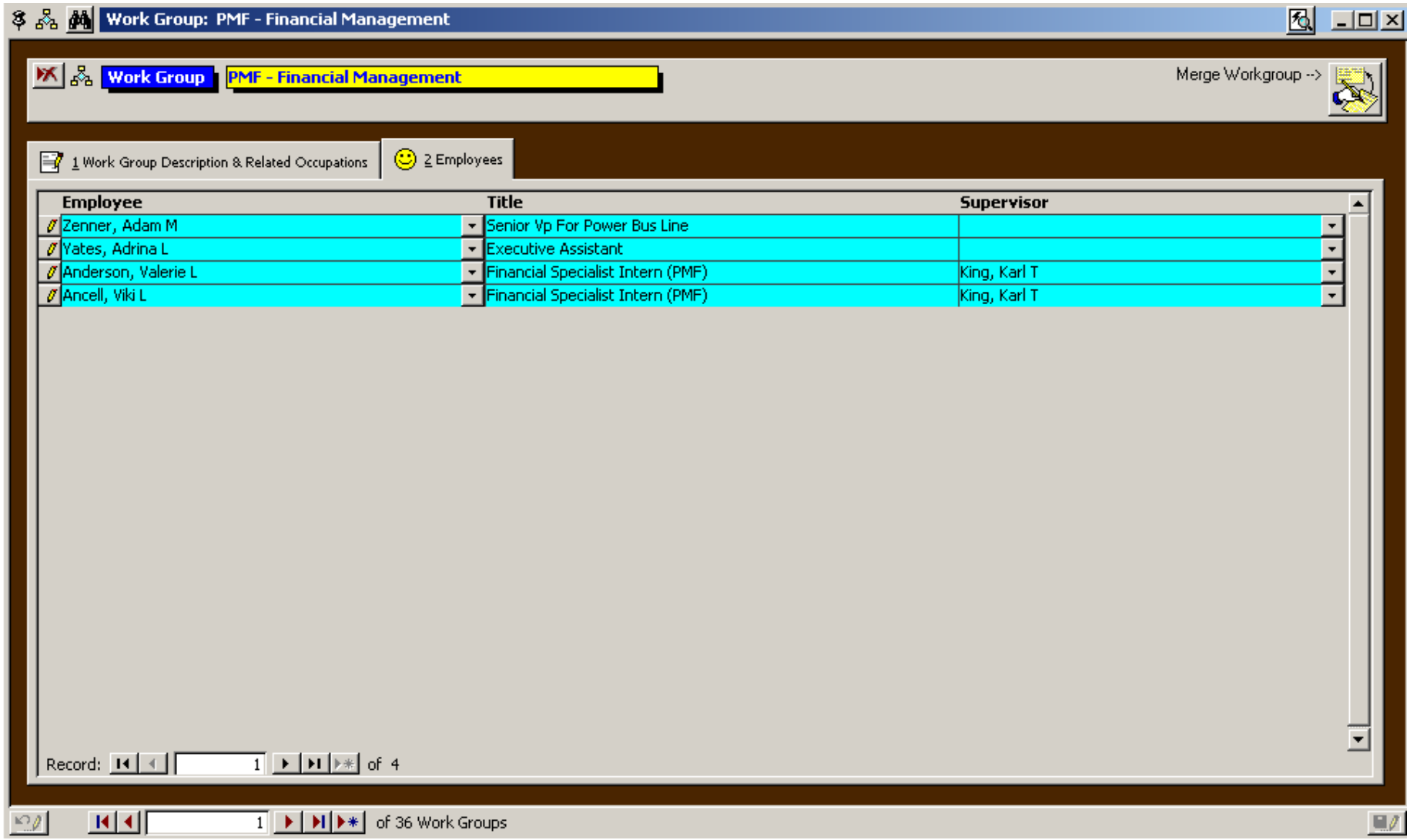


Work Group

Work Group – Work Group Description & Related Occupations

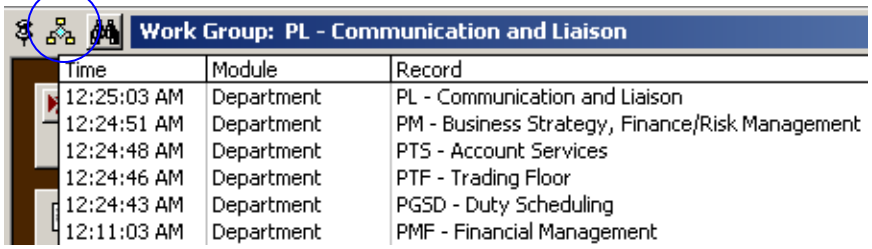


Work Group – Employees



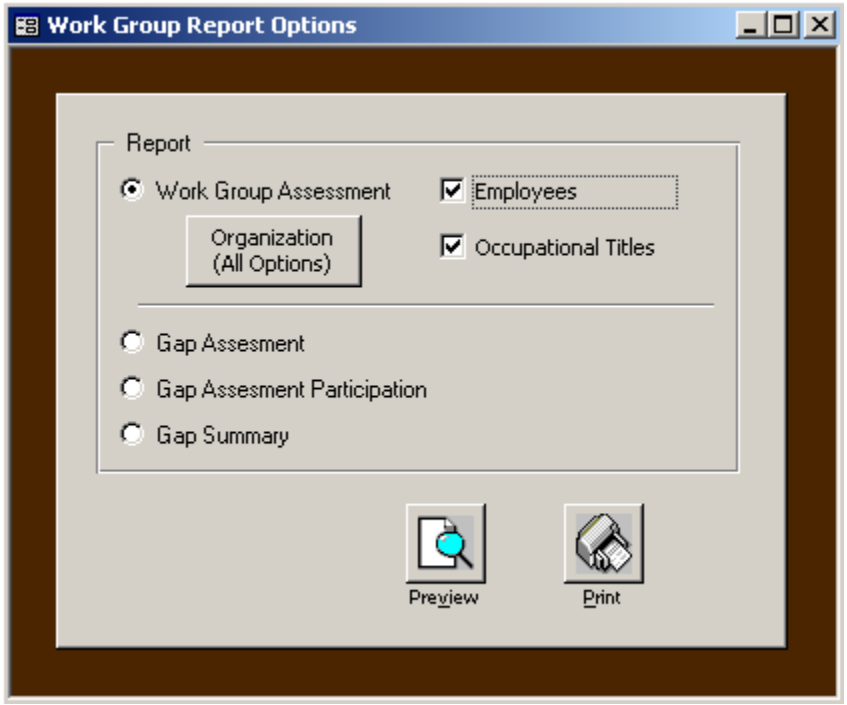
Work Group – Record History

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



Work Group – Work Group Report Options

Work Group Report Options offers several reports to choose from.



