

PacifiCorp Performance Management Scorecard - FY05

Internal Audit						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize OMAG through cost effectiveness of department	OMAG vs. Budget	X	10%	Scaled	0-30%	70-80%	80-90%	80-90%	80%	8%
Stakeholder/ Customer	Assist the Audit Committee to carry out their duties and to comply with best practice governance	Feedback from the Audit Committee, Chief Executive, Finance Director and the PacifiCorp CEO on the quality of the governance process. Audit reports and papers meet Audit Committee deadlines. Completion of quarterly verification efforts.	X	30%	Scaled	TBD	TBD	TBD	90-100%	100%	30%
	Maintain effective process for identifying and assessing key risks	Audit Committee, Chief Executive, Finance Director, and PwC review of scope of work and semi-annual risk assessments.				⊘	⊘	⊘		●	●
Employee	Improve workforce climate and capability	Achieve workforce/climate improvement plan milestones	X	10%	Scaled	70-80%	70-80%	70-80%	90-100%	100%	10%
Process	Completion of audit plan in line with business unit and Audit Committee expectations.	% of plan (subject to changes by the Audit Committee, ET, or the business) that was completed.	X	50%	Scaled	0-30%	0-30%	70-80%	70-80%	73%	37%
	Identify weaknesses in controls, including major projects and systems implementations, and make recommendations for improvement	Feedback on the quality of audit recommendations by the Audit Committee, Chief Executive, and Finance Director.				⊘	⊘	⊘		●	●
	Track audit recommendations and ensure management responds appropriately and timely, and report to AC on past due action items.	Track and update audit recommendation database on a monthly basis, and report out past due management action items to the CEC (monthly) and the Audit Committee (in advance of each meeting).				●	●	●		●	●
	Maintain and develop technical knowledge and expertise of the audit department	Yearly completion of appropriate continuing education requirements to average 25 hours per auditor.				⊘	⊘	⊘		●	●
	Complete quality audits upon which PwC can place reliance.	Feedback from PwC on scope/quality of work and semi-annual assessments				⊘	⊘	⊘		●	●
Total:				100%							85%

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CEO Discretion -5%
Total Payout 80%

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Commercial & Trading						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Develop a portfolio management strategy to minimize volatility	Net position exposures vs. targets				●	●	●	●	●	●
	Align portfolio management strategy with risk/return tolerance	Risk measures (VaR, PaR) vs. targets				●	●	●	●	●	●
	Manage operating costs by optimizing process, system, and employee efficiency	Actual OMAG vs. plan (w/out assessments or depreciation - UK GAAP)				◆	◆	●	●	●	●
	Ensure the Capital Expenditure is optimized	Net Capex vs. plan				◆	■	■	●	●	●
	Optimize System Balancing performance	Net Unit Balancing Margin	X	20%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	20%
	Improve accuracy of load forecasting & reporting	Retail Margin vs. Plan (\$M)				●	■	■	■	■	■
Stakeholder/ Customer	Manage potential loss due to counterparty default	Number of violations of daily "ok to trade" list				●	●	●	■	■	■
	Ensure all requests for data are returned on time.	Percentage of on-time responses to all data requests (Rate Case, WECC, FERC, 10-Q etc.)	X	15%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	15%
		Completion of key Regulatory milestones	X	10%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	10%
	Ensure customer satisfaction and meet contractual obligations	TQS Customer Satisfaction rating of industrial customers				⊘	⊘	⊘	●	●	●
Employee	Achieve Project Milestones for increasing employee satisfaction and building capability	Completion of all performance management responsibilities and completion of all climate/workforce improvement milestones. No. of hours training vs budgeted hours	X	10%	Scaled	70-80%	80-90%	90-100%	90-100%	100%	10%
	Attract and retain seasoned professionals	Retention of top performers				●	●	●	●	●	●
Process	Ensure all processes are adequately documented and controlled	Completion of Controls (inc. SOX404) milestones	X	15%	Scaled	90-100%	70-80%	TBD	80-90%	80%	12%
	Improve executive decision-making abilities by ensuring high quality and reliable information	Weather adjusted variance of demand forecasts vs. targets				●	●	●	●	●	●
		Weather adjusted Revenue forecasts vs. Quarterly Financial Forecast	X	20%	Scaled	90-100%	50-70%	50-70%	50-70%	62%	12.4%
	Ensure adequate resources are available to supply PacifiCorp's load requirements	Number of WECC Reserve Margin violations				●	●	●	●	●	●
	Delivery of the IRP/RFP	IRP project milestones completed	X	10%	Scaled	70-80%	0-30%	80-90%	90-100%	100%	10%
Total:				100%							89%

