



Memorandum from the Office of the Inspector General

May 12, 2023

Kristen S. Spearman

REQUEST FOR FINAL ACTION – EVALUATION 2022-17373 – ORGANIZATIONAL EFFECTIVENESS – TRANSMISSION PLANNING AND PROJECTS

Attached is the subject final report for your review and final action. Your written comments, which addressed your management decision and actions planned or taken, have been included in the report. Please notify us when final action is complete. In accordance with the Inspector General Act of 1978, as amended, the Office of the Inspector General is required to report to Congress semiannually regarding evaluations that remain unresolved after 6 months from the date of report issuance.

If you have any questions or wish to discuss our findings, please contact Jessica L. Monroe, Senior Auditor, at (865) 633-7338 or Lisa H. Hammer, Director, Evaluations – Organizational Effectiveness, at (865) 633-7342. We appreciate the courtesy and cooperation received from your staff during the evaluation.

David P. Wheeler
Assistant Inspector General
(Audits and Evaluations)

JLM:KDS

Attachment

cc (Attachment):

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OIG File No. 2022-17373



Office of the Inspector General

Evaluation Report

To the Vice President,
Transmission Planning
and Projects

ORGANIZATIONAL EFFECTIVENESS – TRANSMISSION PLANNING AND PROJECTS

Evaluation Team
Jessica L. Monroe
Andi R. McCarter

Audit 2022-17373
May 12, 2023

ABBREVIATIONS

CPM	Contract Partner Management
FY	Fiscal Year
GW	Gigawatt
MW	Megawatt
ROW	Right of Way
TPS	Transmission and Power Supply
TPP	Transmission Planning and Projects
TVA	Tennessee Valley Authority

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Evaluation 2022-17373 – Organizational Effectiveness – Transmission Planning and Projects

EXECUTIVE SUMMARY

Why the OIG Did This Evaluation

Organizational effectiveness, as defined in this evaluation, is the ability of an organization to achieve its mission and goals. Due to the importance of alignment between strategy, team engagement, and operational performance, the Office of the Inspector General is conducting organizational effectiveness evaluations of business units across the Tennessee Valley Authority (TVA). This evaluation focuses on Transmission Planning and Projects (TPP), a business unit under the Transmission and Power Supply organization, which is part of TVA's Chief Operating Office.

The TVA transmission system, one of the largest transmission systems in North America, connects the power produced by TVA's generating assets through a network of local power providers to the 10 million people in the Tennessee Valley. Within Transmission and Power Supply, TPP is responsible for ensuring the power from TVA's generation sources is safely and reliably connected to TVA's transmission system through planning and executing transmission-related projects. In addition, TPP is responsible for ensuring TVA's compliance with transmission regulatory requirements and maintaining the reliability of transmission assets. The objective of this evaluation was to identify factors that could impact TPP's organizational effectiveness.

What the OIG Found

During interviews, TPP personnel revealed positive interactions with team members and business partners provided positive feedback on TPP. However, we identified issues that could negatively impact TPP's effectiveness, if not addressed. These issues include (1) engagement risks, (2) insufficient resources, (3) system risks related to an ineffective estimating and material processing system and the inadequacy of customer relationship management systems, and (4) needed improvements with business partner support.

What the OIG Recommends

We recommend the Vice President, TPP, address concerns related to engagement risks, insufficient resources, system risks, and business partner support.



Evaluation 2022-17373 – Organizational Effectiveness – Transmission Planning and Projects

EXECUTIVE SUMMARY

TVA Management's Comments

TVA management agreed with the recommendations and described actions taken and planned to address engagement risks, insufficient resources, system risks, and business partner support. See Appendix B for TVA management's complete response.

Auditor's Response

We agree with TVA management's actions taken and planned.

BACKGROUND

Organizational effectiveness, as defined in this evaluation, is the ability of an organization to achieve its mission and goals. Due to the importance of alignment between strategy, team engagement, and operational performance, the Office of the Inspector General is conducting organizational effectiveness evaluations of business units across the Tennessee Valley Authority (TVA). This evaluation focuses on Transmission Planning and Projects (TPP), a business unit under the Transmission and Power Supply (TPS) organization, which is part of TVA's Chief Operating Office.