Work Group – Assessment Report

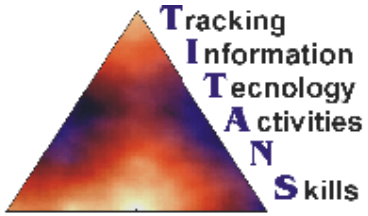
Work Group: PMF - Financial Management

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, Adrina	Executive Assistant
Zenner, Adam	Senior Vp For Power Bus Line

Work Group – Reports (Gap Assessment)

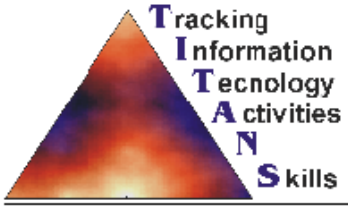


Work Group GAP Assessment
PGK - Scheduling Coordination

Behavioral Competency

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

Work Group – Reports (Gap Assessment Participation)



GAP Analisis
Participant/Non-Participant
List By Work Group

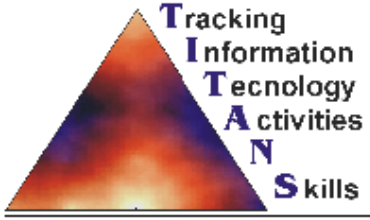
PGK - Scheduling Coordination Participant(s)

Employee	Title
Cynthia Z Sandlin	Pre-Scheduler (PGK)
Daniel A Rose	Manager, Supervisory PUS (PGK)
Daniel E Rossus	After-the-Fact Accountant Lead (PGK)
Daniel G Rohe	Technical Team Leads (PGK)
Daniel S Rojas	Pre-Scheduler (PGK)
Darwin E Roghair	Pre-Scheduler (PGK)
David K Roehm	Manager, Supervisory PUS (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)

PGK - Scheduling Coordination Non-Participant(s)

Employee	Title
Cynthia E Sanford	Pre-Scheduler (PGK)
Cynthia E Savage	Pre-Scheduler (PGK)
Cynthia Scanlon	Technical Team Leads (PGK)
Dale Benedetti Salvo	Pre-Scheduler (PGK)
Damian M S Poe	Pre-Scheduler (PGK)
Dana Rotella	Pre-Scheduler (PGK)
Dana Runcie	Pre-Scheduler (PGK)

Work Group – Reports (Gap Summary)



GAP Summary By Work Group

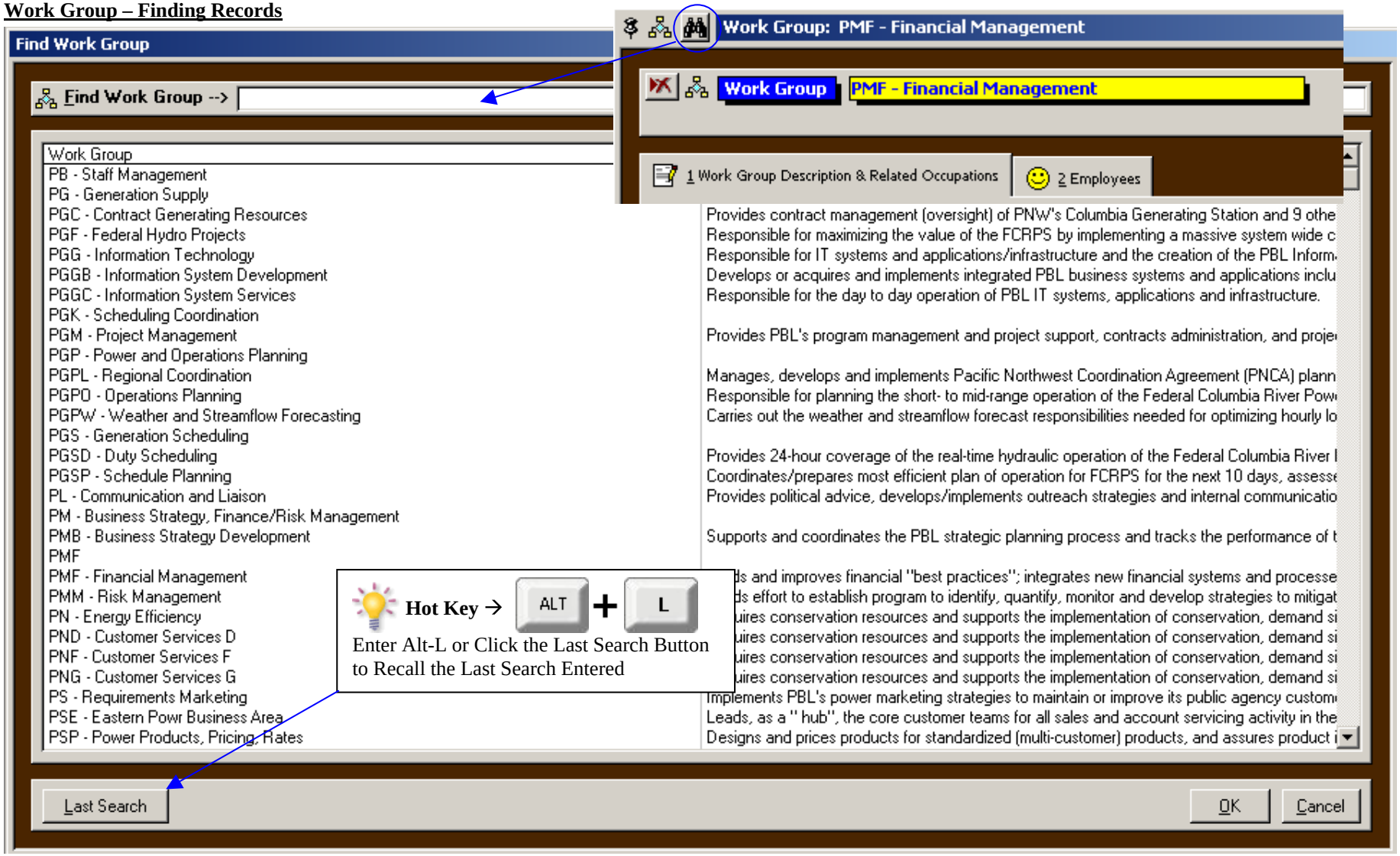
Work Group: PGK - Scheduling CoordinationKSA GAP Summary