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Corporate Business Services						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize OMAG	OMAG	X	20%	Scaled	na	90-100%	80-90%	90-100%	93%	18.5%
	Optimize capital investment	CAPEX - Actual vs target				na	●	●	●	●	●
	Reduce PacifiCorp business OMAG & CAPEX expenditures through procurement savings	Procurement savings	X	10%	Scaled	na	na	80-90%	90-100%	100%	10%
Stakeholder/ Customer	Ensure minimal impact of uncontrollable disruptions to operations, as well as timely restoration of business critical systems & services	Business critical systems & services SLA's	X	15%	Scaled	50-70%	90-100%	90-100%	90-100%	100%	15%
	Ensure CBS is "Easy to do business with" by providing satisfactory service	Transaction, project & internal opinion leader surveys				●	●	●			
Employee	Improve Workforce climate and capability	Achieve workforce/climate improvement plan milestones	X	10%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	10%
	Implement and adhere to PacifiCorp Safety Policy	Lost time vs. Targets				●	●	●			
		Recordable incident rates vs. targets				◆	■	◆			
		Implementation of established Corporate Office Safety milestones				●	●	●			
Process	Ensure CBS managed projects are effectively executed	Project performance measures	X	15%	Scaled	70-80%	90-100%	90-100%	90-100%	100%	15%
	Obtain the necessary permits for PS (incl IRP identified facilities) and PD (incl QL identified facilities)	Number of projects denied permits				●	●	●			
	Ensure operating efficiencies are met as evidenced by robust benchmarking program	Performance at or above plan levels	X	10%	Scaled	0-30%	70-80%	70-80%	90-100%	100%	10%
	Mitigate and/or minimize CBS risk profile	Monthly Risk Ranking				●	●	●			
	Remediation of high risks	Audit status as documented in the "CBS Audit Dashboard" and implementation of SOX compliance milestones	X	10%	Scaled	0-30%	90-100%	90-100%	50-70%	50%	5%
	Support regulation department in completing pre-filing analysis on time and meeting discovery standards of performance.	Delivery of key regulation milestones	X	10%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	10%
Total:				100%							93.5%

CEO Discretion -5%
 Total Payout 89%

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IT/CDS						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize OMAG	OMAG - Actual vs target	X	20%	Scaled	na	90-100%	90-100%	90-100%	100%	20%
	Optimize capital investment	CAPEX - Actual vs target				na	●	●	●	●	●
		Deferred Expense vs budget				na	●	●	●	●	●
Stakeholder/ Customer	Ensure minimal impact of uncontrollable disruptions to operations, as well as timely restoration of business critical systems & services Maintain and/or enhance satisfaction among key stakeholders Ensure IT/CDS is easy to do business with by providing satisfactory service Acquire DSM consistent with approved targets Ensure integrity of PPW physical and information assets; ensure timely response and recovery of breaches	Business critical systems & services SLA's	X	10%	Scaled	na	70-80%	80-90%	70-80%	79%	7.9%
		Delivery of key plan milestones	X	10%	Scaled	na	90-100%	90-100%	90-100%	100%	10%
		Transaction, project and internal opinion leader surveys				na	●	●	●	●	●
		Achieve MW and Mwa target milestones				na	◆	◆	●	●	●
	Implementation of established AEGIS security & business continuity milestones				na	●	●	●	●	●	
Employee	Improve Workforce climate and capability	Achieve workforce/climate improvement plan milestones	X	10%	Scaled	na	90-100%	90-100%	90-100%	100%	10%
Process	Ensure managed projects are effectively executed	Project performance measures	X	10%	Scaled	na	80-90%	80-90%	80-90%	87%	8.7%
	Obtain the necessary permits for PS (incl IRP identified facilities) and PD (incl QL identified facilities)	Number of projects denied permits	X	10%	Scaled	na	na	90-100%	70-80%	70%	7%
	Ensure operating efficiencies are met as evidenced by robust benchmarking program	Performance at or above plan levels	X	10%	Scaled	na	70-80%	90-100%	90-100%	100%	10%
	Mitigate and/or minimize CBS risk profile	Monthly Risk Ranking					●	●	■	■	■
	Remediation of high risks	Audit status as documented in the "CBS Audit Dashboard" and implementation of SOX compliance milestones	X	10%	Scaled	na	90-100%	0-30%	70-80%	70%	7%
	Support regulation department in completing pre filing analysis on time and meeting discovery standards of performance.	Delivery of key regulation milestones	X	10%	Scaled	na	90-100%	90-100%	90-100%	100%	10%
Total:				100%							91%

