



2022

Facility Ratings Themes and Lessons Learned Report



FIRST EDITION

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1 Executive Summary

Facility Ratings require a great deal of attention from Generation Owners and Transmission Owners to ensure the ongoing reliability and security of an ever-evolving Bulk-Power System (BPS). Facility Ratings are fundamental inputs to accurate



planning and operations of the BPS and are one of the primary factors in determining accurate System Operating Limits.

Incorrect Facility Ratings can pose a risk to the reliability and security of the BPS. Specifically, absent accurate Facility Ratings, accurate real-time situational awareness is jeopardized. Facility Ratings that exceed equipment capability could result in equipment damage or line sagging beyond design, resulting in unplanned outages, and in worst case, widespread uncontrolled outages, and/or fires. On the other hand, a Facility Rating that is too low could cause an entity to unnecessarily shed firm load or

redispatch generation during a real-time event or call for Transmission Load Relief despite the Facility's actual capacity to safely handle additional load.

The Regional Entities, in coordination with the North American Electric Reliability Corporation (NERC), have performed significant outreach on the issue dating back to 2010.¹ Since 2016, Facility Ratings issues have been identified as an Electric Reliability Organization (ERO) Enterprise Risk Element area of focus in the annual Compliance Monitoring and Enforcement Program (CMEP) Implementation Plan.

SERC has also been actively engaged in identifying and working to mitigate challenges associated with ineffective Facility Ratings programs. These efforts have been advanced through SERC's outreach, education, technical committee, and monitoring, enforcement, and mitigation activities.² In addition to these efforts, in early 2019, NERC and the Regions partnered with the North American Transmission Forum (NATF) to help industry improve the accuracy of Facility Ratings across North America.

¹ NERC's 2010 "Recommendation to Industry: Consideration of Actual Field Conditions in Determination of Facility Ratings (Recommendation)"

² Section 6 of this report provides links to SERC training materials and presentations on the SERC website in the area of Facility Ratings.

In connection with this effort, NATF worked with its industry membership to develop an effective maturity model to guide establishing a sustainable and continuously improving Facility Rating program.³

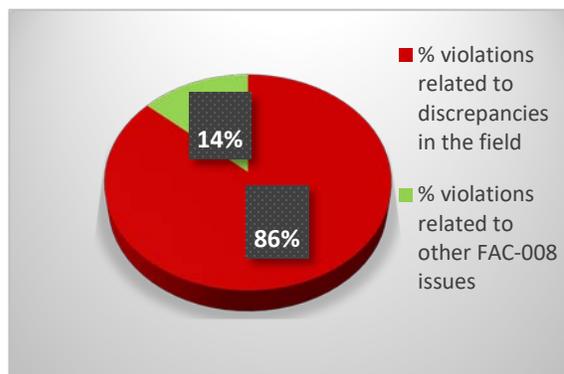
Based on data and information compiled over the years of performing these activities and working directly with registered entities across its footprint, SERC has identified common themes that have contributed to Facility Ratings program challenges and mitigation strategies to address these challenges.

SERC determined that while the identified Facility Ratings program challenges in SERC's footprint can be attributed to multiple causal factors, issues have primarily been associated with the following broader themes:

- lack of awareness;
- inadequate asset and data management; and
- inadequate change management.

2 Introduction

Since 2017, through compliance monitoring and enforcement activities, SERC and registered entities have identified discrepancies between documented Facility Ratings and actual field conditions.⁴ These violations account for 86% of all FAC-008 violations in SERC's footprint.⁵