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%**

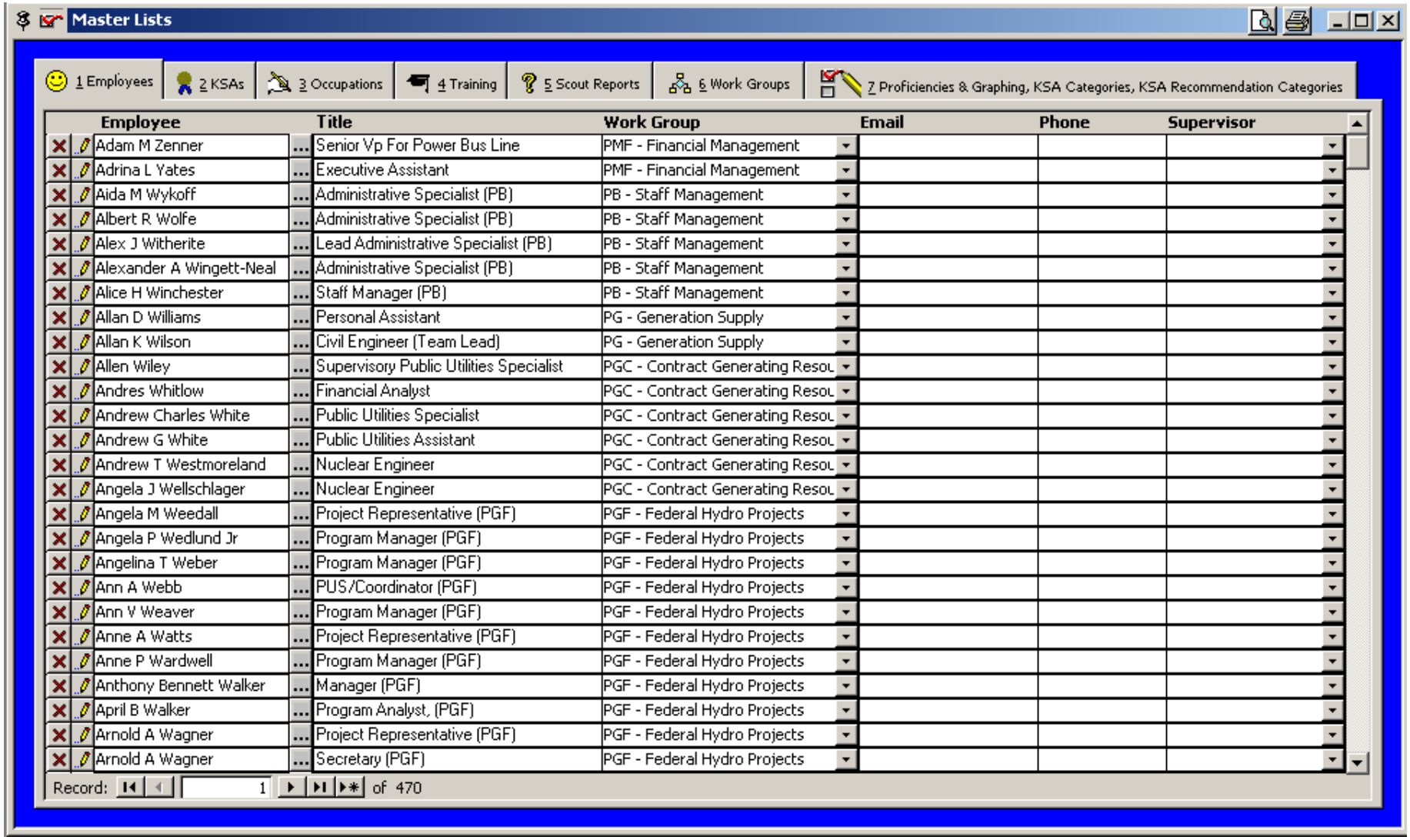
Technical Skill	GAP	%
Customer Service	1	75.0%
Scheduling Applications	1	75.0%
Training Planning and Implementation	1	66.7%
Technical Skill GAP	**3**	**87%**