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CEO Discretion -5%
Total Payout 86%

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Corporate Communications						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Effectively manage department spend	OMAG v. budget	X	15%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	15%
Stakeholder/ Customer	Provide strategic communications counsel on emerging issues	Internal surveys of executives on the handling of major issues; communications plans to support major issues developed, updated and implemented				⊘	⊘	⊘	●	●	●
	Enhance and protect reputation of ScottishPower group	Opinion leader survey, regulation survey of commissions, analyst and institutional investor surveys. Meet media and investor relations outreach targets. Utah credibility-related media analysis	X	25%	Scaled	70-80%	70-80%	70-80%	90-100%	100%	25%
	Provide consistent and clear communications to employees on the company's strategy, key messages, progress & relevant industry issues	Develop and implement internal communications plans related to key corporate activities and emerging issues				●	●	●	●	●	●
Employee	Improve workforce / climate and capability	Achieve workforce / climate improvement plan milestones	X	10%	Scaled	70-80%	70-80%	70-80%	70-80%	70%	7%
Process	Promote good coverage for ScottishPower in the media through efficient handling of inquiries and provision of timely, accurate and credible materials to media outlets	Feedback from internal survey; anecdotal feedback from media; op-ed review; number of proactive news releases; refresher media training for US executives and senior staff				●	●	●	●	●	●
	Maintain high readiness to handle the communications aspects of emergency scenarios	Emergency communications plans kept current, periodically tested and adjusted as needed				●	●	●	●	●	●
	Maintain good liaisons with brokers / analysts / investors and ensure they have sufficient information for the share price to be reflective of underlying value. Ensure communications activities do not compromise recovery of the allowed ROE	At least one survey of analysts and institutional / individual investors; impact on regulatory recovery, as identified by Regulation department.				●	●	●	●	●	●
	Meet rate case process performance goals	Percentage achievement of CEC approved GRC process milestones	X	15%	Scaled	90-100%	90-100%	80-90%	90-100%	97%	14.6%
	Develop effective communications channels to disseminate information to SMG and employees	Baseline and follow-up surveys on effectiveness of communications vehicles	X	20%	Scaled	TBD	TBD	TBD	90-100%	100%	20%
	Publication of Annual reports and Accounts; Publication of ESIR; Publication of 'One' Mag; Interims and Prelims results; Manage Major events	Publications- prompt and complete delivery on time US based events (SOE, PacifiCorp Leadership conference) 100% on schedule	X	15%	Scaled	70-80%	70-80%	70-80%	90-100%	90%	13.5%
Total:				100%							95%

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CEO Discretion -5%
Total Payout 90%

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Finance						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Manage operating costs by optimizing process, system and employee efficiency.	OMAG vs Budget	X	15%	Scaled	90-100%	80-90%	90-100%	90-100%	100%	15%
	Develop and implement a financial plan for PacifiCorp that assures adequate liquidation for operations over the next two fiscal years.	Implementation of Financing Plan consistent with budget and Operating Plan				●	●	●	●	●	●
	Resolve open IRS audit cycles	Timely resolution of IRS audit cycles				⊘	●	●	●	●	●
Stakeholder/ Customer	Ensure Board & CEC trust quality and transparency of finance information provided and no "surprises" for the city/street from PacifiCorp results.	Weather adjusted EBIT results in line with forecasts measured in terms of misses.	X	15%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	15%
Employee	Improve workforce / climate improvement plan milestones	Achieve workforce / climate improvement plan milestones	X	10%	Scaled	80-90%	80-90%	70-80%	80-90%	81%	8.1%
Process	Complete Sarbanes Oxley project, assuring that PacifiCorp receives an attestation from PwC that adequate controls are in place and functioning.	Completion of Sarbanes Oxley project in accordance with agreed milestones	X	20%	Scaled	90-100%	90-100%	0-30%	90-100%	100%	20%
	Meet rate case process performance goals	Percentage achievement of CEC approved GRC process milestones	X	10%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	10%
	Budget process metric (to be developed)		X	15%	Scaled	TBD	TBD	TBD	70-80%	72%	10.7%
	Implementation of new International Accounting Standards	Implementation of IAS in accordance with agreed milestones	X	15%	Scaled	TBD	0-30%	50-70%	90-100%	100%	15%
Total:				100%							94%