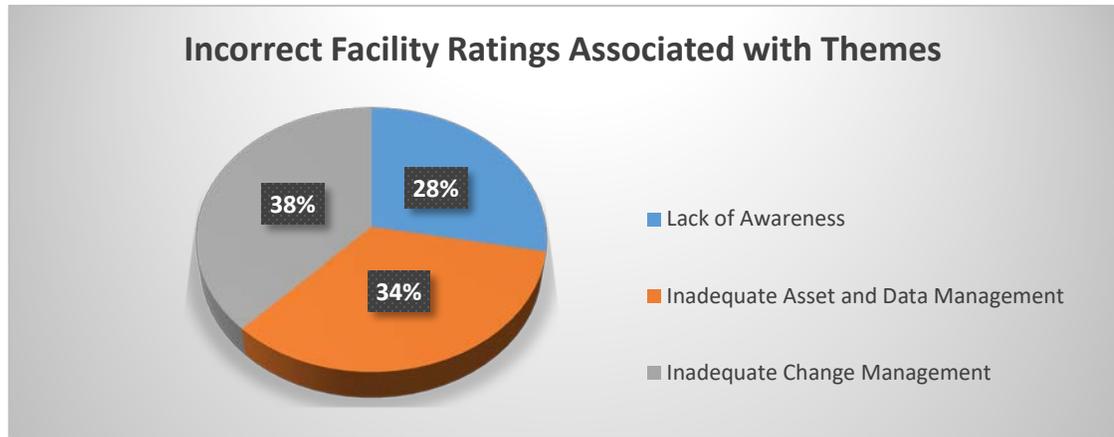


The violations that make up the 86% consist of hundreds of individual instances, the majority of which involved inaccurate Facility Ratings that were associated with one of the three themes identified in this report. The following diagram represents the breakdown of these three themes with an understanding that, in some situations, more than one of these themes may have contributed to a program's inaccurate Facility Ratings.

³ Entities that are members of NATF have access to the *NATF Facility Ratings Practices Document*, a valuable resource that provides guidance for establishing sustainable Facility Ratings programs.

⁴ The violations of FAC-008 mentioned in this report encompass violations of Reliability Standard Requirements FAC-009-1 R1 and FAC-008-3 R6. The currently effective FAC-008-5 R6 and the two predecessors require that each Generation Owner and Transmission Owner has Facility Ratings for its solely and jointly owned Facilities that are consistent with the associated Facility Ratings Methodology or documentation for determining its Facility Ratings. Standard FAC-009-1 was retired with the effective date of FAC-008-3 on January 1, 2013. Standard FAC-008-3 was retired with the effective date of FAC-008-5 on October 1, 2021.

⁵ The violating entities range from small to large-sized Generation Owners and/or Transmission Owners.



Data and information gathered through SERC's various voluntary outreach and training activities, as well as other collaborative efforts with registered entities across its footprint, further confirmed that lack of awareness, asset management, and change management issues are perceived as the most common challenges to implementing an effective Facility Ratings program.

The purpose of this report is to share the three broad cause themes and provide potential mitigation strategies to address these themes. This report is intended to help SERC registered entities continuously strengthen their Facility Ratings programs to reduce the risk of Facility Ratings challenges, resulting in a more reliable and secure BPS.

3 Limitation of Purpose

The potential resolutions in this report are not directives to industry to undertake any actions. Rather, they are suggestions on best practices for mitigating risks in the area of Facility Ratings and for addressing the themes identified in this report. These suggestions were assembled based on SERC monitoring, enforcement, and mitigation activities, as well as through direct feedback and input from registered entities that have encountered Facility Ratings program challenges and/or have successfully mitigated them. Additionally, these suggestions on best practices are not one-size-fits-all since variables such as entity size, workforce/staffing levels, corporate structure, and other factors will affect the feasibility of each potential resolution.

4 Themes

4.1 Theme 1: Lack of Awareness

Lack of awareness is when an entity lacks an accurate physical accounting or understanding of the current carrying equipment within its electrical system, the effectiveness of its Facility Ratings program (including potential deficiencies or weaknesses, or inadequate methodology, procedures, or processes), and/or fails to proactively develop, enhance, or implement a sustainable Facility Ratings program. This theme has proven to lead to inaccurate Facility Ratings that go undetected for long durations, thereby potentially posing a greater risk to the reliability and security of the BPS.

4.1.1 Observations

SERC has identified common issues that lead to inaccurate Facility Ratings. These common issues tend to concern the failure to verify and validate that Facility Ratings (1) accurately reflect the equipment actually installed in the field upon commissioning; and/or (2) consider any subsequent equipment changes in the field as a result of the addition, removal, or replacement of equipment over time.



Lack of awareness comes into play where a program is established that does not include steps to perform equipment field verification and validation and rather over-relies on ratings provided by the equipment manufacturer, nameplate ratings, and/or one-line diagrams or drawings that may no longer be up-to-date with what is currently in the field. This creates a false sense of security that ratings being utilized are accurate. To compound this issue, if an entity then establishes a program that does not include any in-field verification or validation activities to periodically confirm that its ratings remain accurate when a field change is made, the entity is substantially less likely to detect inaccuracies.