Work Group – Finding Records

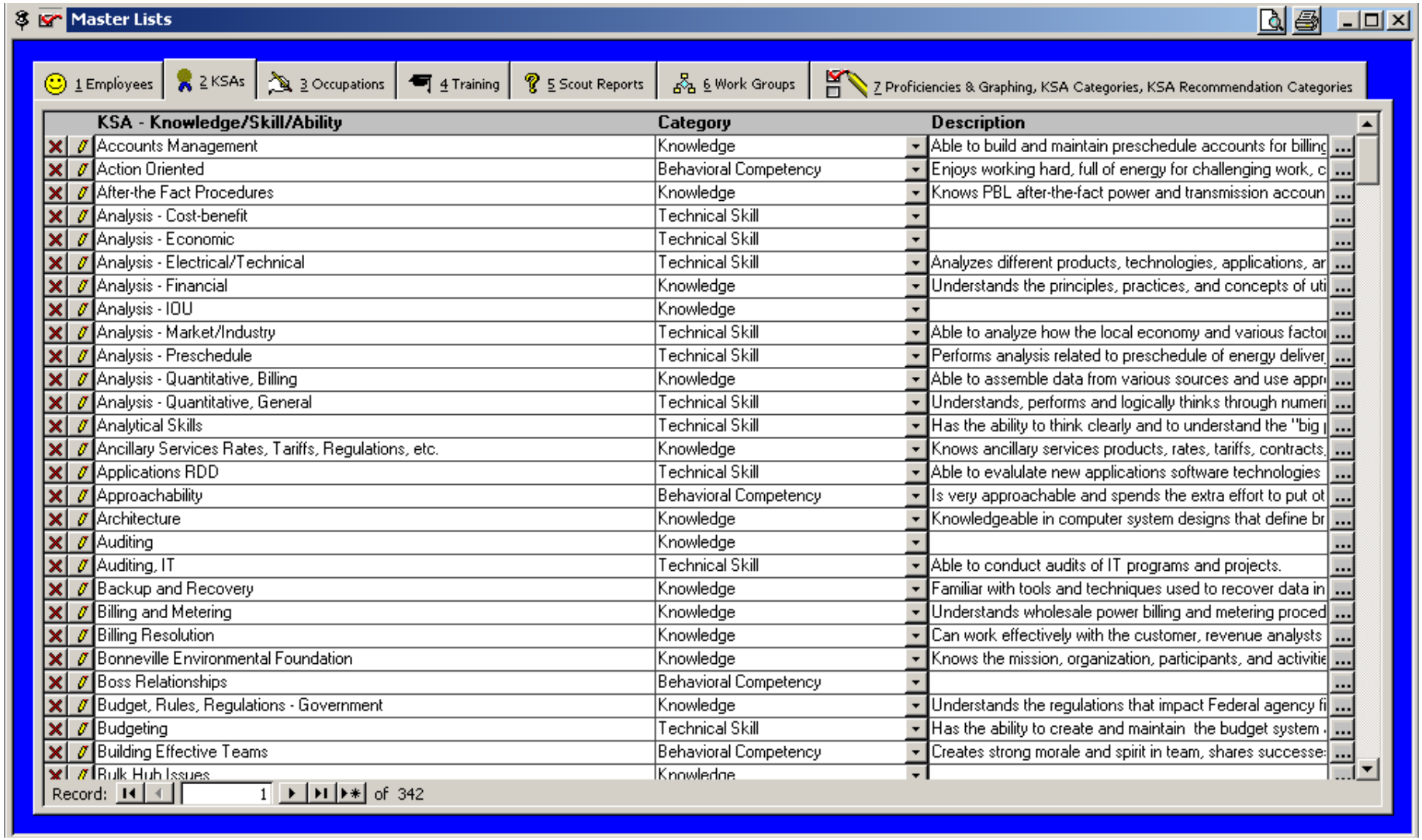


Master Lists

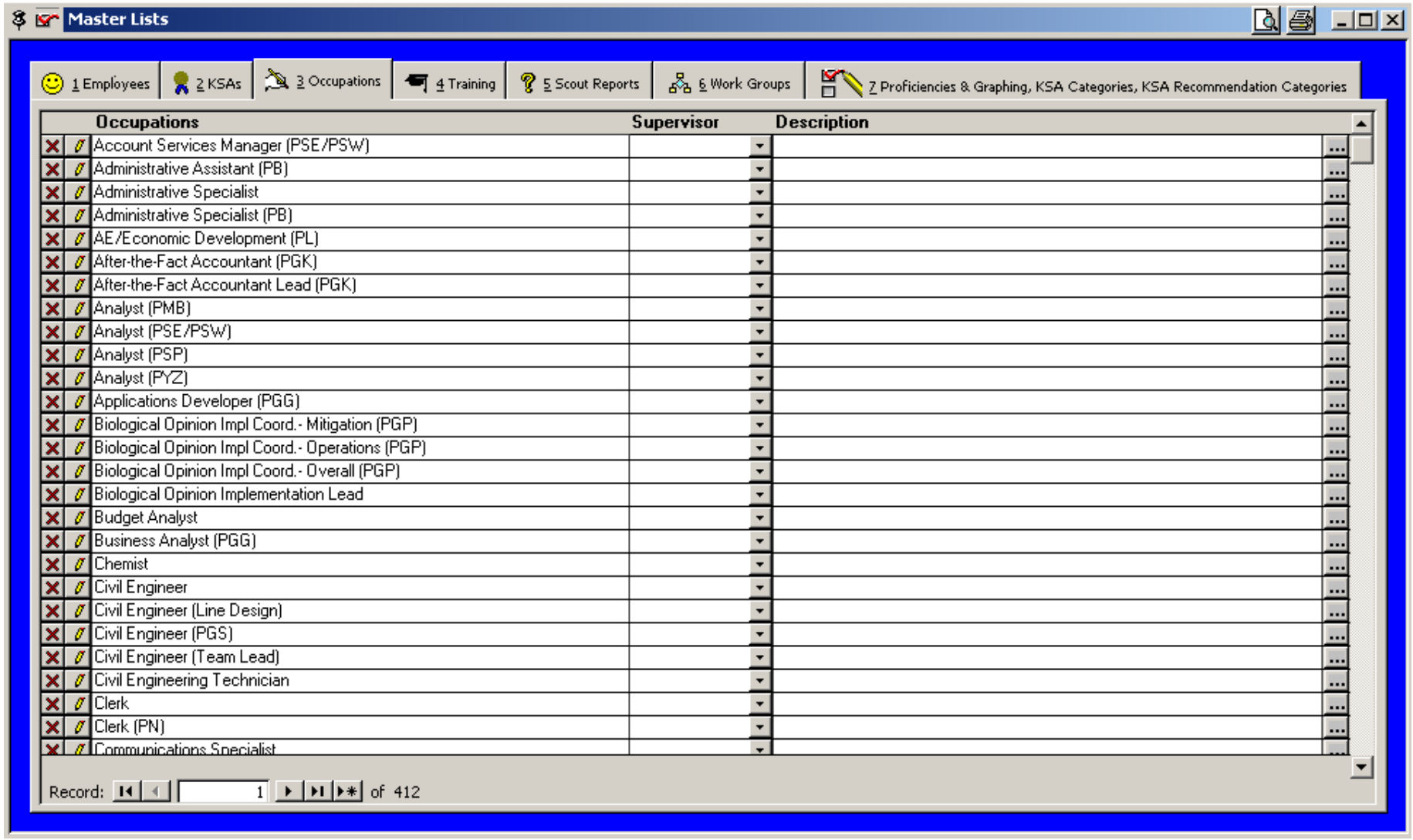
Master List – Employees



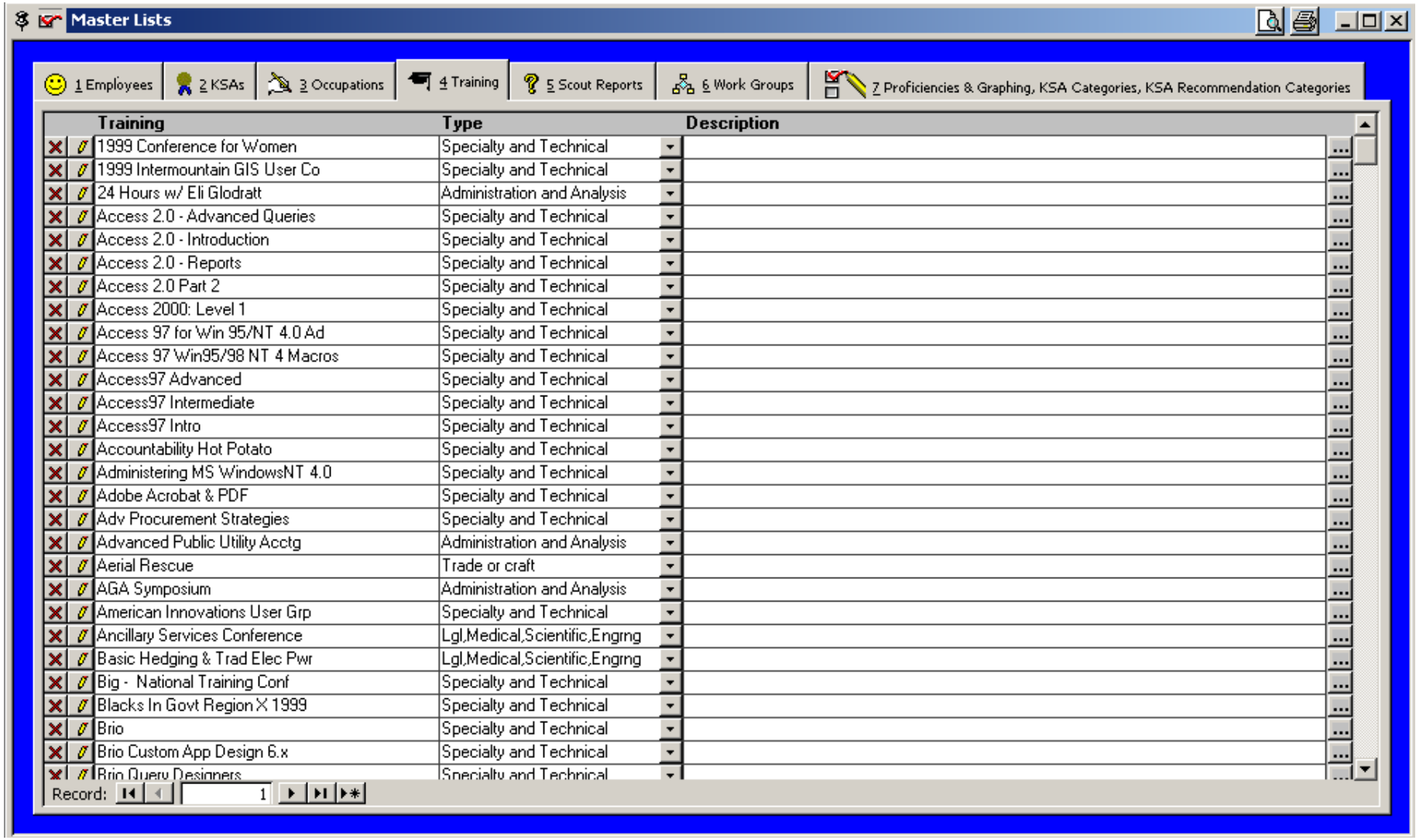
Master List – KSAs



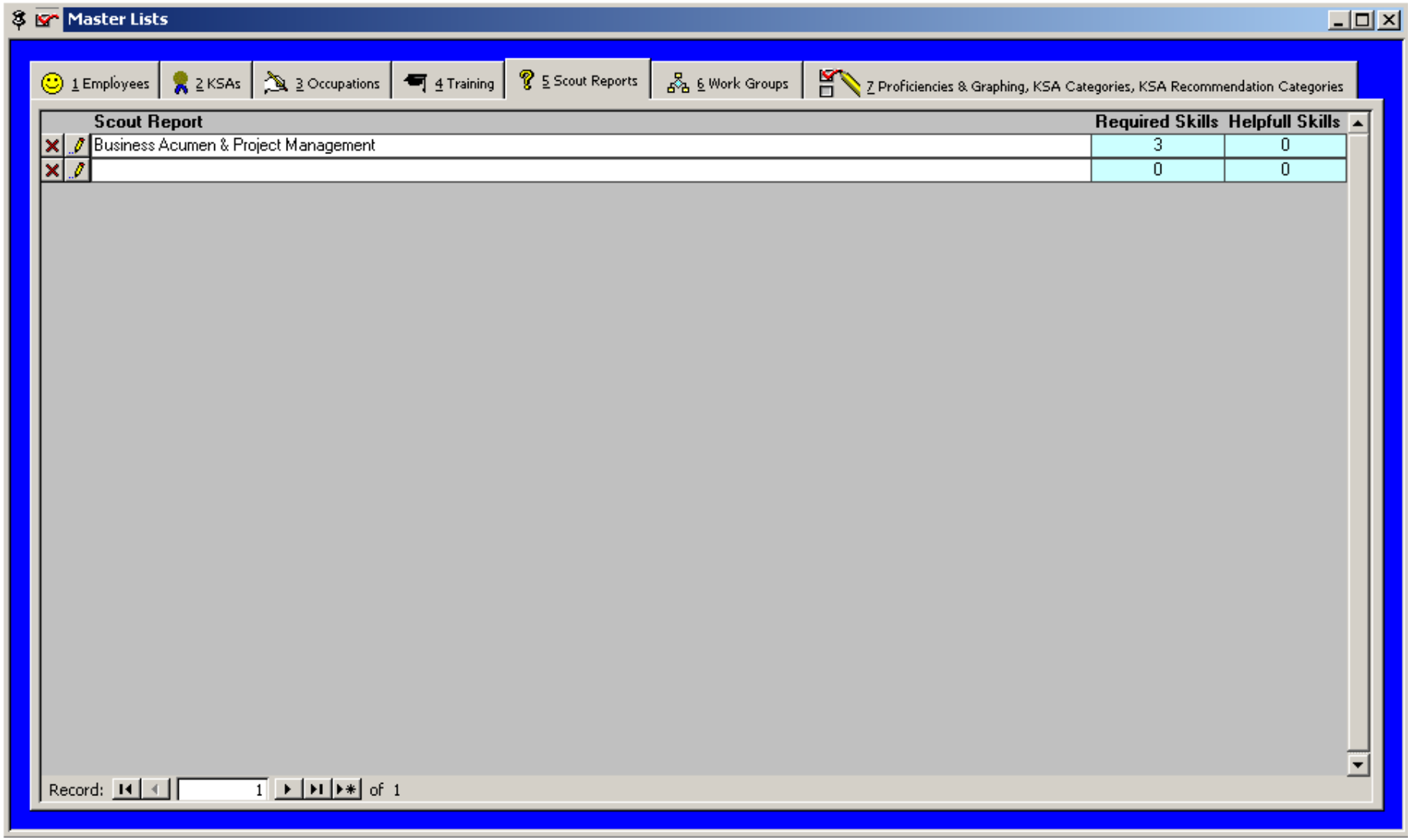
Master List – Occupations



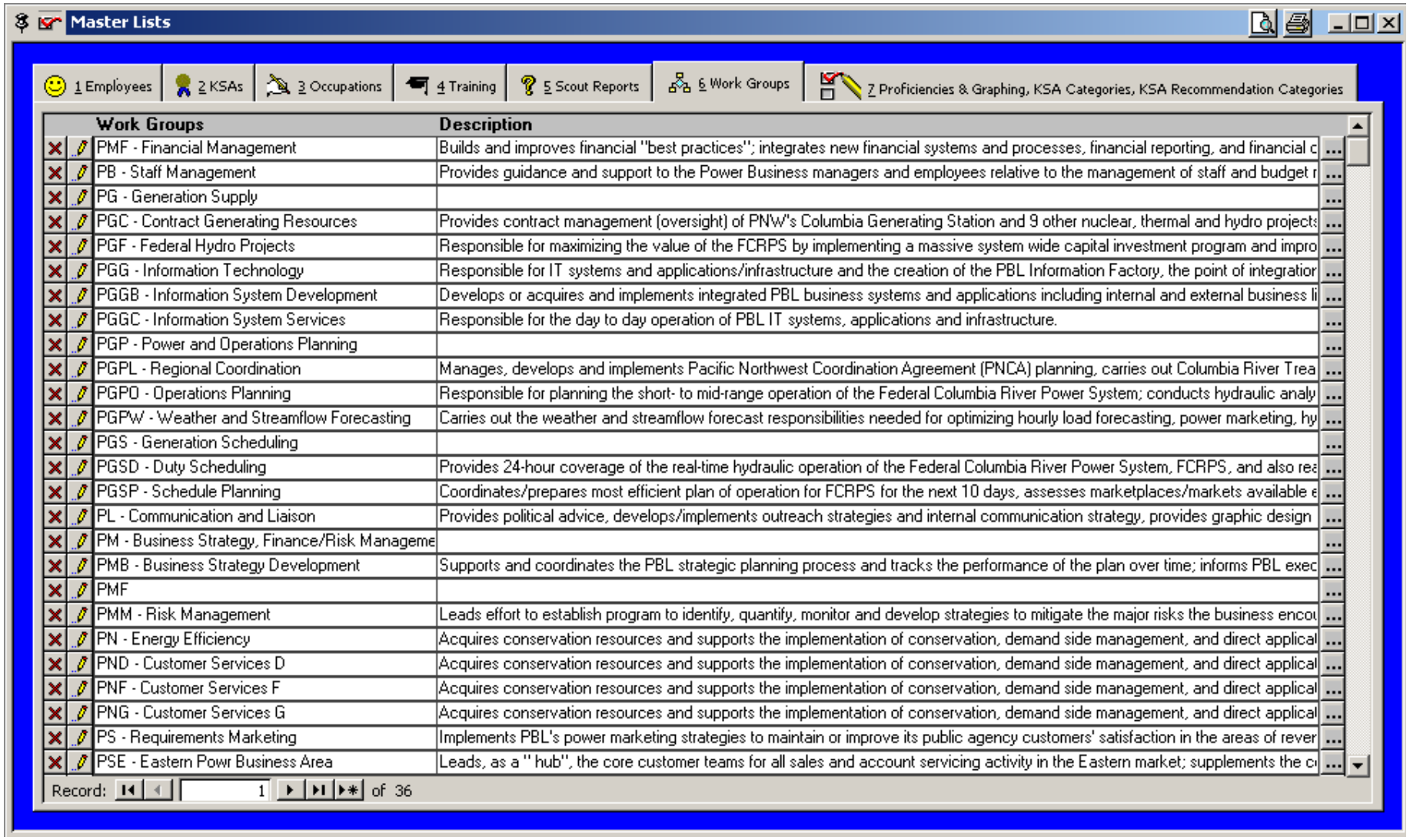
Master List – Training



Master List – Scout Reports