The TVA transmission system, one of the largest transmission systems in North America, connects the power produced by TVA's generating assets through a network of local power providers to the 10 million people in the Tennessee Valley. Within TPS, TPP is responsible for ensuring the power from TVA's generation sources is safely and reliably connected to TVA's transmission system through planning and executing transmission-related projects. In addition, TPP is responsible for ensuring TVA's compliance with transmission regulatory requirements and maintaining the reliability of transmission assets.

TPP's responsibilities are carried out by its four departments: (1) Transmission Planning, (2) Transmission Project Services, (3) Contract Partner Management (CPM), and (4) Right of Way (ROW).

- Transmission Planning consists of five groups whose responsibilities include performing an annual transmission reliability assessment, planning for generation interconnections, and integrating renewable resources to the transmission system. In addition, the department develops and implements plans for connecting new industrial loads, including those originating from economic development inquiries, to the transmission system and manages business planning and coordination with regulators, government, and industry. The department also maintains regulatory compliance with Federal Energy Regulatory Commission orders, North American Electric Reliability Corporation standards, and the SERC Reliability Corporation. In addition, the group is responsible for TVA's interconnection procedures and transmission service guidelines, as well as ensuring telecom system reliability.
- Transmission Project Services consists of four groups and is responsible for managing the execution of TPS's capital portfolio through asset lifecycle strategies. The department also develops project and program work scopes, ensures project estimates are captured accurately before project implementation, and provides project control tools and reporting. In addition, Transmission Project Services monitors project execution, manages internal and external stakeholder concerns, and communicates lessons learned to the project team.
- CPM, comprised primarily of project controls specialists, technicians, engineers, and construction managers, is responsible for TPS's engineering and construction partner contracts to support the execution of the project

- portfolio. CPM ensures all work is completed to TVA standards and serves as the liaison between TVA and the contract partner. Additionally, CPM develops contracting strategies, maintains engineering and construction schedules, reviews upcoming resource needs, and provides programmatic oversight of construction safety for all contract partners.
- ROW, comprised primarily of foresters and program managers, is responsible for clearing vegetation and performing maintenance work and tree removal around TVA's transmission system. ROW also builds access roads, completes restoration activities after construction is finished, and supports storm restoration. In addition, ROW interacts heavily with the public through inquiries and right-of-way use requests. ROW is described as the first group to start work on a property owner's land and the last one to walk away.

TPP is responsible for TPS's fiscal years (FY) 2023 through 2027 business plan initiatives which include:

- Developing a pipeline of employees through strengthening technical, leadership, and other developmental opportunities;
- Integrating generation resource changes through strategic, reliable, and resilient transmission solutions; and
- Collaborating within TVA to support the regional model and customer expectations.

Organizational metrics for FY 2022 included, but were not limited to, capital forecast accuracy, strategic fiber initiative miles constructed, generation megawatt (MW) hours lost, customer connections completed, percentage of annual vegetation management completed, and recordable injuries. TPP was over budget for FY 2022, primarily due to capital spending.

As of July 12, 2022, TPP consisted of 175 employees. The structure of the organization included 63 employees in Transmission Planning, 57 employees in Transmission Project Services, 27 employees in CPM, 25 employees in ROW, the TPP Vice President, and two direct reports to the TPP Vice President.

OBJECTIVE, SCOPE, AND METHODOLOGY

The objective of this evaluation was to identify factors that could impact TPP's organizational effectiveness. We assessed operations as of July 2022 and culture at the time of our initial interviews and fieldwork, which occurred primarily from August through December 2022. To complete the evaluation, we:

- Reviewed (1) TVA's FY 2022 through FY 2026 business plan, (2) TVA's FY 2022 Enterprise Risk Portfolio, (3) TPS's business plans for FY 2021 through FY 2027, and (4) documentation provided by TPP to gain an understanding of initiatives, metrics, and risks within TPP.
- Reviewed select organizational standard policies and procedures, including Transmission Standard Programs and Processes 07.010, *Interconnection System Impact Study Process – Generation*, and Transmission Standard Programs and Processes 34.001, *Transmission and Power Supply Project Process*.
- Reviewed TVA values and competencies (see Appendix A), for an understanding of cultural factors deemed important to TVA.
- Examined FY 2020 through FY 2022 (1) financial information to gain an understanding of expenditures used in support of the work environment and (2) staffing data to gain an understanding of TPP headcount changes.
- Conducted individual interviews with 175 employees, including management, and analyzed the results to identify themes that could affect organizational effectiveness.¹
- Surveyed and/or interviewed a nonstatistical sample of 180 individuals from other TVA organizations and analyzed results to identify factors affecting organizational effectiveness from a business partner perspective.
- Reviewed data provided by TPP management on workload related to interconnections requests and economic development inquiries.
- Examined calendar year 2022 data on individuals in rotational assignments within TPP.
- Reviewed customer interactions data provided by ROW.
- Conducted interviews with other TVA business units on customer relationship management (CRM) tools and plans for an enterprise-wide tool.

This evaluation was performed in accordance with the Council of the Inspectors General on Integrity and Efficiency's *Quality Standards for Inspection and Evaluation*.

¹ Two individuals did not respond to our invitation for an interview or declined an interview. We also interviewed two individuals added to the headcount during our evaluation.

OBSERVATIONS

During interviews, TPP personnel revealed positive interactions with team members and business partners provided positive feedback on TPP. However, we identified issues that could negatively impact TPP's effectiveness, if not addressed. These issues include (1) engagement risks, (2) insufficient resources, (3) system risks related to an ineffective estimating and material processing application and inadequacy of CRM systems, and (4) needed improvements with business partner support.

POSITIVE INTERACTIONS WITH TEAM MEMBERS AND POSITIVE FEEDBACK FROM BUSINESS PARTNERS

To successfully execute their responsibilities, TPP depends on effective interactions inside the group. One-hundred fifty-six (89 percent) of the 175 TPP personnel we interviewed commented positively on interactions within their groups and one-hundred sixty-nine individuals (97 percent) indicated they trust their coworkers to do their jobs well. Specifically, many individuals commented positively on communication within their groups and on the talent, expertise, or diversity of background and skillsets within TPP.

We obtained feedback from 180 individuals from business units outside of TPP to determine their opinions related to TPP interactions, products and services, quality of feedback and communication, and timeliness. Most business partners rated TPP above average or higher, with many commenting positively on TPP being supportive, knowledgeable, and professional.

ENGAGEMENT RISKS

While most individuals commented positively on interactions within their groups and trust of their co-workers, most individuals in one group indicated concerns with one manager related to disengagement, direction and support, and/or communication, while some individuals in another group described concerns with two managers related to role clarity and communication. In addition, 29 of the 175 individuals we interviewed (17 percent) identified needed improvements in interactions between TPP departments. Thirty-eight individuals (22 percent) also described negative impacts of operating in a telework environment, such as on collaboration and teamwork. We discussed specifics of these concerns with applicable TPP management.

Recommendation – We recommend the Vice President, TPP, address the engagement risks related to some management in two groups, interactions between TPP departments, and telework.

TVA Management's Comments – TPP agrees with the recommendation and is investigating opportunities to engage staff by providing more frequent and deliberate in-person training, development, site visit, and networking

opportunities. In addition, leaders will continue to conduct skip level and all hands meetings. See Appendix B for TVA management's complete response.

Auditor's Response – We agree with TVA management's planned actions.

INSUFFICIENT RESOURCES POSE RISK TO TPP'S EFFECTIVENESS

Ninety-seven individuals (55 percent) interviewed indicated concerns with insufficient resources within TPP. Some specifically attributed the limitations to an increase in interconnection requests² and economic development inquiries.³ Each interconnection request requires TPP to evaluate the impact of the request, recommend solutions to accommodate the request, publish a report on their evaluation that includes high-level cost estimates, and execute and oversee applicable agreements. Interconnection requests remain active until they are fully commissioned as projects, which can take years. According to TPP management, for each economic development inquiry, TPP logs and tracks all inquiries, participates in internal and external meetings to discuss connection facilities, initiates all capital projects to connect new load (if a delivery point⁴ is required), and participates in development of contractual agreements. Economic development inquiries may include multiple site studies over several years to determine the optimal placement of a delivery point.