There may be various reasons that cause or aggravate a lack of awareness, such as a lack of management involvement or prioritization in program commitment or oversight, a lack of engagement with an entity's respective Region(s), or a lack of training and/or an inexperienced workforce. Regardless, the overarching lesson is that entities should remain vigilant in the maintenance of Facility Ratings and never assume that Facility Ratings issues do not exist on their systems without fully understanding and routinely evaluating the effectiveness of their Facility Ratings program.

4.1.2 Suggestions to Address Lack of Awareness

4.1.2.1 Senior Management Engagement and Oversight

An entity's "tone at the top" is not only a key factor for correcting or preventing lack of awareness, but it is critical in helping an entity create an effective and sustainable Facility Ratings program. Senior management must set a positive "tone at the top" by creating a culture focused on reliability that treats Facility Ratings as a program—like safety—and not like a one-time project with a finite start and end date.

Senior management can create a positive culture of reliability by understanding what is needed to establish an effective Facility Ratings program. As a result, senior management should be able to:

- ✓ Clearly define the control environment/culture of maintaining a reliable electric system (including explaining to staff the critical and foundational nature of accurate Facility Ratings) and regularly reinforce these expectations at all levels;

- ✓ Establish clarity on the foundational components of the Facility Ratings program;
- ✓ Identify a Facility Ratings program sponsor and owner who takes responsibility for and provides adequate supervisory controls for overall monitoring and management of Facility Ratings;
- ✓ Ensure that there are documented Facility Ratings processes and procedures with clear roles and responsibilities;
- ✓ Ensure that all departments and contractors involved in the Facility Ratings process have the appropriate level of expertise and are trained, at least annually or on an effective periodic basis, on the program requirements and all associated procedures and controls; and
- ✓ Ensure that there are documented processes to test controls on a consistent and periodic basis to validate and verify that all Facility Ratings program controls continue to be efficient and effective.

4.1.2.2 **Establish an Accurate Baseline: Field Verification**

A program that includes periodic walk-downs of Facilities can improve the ability for an entity to validate and verify that its Facility Ratings consider what is actually installed in the field. Likewise, this helps reduce the risk of having an extended duration before detecting issues, provides a more current basis for the program, and improves confidence that the documentation is an accurate reflection of what is in the field.

For example, without a periodic field verification and validation, an entity may be unaware that its Facility Ratings need to be updated due to equipment replaced in the field as a result of emergency post-storm or extreme weather restoration efforts. Similarly, these challenges may arise following a merger and/or an acquisition if the entity fails to perform a verification of equipment listing to determine that the merged or acquired entity's legacy Facility Ratings are accurate.



Entities that have never performed equipment field verification, have newly constructed Facilities, or have recently completed a merger or acquisition, should perform walk-downs in the field to ensure its baselines are, and remain, accurate. While performing walk-downs can be an onerous task, particularly for larger entities or short-staffed smaller entities, it is well worth the time, and in fact, should be done on a risk-based and thoughtful schedule to make the task more manageable and meaningful.

For instance, an entity could perform a complete walk-down of all of its Facilities by completing a set percentage of transmission and/or generation Facility walk-downs annually. A walk-down of 20% of Facilities annually would result in completing walk-

downs of all Facilities in five years. Again, this process should be risk-based if practical. Additionally, it is recommended for an entity to have qualified personnel (and, if possible, someone other than the person(s) responsible for the development and maintenance of the actual Facility Ratings) perform the walk-downs. The individual completing the walk-downs should:

- ✓ Identify all equipment and take photos of nameplates where possible;
- ✓ Document/record all of the equipment details in a spreadsheet or other tracking document; and
- ✓ Have drawings, Equipment Ratings information, and one-line diagrams in hand to make note of any equipment in the field that does not appear in the drawings/diagrams.

Once walk-downs are complete, other quality assurance review personnel should compare the equipment inventory, Equipment Ratings, and other information obtained during the walk-down to all relevant source documents (i.e., one-line diagrams, design drawings, ratings database/drawings, etc.) to ensure what is in the field matches the source documents. Any discrepancies between the field and documentation should be reconciled regardless of the immediate potential impact on the Facility Rating. Other verification and validation methods may be employed that are meaningful and effective for the entity.



Once any discrepancies are resolved, authorized and qualified personnel should update, as necessary, the data in the official Facility Ratings database/repository/master spreadsheet. (See Section 4.2.2.2.) This allows the entity to rate all equipment and identify the most Limiting Element for each Facility to determine Facility Ratings. To avoid data entry errors, the entity should have another qualified individual perform a quality assurance data entry verification/peer review.