CEO Discretion -5%

Total Payout 89%

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Fuel Resources						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize delivered fuel costs (subject to volume)	Delivered coal \$/mmbtu actual vs. budget US GAAP	X	30%	Scaled	50-70%	90-100%	50-70%	50-70%	67%	20%
	Optimize OMAG costs	NET OMAG \$ actual vs budget (before CBS assessments)				●	●	●	●	●	●
	Optimize Capital Investment	CAPEX \$ actual vs budget BCC at 100%				●	●	●	●	●	●
Stakeholder/ Customer	Provide a consistent and continuous supply of coal to power stations	Percent of predicted plant specific quality and continuity parameters achieved	X	30%	Scaled	90-100%	90-100%	90-100%	80-90%	86%	25.7%
	Provide a consistent and continuous supply of coal to power stations	Complete coal handling facilities projects per OP				●	●	●	●	●	●
	Manage environmental responsibilities	Reclamation topsoil acres completed at BCC & GCC				●	●	●	●	●	●
Employee	Improve workforce / climate and capability	Achieve workforce / climate improvement plan milestones	X	10%	Scaled	70-80%	80-90%	90-100%	90-100%	100%	10%
	Manage health & safety processes	Implement health & safety milestones per OP				●	●	●	●	●	●
	Improve safety	Lost-Time incident rate				◆	●	●	●	●	●
	Improve safety	Reportable incident rate	X	10%	Scaled	50-70%	70-80%	70-80%	80-90%	80%	8%
Process	Implement Utah & Bridger Fueling Strategy	Completion of Utah & Bridger Fueling Plan milestones per OP	X	20%	Scaled	80-90%	80-90%	80-90%	90-100%	96%	19.2%
	Meet rate case process performance goals	Percentage achievement of CEC approved GRC process milestones				●	●	●	●	●	●
Total:				100%							83%

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General Counsel						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Meet or beat OGC budget, excluding external legal costs	Actual (Controllable) vs Budget	X	15%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	15%
	Manage those external legal costs within department control subject to the Legal Utilization Policy	Actual (Controllable) vs Budget				■	■	■	■	■	■
	Establish targets for resolution of specific material issue(s)	Actual vs target				⊘	⊘	⊘	⊘	⊘	⊘
Stakeholder/ Customer	Implement the OGC Utilization Policy and Business Plan across the Company	Completion of plan implementation by Q4 with quarterly milestones for BU/Corp department adoption	X	30%	Scaled	90-100%	0-30%	0-30%	90-100%	100%	30%
	Implement selected legal procedures and controls	Quarterly plan for roll-out of selected controls and compliance policies	X	20%	Scaled	90-100%	90-100%	70-80%	90-100%	100%	20%
	Successfully defined/resolve legal threats and achieve objectives without material detriment to corporate reputation and relationships	CEC and other internal stakeholder survey assessment outcome v. threat				⊘	⊘	⊘	●	●	●
Employee	Develop and achieve Plan milestones for increasing employee satisfaction and building capability	Completion of climate & workforce improvement milestones each quarter	X	10%	Scaled	90-100%	90-100%	90-100%	70-80%	70%	7%
Process	Create and install document management and database systems for all PacifiCorp corporate entities and major contracts	Completion: document management system				⊘	⊘	⊘	●	●	●
	Develop a comprehensive OGC Legal Manual that establishes the policies and standards for contracts and other OGC operations	Planned manual content areas completed each quarter	X	25%	Scaled	90-100%	80-90%	90-100%	90-100%	100%	25%
	Utilize benchmarking metrics to measure qualitative and quantitative value added by OGC	Two benchmarks identified and implemented for tracking				●	⊘	⊘	●	●	●
	Meet rate case process performance goals	Percentage achievement of CEC approved case process milestones				⊘	⊘	⊘	⊘	⊘	⊘
Total:				100%							97%