We obtained data from TPP management related to interconnection requests and economic development inquiries. As shown in Figure 1 on the following page, from FY 2018 through FY 2022:

- Interconnection requests increased from 22 to 79 (259 percent).
- Economic development inquiries increased from 50 to 207 (314 percent).

² An interconnection request is initiated when an entity asks to increase the capacity of, or make a material modification to the operating characteristics of, an existing generating facility that is interconnected with TVA's transmission system.

³ According to TPP management, an economic development inquiry is triggered by a request from an industry to locate in the TVA service region.

⁴ A delivery point is the place where a facility is connected to the transmission system to receive power.

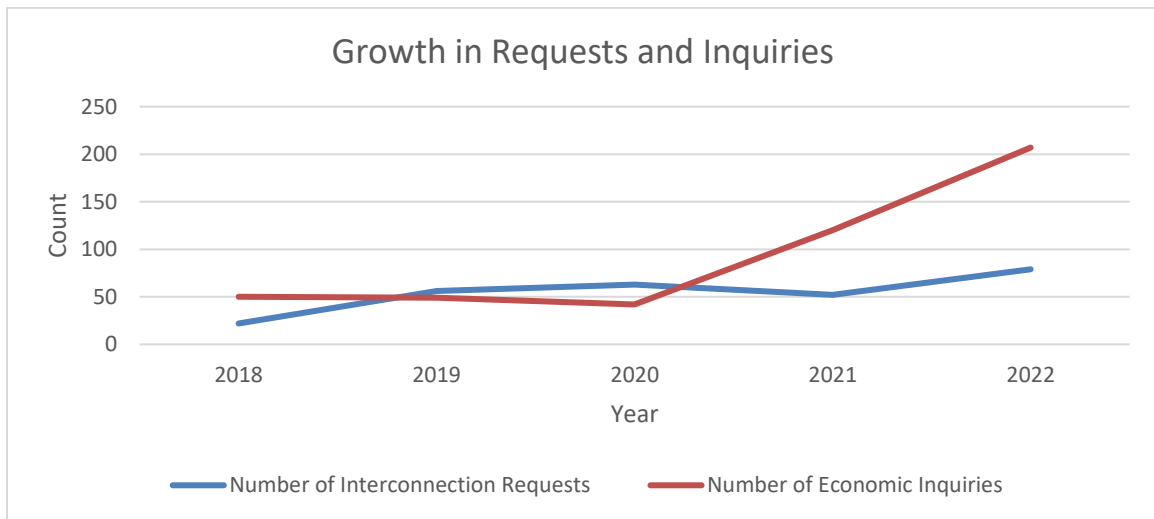


Figure 1

Several individuals also indicated that additional responsibilities such as the TPS Resource Capacity Assessment (a 15-year resource plan for transmission), the strategic conveyance⁵ program, increasing regulatory requirements or compliance work, and planning for battery storage locations across the system, have increased TPP's workload. Some individuals indicated that TVA's decisions related to retiring generation assets and/or new generation projects such as solar have, and will continue to, impact TPP's workload in their management of TVA's transmission system. Examples of decisions that have, or will, result in increased work for TPP personnel include:

- Evaluation of the impact of retirement of TVA's remaining coal fleet by 2035.
- Addition of flexible, lower carbon emitting gas plants.
- Modernization of the transmission grid through completion of a new system operations center by 2025 and a \$300 million, multi-year effort to upgrade TVA's fiber-optic network to improve the reliability and resiliency of the transmission system.
- Increased renewable generation, including plans for 10,000 MW of solar by 2035.