Once an entity establishes its baseline, any equipment and rating changes thereafter should follow a robust change management process. (See Section 4.3.2.1 for a discussion on change management.)

4.1.2.3 **Engagement with Respective Region(s)**

An entity's level of engagement with SERC (and other respective Region(s)) can affect its ability to better identify and address Facility Ratings program deficiencies.

Over the past several years, NERC, SERC, and other Regions have performed a significant amount of outreach in the area of Facility Ratings. An entity that is disconnected from SERC's various Facility Ratings initiatives, as well as other ERO Enterprise Facility Ratings efforts, may be less aware of potential program deficiencies.



To increase Facility Ratings program implementation success in SERC's footprint, SERC encourages all entities to participate in the various seminars, technical committees, and trainings, including SERC's Facility Ratings E-Learning module and assistance program. These resources are all voluntary and free, and provide entities a forum for sharing best practices and lessons learned, as well as the

opportunity to benchmark against other entities.

4.1.2.4 **Corrective Action Program**

A corrective action program can reduce the risk for an entity to lack awareness of existing or potential deficiencies in their Facility Ratings program. A corrective action program is a risk management and continuous improvement process integral to supporting sustained safe and reliable performance. This program is used to identify and analyze conditions and/or problems to gain an understanding of root cause(s) of identified conditions or problems. This in turn will enable an entity to develop solutions to resolve the identified conditions or problems and monitor performance for corrective action effectiveness. An entity should have a corrective action program procedure that establishes responsibility and describes the process to document, track, and trend:

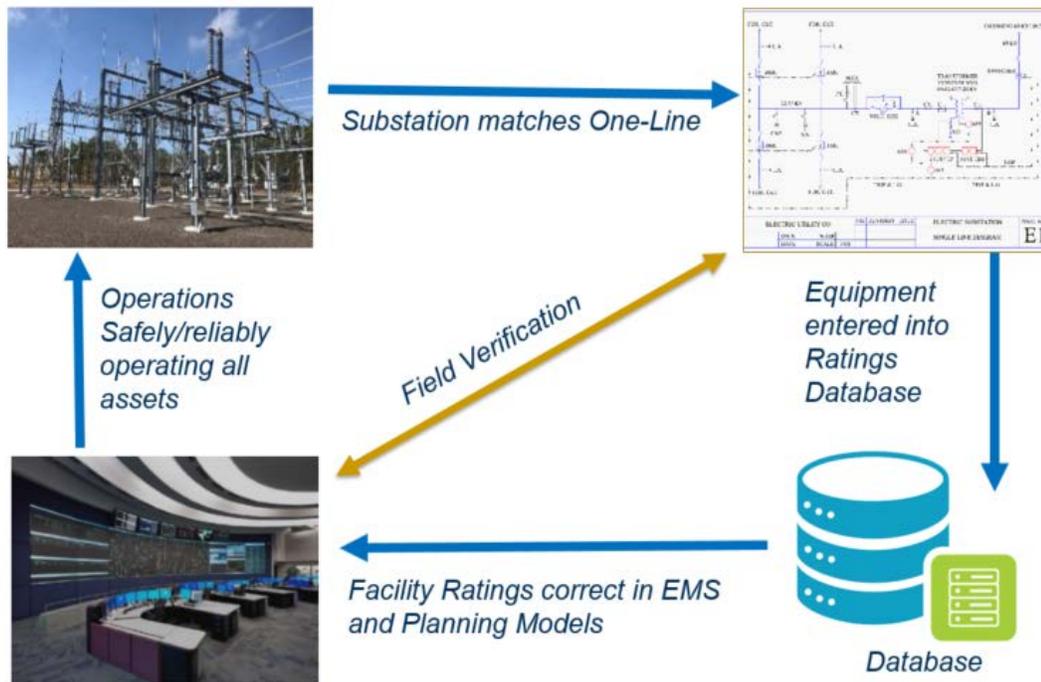
- adverse conditions, including industrial safety incidents and compliance issues;
- minor problems that may be precursors to more significant problems;
- areas for improvement identified during assessments;
- other internally identified issues; and
- corrective actions pertaining to the conditions or problems.