CEO Discretion -5%

Total Payout 92%

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Generation						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Increase the value delivered to all stakeholders	YTD Actual vs budget net margin	X	30%	Scaled	0-30%	0-30%	0-30%	0-30%	30%	9%
	Optimize OMAG	YTD Actual vs budget OMAG w/o assessments				●	●	●	●	●	●
	Optimize capital expenditures	YTD Actual vs budget CAPEX				●	●	●	■	■	■
Stakeholder/ Customer	Increase the availability at the best market point	YTD Actual vs budget market achievement	X	20%	Scaled	0-30%	0-30%	0-30%	0-30%	30%	6%
	Maximize equivalent availability	YTD Actual vs budget equivalent availability	X	10%	Scaled	0-30%	0-30%	0-30%	0-30%	0%	0%
	Deliver the most cost-effective solutions to meet the requirements of the IRP	Currant Creek project is on schedule and budget to meet a 01 Jul 05 commercial date.				●	●	●	●	●	●
	Be good environmental stewards	Environmental risk reduction				●	●	●	●	●	●
Employee	Improve workforce / climate and capability	Achieve workforce / climate improvement plan milestones	X	10%	Scaled	70-80%	0-30%	0-30%	80-90%	87%	8.7%
	Provide a safe and healthy environment for all workers	YTD Actual vs budget lost time incident rate				◆	◆	◆	■	■	■
	Provide a safe and healthy environment for all workers	YTD Actual vs budget recordable incident rate	X	10%	Scaled	0-30%	0-30%	70-80%	80-90%	82%	8.2%
Process	Capture maximum value of generation	YTD Actual vs budget Heat Rate	X	10%	Scaled	70-80%	50-70%	70-80%	70-80%	79%	7.9%
	Improve unit production cost of generation	Critical Business processes' KPI's met	X	10%	Scaled	70-80%	70-80%	70-80%	70-80%	70%	7.0%
	Meet rate case process performance goals	Percentage achievement of CEC approved GRC process milestones				●	●	●	●	●	●
Total:				100%							47%

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Human Resources						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Manage operating costs for HR	OMAG vs Budget	X	15%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	15%
	Manage health and pension costs (Medical, FAS106 and 87)	Meet benefit plan budget targets vs budget or other budget tasks	X	20%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	20%
Stakeholder/ Customer	Deliver E3 core curriculum	Achievement of milestones for delivery of core curriculum to targeted employees				●	●	◆	●	●	●
	Execute HR Strategy (Communications, Talent Management, Labor, Resourcing, and Development)	Achievement of milestones as evaluated by the Group HR Director				◆	◆	◆	■	■	■
	Develop service commitments and achieve agreed service metrics (Benefits, Staffing, Compensation, Training and OD)	Service commitments averaging an "Exceeds" or better rating	X	25%	Scaled	TBD	TBD	TBD	50-70%	50%	13%
	Regulatory Strategy	Deliver key regulatory milestones.				●	●	●	●	●	●
Employee	Improve workforce / climate and capability	Achieve workforce / climate improvement plan milestones	X	10%	Scaled	90-100%	70-80%	70-80%	90-100%	90%	9%
Process	Develop and implement strategies for mitigating long-term benefit costs and risks	Evaluation by HR Forum. Scale of 1-5 with 5=best	X	20%	Scaled	TBD	TBD	TBD	80-90%	80%	16%
	Complete efficiency initiatives (Volt Contractor Conversion, ESOP Conversion Review, HR Benchmarking/Costs Review, Training Governance Implementation.)	Achievement of milestones	X	10%	Scaled	0-30%	90-100%	90-100%	90-100%	100%	10%
Total:				100%							83%