Rotations and Turnover Effecting Workload

Concerns were expressed that personnel rotations and turnover in TPP were impacting workload. Fifteen individuals (9 percent) described the impact from rotational roles in TPP. Specifically, individuals indicated that TPP personnel absorb added workload during rotations when work is redistributed to the remaining employees or when inexperienced employees come into the group without the training necessary to contribute at the level of an experienced employee. In addition, examples were provided of negative impacts to the

⁵ Strategic conveyances are certain non-bulk electric system assets that have been identified as conducive for TVA to convey to support wholesale power delivery and allow local power companies or direct-serve industrials to own, operate, and maintain.

department when managers are in rotational roles. We reviewed a list of rotational assignments in TPP for calendar year 2022 and found 30 individuals were in a rotational assignment during the calendar year, which is 17 percent of the headcount.

In addition, twenty-two individuals (13 percent) described concerns with the amount of turnover in TPP. In one department, 14 individuals (56 percent) had concerns with turnover with several individuals describing being short staffed or having “perpetual” vacancies within their group with employees covering the workload for multiple areas at one time. We reviewed turnover data for FY 2020 through FY 2022 and found 50 individuals left TPP, with 12 individuals leaving one group, which is 48 percent of the group’s headcount.

Ten business partners also recognized the need for increased resources in TPP. For example, business partners indicated increased resources were needed to meet the growing workload demands resulting from regulatory entities or the increased amount of interconnection requests. Business partners also indicated increased staffing was needed to effectively manage contracts, provide support for construction projects, and plan for the future integration of solar and energy storage into the system.

Concerns expressed related to TPP’s resource constraints indicate an increased risk to effectively executing TPP’s responsibilities and have led to burnout and low morale in TPP. While their workload has increased as described above, TPP’s headcount has only increased 7 percent between September 2020 and September 2022.

Recommendation – We recommend the Vice President, TPP, address resources in TPP by evaluating current staffing levels and the impacts of rotations and turnover on workload.

TVA Management’s Comments – TPP agrees with the recommendation and is performing a broad review of resource needs. TPP strategically filled vacant positions and added headcount in FY 2023 and will continue to evaluate staffing needs based on project portfolios and make requests for increased headcount as required to better balance employee development and organizational stability. See Appendix B for TVA management’s complete response.

Auditor’s Response – We agree with TVA management’s actions taken and planned.

SYSTEM RISKS

Nineteen individuals (33 percent) in one group indicated concerns with the estimating and material processing application, iTWO, used in TPP. In addition, several individuals outlined the inadequacy of CRM systems to aid in tracking threats from property owners and capture historical customer information.

Ineffective Estimating and Material Processing Application

In November 2021, TPP began using the iTWO estimating and material processing application to develop estimates and the list of materials needed to execute project work. One-third of individuals in one group who use iTWO to create project estimates, order materials, and monitor project execution expressed concerns with the accuracy and/or usability of the application. Specifically, several individuals described the inability to create timely and/or accurate estimates within the tool, with a few commenting that these issues resulted in a backlog of estimates, and in-service dates being pushed out due to untimely estimates. One example provided described how an iTWO-generated estimate was about 150 percent lower than the known historical costs for a project with similar scope. In addition, several individuals indicated budgets or forecasts have been negatively affected by iTWO. A few individuals also expressed concerns with a lack of buy-in from those using the tool, and indicated some individuals have chosen to create estimates outside of the application.

Several individuals also described the inefficiency of processing material requests in iTWO because it does not automatically synchronize with TVA's inventory system, Maximo, to upload material requests, requiring TPP personnel to manually enter material needs. One interviewee indicated that TPP processes tens of thousands of line items, which identify material needs per year, and that entering this information manually creates a process that is tedious, time consuming, and error prone. Several individuals also attributed concerns with iTWO as a reason for poor morale in TPP.

Inadequacy of Customer Relationship Management Systems Poses Safety and Reputational Risk

A few individuals identified a safety risk related to documenting threats from property owners. In August 1991, a TVA employee was shot to death during an interaction with a landowner regarding right-of-way access across a property. To reduce safety risks to employees, TPS currently captures some information related to these types of events; however, it is captured in two separate systems, one in TPP and one in a different TPS organization. Therefore, data could be in one system but not the other, posing a safety risk if TPP personnel go on property without complete information. Examples of data in these systems include the description of a 2018 incident where a property owner tried to run over an employee with a vehicle and threatened to shoot the next person to enter the property as well as a 2022 incident where a property owner fired multiple shots in the air.