4.2 **Theme 2: Inadequate Asset and Data Management**

Asset management as it relates to Facility Ratings is the identification, management, and tracking of physical Facility Ratings assets. Data management as it relates to Facility Ratings is the collecting, validating, and storing of all data associated with Facility Ratings. Effective and efficient asset and data management plays an integral role in the success of an entity's Facility Ratings program, and reduces the risk of inaccurate Facility Ratings.

Depending on entity size and structure, there could be various locations that can contain some form of equipment or Facility Ratings data. This data is often shared

across various business groups, particularly in larger entities. For instance, Equipment Ratings from the field are input into some type of ratings database/repository and sometimes into one-line diagrams, and, ratings data can be transferred from the Facility Ratings database/repository into planning models and operation models. All of these moving parts can make asset and data management in the area of Facility Ratings challenging and likewise reinforces the importance of maintaining accurate Facility Ratings. The following diagram depicts the challenges of maintaining accurate Facility Ratings, and thus the need for adequate asset and data management.



4.2.1 Observations

A common asset management failure concerns instances where a program does not identify and account for all of the necessary pieces of equipment in the field when determining a Facility Rating. This precludes the ability to rate and consider each piece of equipment in accordance with the overarching Facility Ratings Methodology. SERC has observed that programs most frequently miss accounting for equipment such as wave traps, jumpers, connectors, and bus work.

For example, one Generation and Transmission Owner did not include certain bus Elements in its Facility Ratings determination for one of its transmission Facilities. The Facility Ratings included substation equipment up to and including the bus side disconnect switches for circuit breakers, but did not include the bus Elements beyond those switches.

ASSET AND DATA MANAGEMENT: KEY TAKEAWAYS

Challenges

- Large amounts of equipment and Facility Ratings data to manage
- Lack of official Facility Ratings database
- Reliance on contractors without proper training or oversight

Controls

- Field verification (walk-downs)
- Quality assurance reviews
- Declare an official Facility Ratings database or repository with strict access controls
- Data entry verification
- Contractor management controls

Remember to Always

- Identify each individual piece of equipment even those that typically do not impact Facility Ratings
- List each piece of equipment individually; do not consolidate equipment

Common data management failures involve instances where entities consolidate equipment in the database instead of listing equipment individually. For example, one Transmission Owner discovered two bundled transmission line conductors transitioned to a single conductor on a unique style switch outside of a station. Due to the limited bending radius of the conductor, the entity used a single conductor to jumper to the switch. The entity had situations where it failed to consider the switch configuration, and in each scenario, the switch became the most Limiting Element of the Facility.

A related asset management example is where an entity identified situations where line segments contained multiple conductor types and it failed to identify the most limiting conductor rating for the particular line, resulting in inaccurate Facility Ratings.

Further, SERC observed instances where asset management challenges resulted from inadequate contractor oversight and training. For example, in one instance, a Generation Owner hired a third-party contractor to determine its Facility Ratings. However, the contractor was unfamiliar with the entity's Facilities, which led to the omission of certain Elements and improper Equipment Ratings. The incorrect Equipment Ratings impacted the Facility Ratings for all entity generation units, resulting in a 50% Facility Rating derate for each unit.

In an example of a data management challenge, a Transmission Owner was updating its Facility Ratings program and hired a contractor to calculate the new ratings, update all one-line diagrams, and perform an independent review of the calculations and updates. In responding to an audit sampling request, the entity discovered that the contractor made over 100 incorrect Equipment Ratings. Two of the incorrect Equipment Ratings resulted in incorrect Facility Ratings.

4.2.2 Suggestions to Address Inadequate Asset and Data Management

4.2.2.1 Field Verification and Quality Assurance Reviews

Performing a verification of equipment by physically walking-down Facilities can be one of the most effective controls utilized to ensure that an entity has identified and inventoried every piece of equipment in

the field. This way, a program can ensure the proper inclusion and rating of each piece of equipment in the field and determine Facility Ratings in accordance with the overarching Facility Ratings Methodology. The walk-downs should be followed by a quality assurance review by experienced personnel to ensure the correct Equipment Ratings have been captured. (See Section 4.1.2.2 for more on walk-downs and quality assurance.)