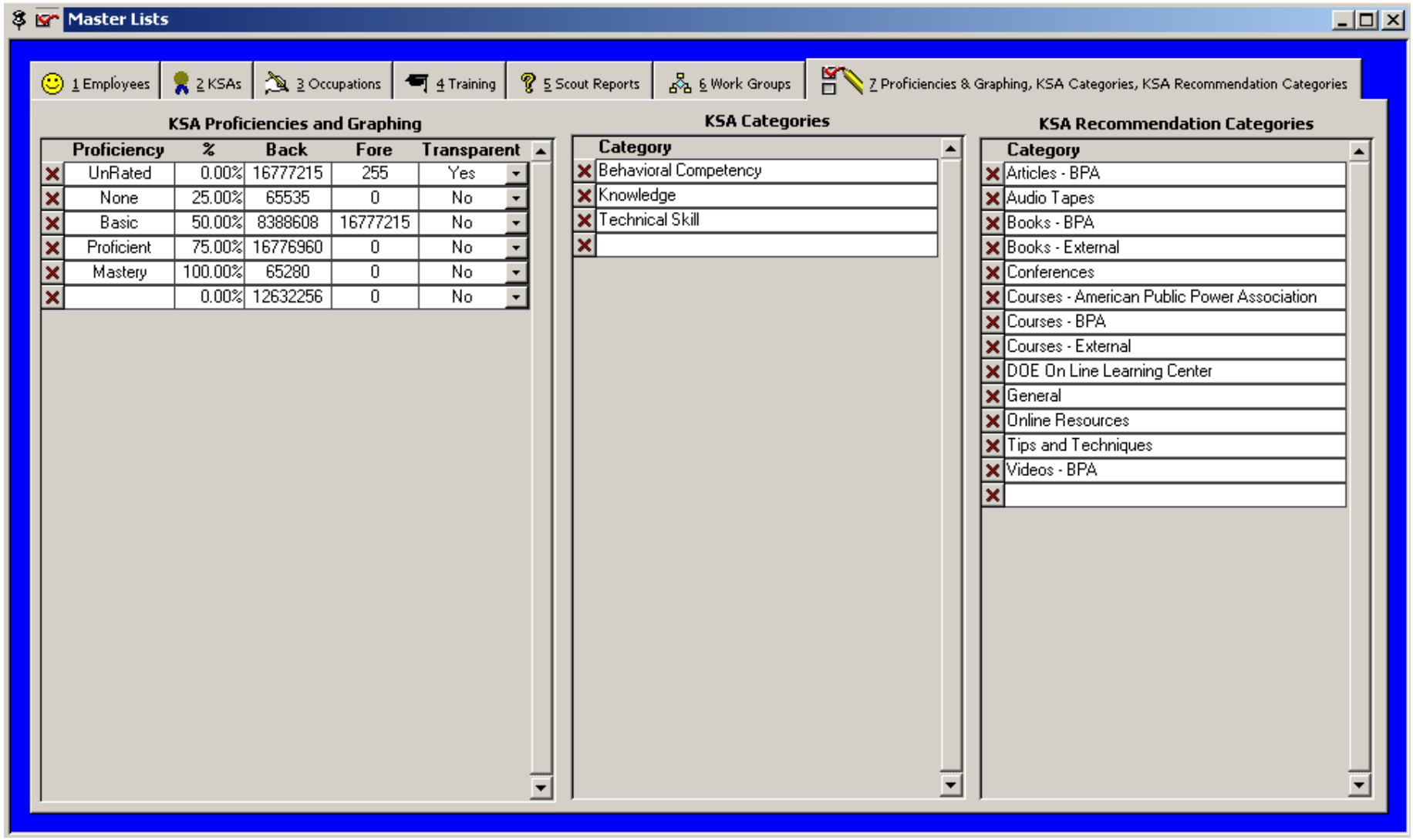
Master List – Work Group



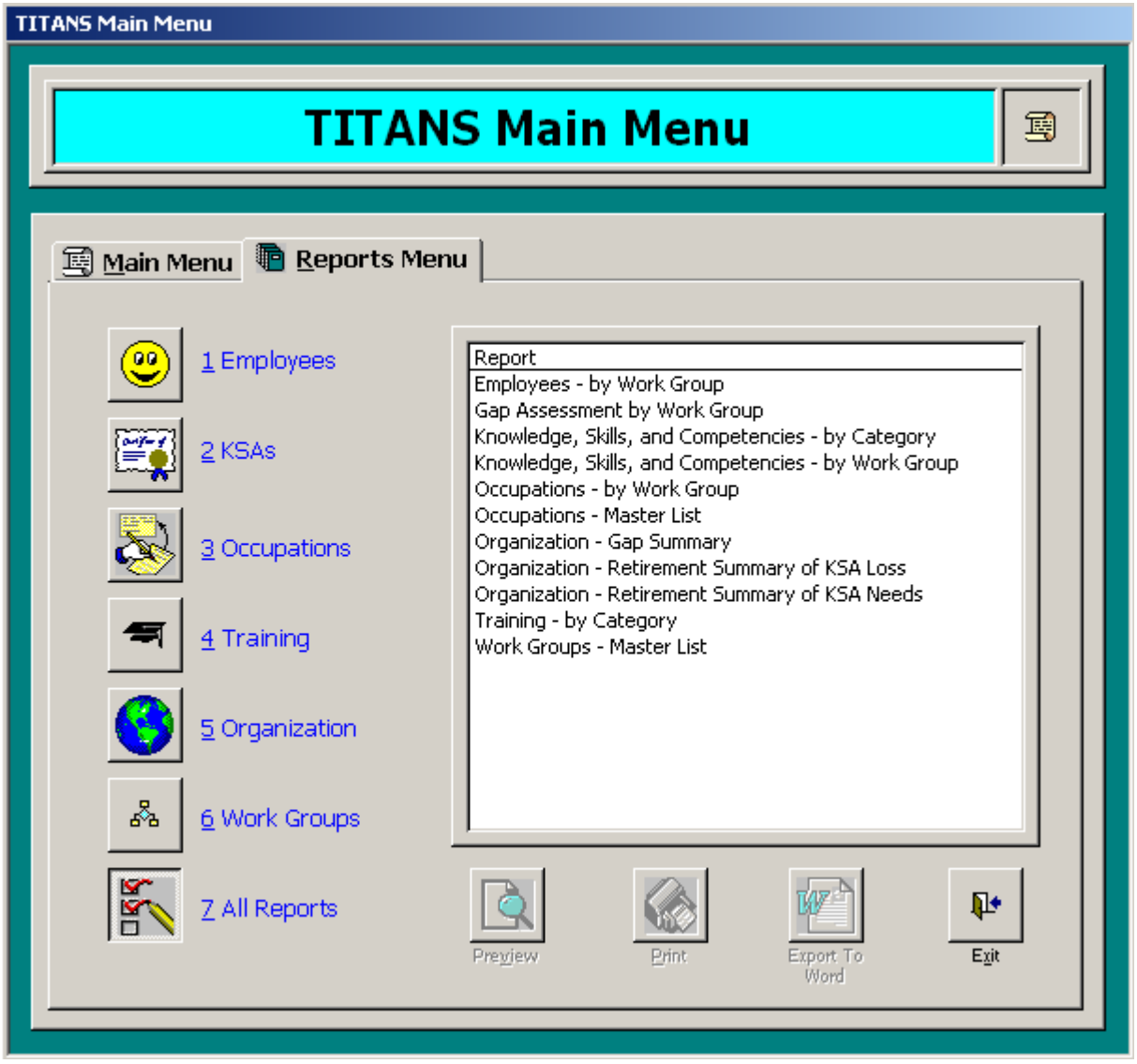
Work Groups	Description
PMF - Financial Management	Builds and improves financial "best practices"; integrates new financial systems and processes, financial reporting, and financial c
PB - Staff Management	Provides guidance and support to the Power Business managers and employees relative to the management 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 integration
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 Manageme	
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 applicat
PND - Customer Services D	Acquires conservation resources and supports the implementation of conservation, demand side management, and direct applicat
PNF - Customer Services F	Acquires conservation resources and supports the implementation of conservation, demand side management, and direct applicat
PNG - Customer Services G	Acquires conservation resources and supports the implementation of conservation, demand side management, and direct applicat
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 cı