In addition to the safety concerns, a few individuals indicated a desire for a CRM tool that tracked customer contact information and/or details of interactions with, or commitments made by, other TVA employees. We contacted individuals across several other TVA business units and identified seven other CRM systems outside of TPS⁶ that TPP cannot access. According to the other business units, these CRM systems contain information such as agreements with customers,

⁶ There may be other CRM systems within other TVA business units.

discussions on work timelines, and contact information. Without access to this information, TPP customer interactions could conflict with those of other business units. While TVA has plans for a CRM team to develop a larger enterprise-wide solution to holistically summarize customer interactions, the timing of that project is unknown and funding has not been secured. A lack of holistic customer information could pose a safety risk to employees, and a reputational risk to TVA, as they seek to effectively manage customer relationships.

Recommendation – We recommend the Vice President, TPP, address the concerns related to the estimating and material processing application and with CRM systems.

TVA Management's Comments – TPP agrees with the recommendation, but the organization was required to discontinue use of the estimating software due to cyber security issues. Since that time, TPP has held recurring working sessions to develop the new system based on employee feedback. In addition, TPP is engaging with Technology and Innovation to develop a more robust CRM software and has partnered with other business units within TVA to design more effective tools. See Appendix B for TVA management's complete response.

Auditor's Response – We agree with TVA management's actions taken and planned.

IMPROVEMENTS NEEDED WITH BUSINESS PARTNER SUPPORT

TPP relies on interactions with other TVA business units to be successful with project execution. However, when asked about interactions with groups outside of their organization, 74 individuals in TPP (42 percent) indicated concerns. For example, some individuals described insufficient support for implementing or upgrading TPP tools and several individuals described unrealistic expectations from other business units for TPP products, such as requesting a project that typically takes 3 to 6 months to be completed within a few weeks. Several individuals also indicated one business unit's process takes a long time, resulting in TPP project delays, and several individuals provided examples of this group's unclear or changing expectations. In addition, eight individuals (30 percent) of one department described their difficulty in reaching people in other business units when answers were needed, with most individuals attributing the difficulty to TVA's telework environment. Further, several individuals described difficulties in identifying who to contact in certain instances, with a few attributing the problem to a lack of up-to-date contact information. We discussed specifics of business partner concerns with applicable TPP management.

Recommendation – We recommend the Vice President, TPP, address the concerns with business partner support.

TVA Management's Comments – TPP agrees with the recommendation and has made efforts to improve communication between business units by providing contact information on SharePoint sites and Teams. TPP will also continue to

explore more robust cross-functional teams to drive unification on workflow processes. See Appendix B for TVA management's complete response.

Auditor's Response – We agree with TVA management's actions taken and planned.

CONCLUSION

TPP is responsible for planning and executing transmission system projects to ensure the safe and reliable distribution of power to residents of the Tennessee Valley. As previously discussed, TPP's workload is increasing and will continue to increase due to TVA generation asset retirements, generation projects and modernization of the transmission grid. Interviews with TPP personnel revealed positive interactions with team members and business partners provided positive feedback on TPP. However, we identified issues, including (1) engagement risks, (2) insufficient resources, (3) system risks related to an ineffective estimating and material processing application and inadequacy of CRM systems, and (4) needed improvements with business partner support. If not addressed, these issues could negatively affect TPP's ability to effectively and efficiently fulfill their responsibilities.

TVA Values	
Safety	We are uncompromising in our commitment to the safety and well-being of our teammates and the communities we serve.
Service	We are proud to be of service in the communities in which we live, work, and play.
Integrity	We are honest and straightforward, always doing the right thing with integrity.
Inclusion	We treat everyone with dignity and respect - emphasizing inclusion by welcoming each person's individuality so we can reach our potential.