4.2.2.2 **Facility Ratings Database, Effective Data Capture and Verification, and Access Controls**

Some SERC entities, generally smaller entities, use Facility Ratings spreadsheets to manage their Facility Ratings, while others may use a formal Facility Ratings database, and others may use multiple Facility Ratings databases. There are challenges associated with each of these approaches. To reduce the risk of inaccurate Facility Ratings, entities should:

- Establish a single official Facility Ratings database, or at minimum, declare an official Facility Ratings repository or a master spreadsheet;
- Communicate the location of the official Facility Ratings database (or repository or master spreadsheet) to all relevant personnel;
- Document the process to obtain information from the field and enter the data into the official database/repository/master spreadsheet;
- Reinforce the documented process using work flow diagrams and provide training on the process on at least an annual basis or an effective periodic basis;
- Ensure that a peer review is performed to verify that the data has been entered into the database/repository/master spreadsheet correctly; and
- Implement strict access controls to the official Facility Ratings database/repository/master spreadsheet to limit write access so that only a small group of necessary personnel can make changes in the database and source documents. Individuals with write access should be properly trained before receiving write access, and on a continuous basis thereafter.

4.2.2.3 **Contractor Management**

It is essential for entities to establish effective contractor management to reduce the risk of asset and data management failures that could impact Equipment Ratings and/or Facility Ratings.

Proper contractor management should start with ensuring that contractors are trained on the entity's Facility Ratings program processes and procedures. Additionally, an entity should ensure there is sufficient oversight of contractor activities. Contractor oversight can include assigning a trained entity employee to work with the contractor team throughout the project to provide real-time or periodic verification and oversight during each phase of a project.

Post-project completion, the entity can assign quality assurance personnel to perform reviews of contractor reports and work orders, among other things. For instance, another qualified individual who did not perform the work is given a one-line diagram and a list of all associated equipment so that the qualified individual can conduct a methodical walk-down of the Facility to ensure the equipment listed matches what is in the field and report any discrepancies found.

4.3 Theme 3: Inadequate Change Management

Broadly, change management, as it relates to Facility Ratings, may involve coordination across multiple models, departments, and entities. Change management processes and controls enable Facility and Equipment Rating changes to be captured, coordinated, and implemented throughout the entity in a timely manner. Without a strong, sustainable change management process, there is a significant risk that inaccuracies in Facility Ratings will occur.

4.3.1 Observations

SERC has identified areas of concern with entities that had no prior Facility Ratings challenges but had weak change management controls that could ultimately impact the entity's ability to maintain the accuracy of their Facility Ratings.

SERC staff also observed instances where inadequate change management procedures and controls led to inaccurate Facility Ratings. For example, one Generation Owner and Transmission Owner placed a new transformer in-service at a Facility. The retired transformer had been the most Limiting Element but the new transformer maintained a higher rating and was therefore no longer the most Limiting Element. The entity did not have controls in place to ensure that it updated the Facility Ratings documentation, resulting in an incorrect Facility Rating. Another example is where an entity had two units that shared a transformer. When the entity retired one of the units and reconfigured the high voltage bus, it similarly did not have controls in place to ensure that it adjusted the Facility Ratings based on the equipment reconfiguration.

Another Generation Owner and Transmission Owner identified numerous transmission Equipment Rating discrepancies, some of which impacted the most Limiting Element at its substations. This was the result of the entity not having sufficient controls in place to ensure timely updates were made to its Facility Ratings documentation when personnel installed any device in the field with a different rating than planned or directed. In another situation, an entity unintentionally omitted correct information or entered incorrect information into its Facility Ratings database. These

Common Change Management Failures

- Changes are not communicated to all necessary personnel or not timely communicated
- Lack of data entry verification
- Lack of oversight over contractors performing Facility Ratings work

issues were discovered only after the entity completed a walk-down of all of its transmission Facilities.

Additionally, one Transmission Owner had a situation where a field change that differed from the original design occurred, but entity personnel did not update the transmission line's construction one-line diagram after completion of the project. As a result, the entity did not record the field changes for re-configuration of the transmission line in the database.



In another instance, a Transmission Owner discovered that a planned upgrade to the most Limiting Element on a network line was not completed by the contractor who performed the work. During the project, the line's most Limiting Element (a 3000 amp wave trap) was supposed to be replaced with a 5000 amp wave trap. The project was incorrectly marked as complete while the work had not been done, which triggered a change to the

Facility Rating. In this instance, the entity had a written process that required additional review and sign off (i.e., an internal control). However, the project manager deviated from the written process by accepting verbal affirmation from the contractor based on working relationships and positive past experiences with the contractor.