Record: 1 of 36

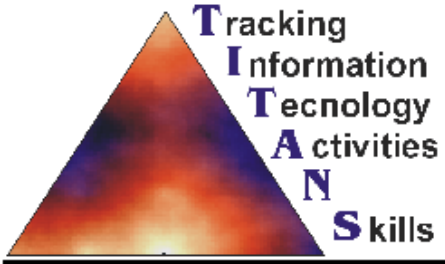
Master List – Proficiencies & Graphing, KSA Categories, KSA Recommendations Categories



Reports


TITANS Main Menu
TITANS Main Menu
Main Menu
Reports Menu
1 Employees
2 KSAs
3 Occupations
4 Training
5 Organization
6 Work Groups
7 All Reports
Report
Employees - by Work Group
Gap Assessment by Work Group
Knowledge, Skills, and Competencies - by Category
Knowledge, Skills, and Competencies - by Work Group
Occupations - by Work Group
Occupations - Master List
Organization - Gap Summary
Organization - Retirement Summary of KSA Loss
Organization - Retirement Summary of KSA Needs
Training - by Category
Work Groups - Master List
Preview
Print
Export To Word
Exit

Reports – Employees by Work Group



Titans

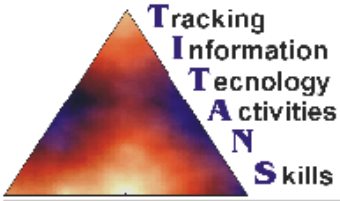
Knowledge, Skills, Competencies by Category

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	

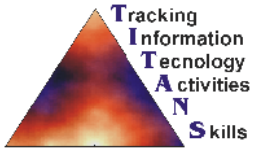
Administrative Specialist (PB)

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

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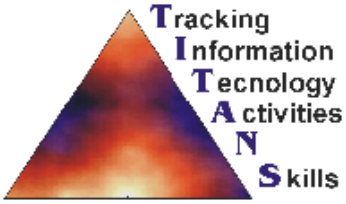
Reports – Occupations by Work Group



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

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/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)

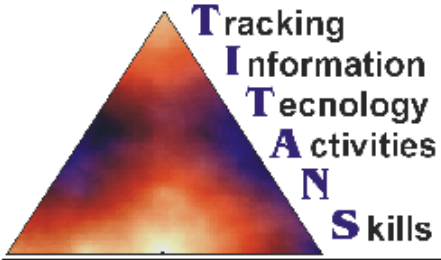
PGK - Scheduling Coordination

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



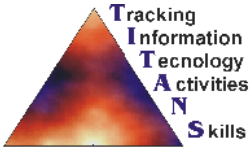
Titans

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 assesment 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 Sawy	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 (& CAPX) Policies, Procedures, Tariff, etc.	2	25.0%
CAISO (& CAPX) Settlements Process, Terms, etc.	1	12.5%
Economics	1	14.3%
E-Tagging	1	25.0%
FCRPS	2	20.0%
FCRTS	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 Hubs' 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 Markts	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, Conservation	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

Bonneville Power Administration

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

Bonneville Power Administration

Needs Summary

Occupational vacancies needs resulting from retiring employeees

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

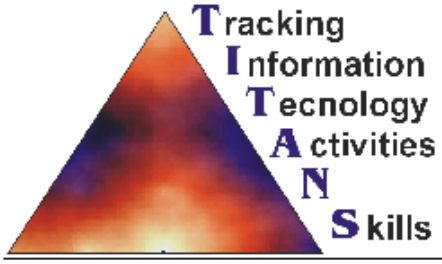
Tracking Information Tecnology Activities NS Skills Titans

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 Transititon
Mastering Enterprise Dev VB
Mastering Microsoft VB 6 Fund
MetaStage Essentials
Mistake-Free Grammer & 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 81 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 streamflow 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 liason 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.

PMM - 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.