TVA Leadership Competencies

- Accountability and Driving for Results
 - Continuous Improvement
 - Leveraging Diversity
 - Adaptability
 - Effective Communication
 - Leadership Courage
- Vision, Innovation, and Strategic Execution
 - Business Acumen
 - Building Organizational Talent
 - Inspiring Trust and Engagement



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David P. Wheeler
Assistant Inspector General – Audits & Evaluations
Office of the Inspector General

May 5, 2023

RE: REQUEST FOR COMMENTS – DRAFT EVALUATION 2022-17373 – ORGANIZATIONAL EFFECTIVENESS – TRANSMISSION PLANNING AND PROJECTS

Dear Mr. Wheeler,

The Transmission Planning and Projects (TPP) team would like to thank the Office of the Inspector General (OIG), specifically Lisa Hammer and Jessica Monroe, for their diligence and support in assessing the effectiveness of our organization. Their findings are aligned with action plans currently underway within TPP to optimize our performance based on best practices and lessons learned.

The TPP leadership team has reviewed your draft memorandum dated April 7, 2023 and would like to provide the following responses.

Recommendations

1. **Engagement Risks** – *We recommend the Vice President, TPP, address the engagement risks related to some management in two groups, interactions between TPP departments and telework.*

RESPONSE

TPP agrees with this recommendation.

TPP contains a diverse group of professionals who perform a variety of functions for TVA. Driving alignment and purposeful interaction between team members is a key contributor to our organizational effectiveness, especially in a hybrid work environment.

Leadership recognizes there are new areas for improvement in a post-pandemic world and are collectively investigating opportunities to engage staff by providing more frequent and deliberate in-person training, development, site visit and networking opportunities. In addition, leaders will continue to conduct skip level and all hands meetings while garnering open and honest feedback through TVA's Employee Engagement Survey (GLINT).

TPP will continue to adapt to ensure we are an effective organization capable of meeting and exceeding the needs of our employees.

2. **Insufficient Resources** – *We recommend the Vice President, TPP, address resources in TPP by evaluating current staffing levels and the impacts of rotations and turnover on workload.*

RESPONSE

TPP agrees with this recommendation.

With the retirement of coal facilities, the increase in regulatory requirements, the influx of economic development projects and the pressure to quickly deploy renewable energy and storage solutions, our organization has experienced an unprecedented demand in workload. While TPP will continue to push

for greater efficiency, we acknowledge that we cannot meet our goals through efficiency alone.

As part of regular workforce and business planning for this fiscal year and beyond, TPP is performing a broad review of its resource needs. During FY23, TPP strategically filled vacant positions and added headcount throughout the organization.

TPP will also continue to evaluate staffing needs based on project portfolios and make requests for increased headcount as required to better balance employee development and organizational stability.

3. System Risks Related to an Ineffective Estimating and Material Processing System & the Inadequacy of Customer Relationship Management Systems – *We recommend the VP address the concerns related to the estimating and material processing application and with CRM systems.*

RESPONSE

While TPP agrees with this recommendation, the organization was required to discontinue use of its previous estimating software due to cyber security issues in the months prior to your interviews.

Since that time, TPP has held reoccurring working sessions and continues to develop the new system based on employee feedback.

TPP takes the safety of its ROW employees seriously and currently utilizes the GIS system to document interactions with property owners and provide situational context.

While this program is currently meeting our basic needs, we are engaging with T&I to develop more robust CRM software. TPP has partnered with other business units within TVA to form a CRM Alliance Team to design more effective tools for ROW, TPP and TPS.

TPP will continue to make the safety of its employees its top priority and leverage the most effective systems to do so.

4. Needed Improvements with Business Partner Support – *We recommend the VP address the concerns with business partner support.*

RESPONSE

TPP agrees with this recommendation.

Increased workload, competing priorities, telework and project schedule pressures have magnified the challenges of ensuring alignment among business partners within the enterprise.

TPP has made efforts to improve communication between business units by providing contact information on SharePoint Sites and Teams. We will also continue to explore more robust cross-functional teams to drive unification on workflow processes.

On behalf of TPP, I thank you for allowing us to review your findings and provide feedback on the draft evaluation.



Kristin Spearman
Vice President
Transmission Planning and Projects

JLM:KDS

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