4.3.2 **Suggestions to Address Inadequate Change Management**

4.3.2.1 **Strong Change Management Process**

An entity that is not properly tracking, documenting, and communicating all field changes to the appropriate individuals and/or groups when equipment changes occur has an increased risk for using inaccurate Facility Ratings. Having a strong change management process helps an entity assure that its Facility Ratings are based on the equipment installed and energized, and that changes that affect the Facility Ratings are flagged or communicated to all relevant parties.

A strong change management process for equipment changes should be documented and provide clear roles and responsibilities. Additionally, the process should include a quality assurance review process for each change. To avoid bias, it is recommended for an entity to have experienced personnel not involved in the work perform the quality assurance review. Quality assurance personnel should have the proper training and knowledge to make sure all equipment is accounted for and rated according to the entity's Facility Ratings Methodology. A quality assurance review should follow a documented process with clear expectations and should apply to new Facilities or Facilities where any work is performed.

A strong change management process should also include, but is not limited to including, the following:

- ✓ a requirement for data entry verification by qualified personnel;
- ✓ a clearly outlined approval process prior to a change being implemented;
- ✓ notification to update equipment inventory after a change is implemented;
- ✓ confirmation that the change is implemented as planned;
- ✓ automated notification of the change to all appropriate departments and external stakeholders where needed;
- ✓ checklist to verify all appropriate follow-up actions are taken after a change, if needed (e.g., an equipment change should prompt a review of other Facility Equipment Ratings to ensure the most Limiting Element has not changed);
- ✓ validation through periodic reviews; and
- ✓ a change process flowchart to help personnel and project teams identify the different steps in the change process and understand the relationships among the various steps.

Change Management Controls

- Change checklist
- Quality assurance reviews after any change
- Validation through periodic reviews
- Data entry verification
- Periodic walk-downs

An entity's change management process should not be limited to capturing changes occurring as the result of general maintenance and construction projects, but should include capturing changes as a result of emergency repairs or changes following post-storm or extreme weather restoration. Thus, it is important for an entity to have comprehensive change management work practices for planned construction, acquired Facilities, and unplanned or restoration work.

4.3.2.2 Personnel Training

An entity's change management process should include a comprehensive training program for all personnel involved in the change management process. The program should include a knowledge assessment.

4.3.2.3 Periodic Field Verification

Even where an entity has previously performed walk-downs, there is no guarantee that Facility Ratings remain accurate since equipment in the field can be added or removed over the years for various reasons. As such, and as previously discussed, SERC recommends that entities perform periodic physical walk-downs where a percentage of Facilities are walked-down annually, prioritizing based on risk where possible. (See Section 4.1.2.2 for more on the walk-downs.)

Conclusion

Another practice for entities to consider is utilizing subject matter experts from one or more entities during walk-downs as a form of peer review. This brings in outside experts that will look at the entity's field equipment and Facility Ratings from an unbiased standpoint that is not focused on compliance but on the integrity of the system. This approach may help the entity identify discrepancies not identified by its own subject matter experts.



Of course, if any discrepancies between the field and documentation are identified, entity personnel/subject matter experts should follow the entity's documented change management process to ensure all changes are approved, properly documented in the formal

database/repository/master spreadsheet, and communicated to all appropriate individuals and groups. (See Section 4.3.2.1 on change management.)

5 Conclusion

While designing and implementing an effective Facility Ratings program can be challenging, the aforementioned best practices may help entities better mitigate the themes identified in this report. A critical point to underscore is the importance for an entity to perform routine monitoring of its Facility Ratings program and associated controls to ensure that the program remains effective and sustainable. This routine self-assessment will better position an entity to identify and address any existing or emerging blind spots before they develop into more significant challenges.

SERC encourages entities to reach out to SERC's voluntary Assistance team with questions and/or to request targeted outreach to address any concerns in the area of Facility Ratings. SERC further encourages entities that are members of NATF to review the *NATF Facility Ratings Practices Document*, which also provides guidance for establishing sustainable Facility Ratings programs consistent with practices and controls provided in this report and previously suggested by the ERO Enterprise.

6 SERC Resources

- ❖ [Facility Ratings Overview Presentation](#)
- ❖ [Facility Rating Expectations and Lesson Learned Presentation](#)
- ❖ [Facility Ratings E-Learning Module](#)
- ❖ [SERC Assistance Program](#)