CEO Discretion -5%
Total Payout 78%

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Power Delivery						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Optimize Revenues	Wheeling Revenues				●	●	●	●	●	●
	Optimize OMAG	OMAG vs. plan <small>(without Joint Use net OMAG) Note: Net OMAG before assessments (UK GAAP)</small>	X	20%	Scaled	50-70%	50-70%	70-80%	80-90%	80%	16%
	Optimize Joint Use Profitability	Joint Use EBIT Note: Total revenues and costs				■	■	■	■	■	■
	Optimize CAPEX	Net CAPEX (excluding IRP)				●	●	●	●	●	●
	Efficiency Initiatives	Achieve Incremental Benefits from: TBD				●	●	●	●	●	●
	Achieve write-off target	Bad Debt Write-off				●	●	●	●	●	●
Stakeholder/ Customer	Achieve customer service standards that meet regulator's expectations	Customer Call Service Level Note: Results are not adjusted for major events				◆	●	●	●	●	●
	Achieve aspired image and reputation among stakeholders	Number of Complaints upheld by State PUC TQS				●	●	●	●	●	●
		Guaranteed Standards Failures CG1 - CG8	X	20%	Scaled	70-80%	80-90%	80-90%	90-100%	100%	20%
	Meet requirements for availability and reliability	Reliability of Supply, SAIDI (Excludes Major Events)	X	20%	Scaled	0-30%	0-30%	0-30%	50-70%	63%	12.5%
		Reliability of Supply, SAIFI (Excludes Major Events)				◆	◆	◆	●	●	●
	Continual environmental improvement	Number of facilities covered by Environmental Management System (EMS)				●	◆	●	●	●	●
Employee	Increase employee satisfaction	Power Delivery Climate and Workforce Action Plan	X	10%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	10%
	Meet OSHA requirements	Lost time vs. Targets <small>(15% reduction from FY04 Target)</small>				◆	◆	■	■	■	■
		Recordable incident rates vs. Target <small>(15% reduction FY04 Target)</small>	X	15%	Scaled	0-30%	0-30%	0-30%	0-30%	0%	0%
	Achieve targeted level in Group Assessment evaluation	2004/05 Target Areas Leadership Level 4 Risk Management Level 3 Occupational Health Level 3 Audit and Review Level 3				○	○	○	●	●	●
	Training Goal	PowerLearning Training and Development Days				●	●	●	●	●	●
Process	Maximize efficiency and effectiveness of Transmission processes: RMS standards compliance	Zero RMS Violations				●	●	●	●	●	●
	Maximize efficiency and effectiveness of Grid Ops processes	Number of Grid Ops Control Errors				●	●	●	●	●	●
	Maximize efficiency and effectiveness of Regional Dispatch processes	Number of Dispatch Control Errors				●	●	●	●	●	●
	Maximize efficiency and effectiveness of T&D Engineering and Asset Management	Plant and Field Ops Maintenance Program Compliance Level (Preventative and Corrective)	X	15%	Scaled	70-80%	50-70%	70-80%	90-100%	100%	15%
	Meter reading accuracy (error rate)	Meter reading accuracy (error rate)				●	●	●	●	●	●
	Delivery of Key Regulatory Milestones	Support regulation department in completing pre-filing analysis on time and meeting discovery standards of performance.				○	●	●	●	●	●
	Ensure BU costs can be recovered through the regulator process	% of normalized costs to the allowed regulatory requirement				○	●	●	●	●	●
	Total:				100%						73%

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PacifiCorp Performance Management Scorecard - FY05

Regulation & External Affairs						Performance				Year End Performance	YE/Incentive Award	
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4			
Financial	Normalized Realized Return on Equity (ROE) vs. Target ROE - US Regulatory.	Regulatory ROE allowed for FY2005. Reflects normalization adjustments for disallowances in general rate cases to be filed this financial year. The Normalized Realized ROE target is on a US GAAP basis, and excludes UK/IAS GAAP items and Synfuels. Reported quarterly.	X	20%	Scaled	0-30%	0-30%	0-30%	0-30%	0%	0%	
	Manage rate related cases to realize revenues and revenue equivalents which will assist in achieving the company's allowed ROE	Rate case related revenue and revenue equivalent increases resulting from department regulatory activities.				●	●	●	●	●	●	
	Manage the Regulation and External Affairs Department within budget	Department Net CAPEX				●	●	●	●	●	●	●
		Department OMAG plus OEI Expense				●	●	●	●	●	●	●
Stakeholder/ Customer	Ensure that federal and state laws and attitudes amongst state and federal elected officials do not impede cost recovery opportunities	Achieve weighted average of Government Affairs/External Affairs plan milestones (50%) and satisfaction score to be agreed by JJ/TH (50%)	X	10%	Scaled	TBD	TBD	90-100%	90-100%	100%	10%	
	Receive support from the BUs for rate case and other regulatory activity. Support the Business Units (including Parent & RABs), on issues, initiatives, education, regulatory recovery, regional advisory boards, and support, verify, and help shape investor, customer, and employee communications in a timely manner.	Maintain internal Business Unit Survey scores from base year scores.	X	10%	Scaled	TBD	TBD	80-90%	80-90%	80%	8%	
Employee	Improve workforce / climate and capability	Achieve workforce / climate improvement plan milestones	X	10%	Scaled	90-100%	0-30%	0-30%	90-100%	90%	9%	
	Meet rate case process performance goals.	Percentage achievement of CEC approved GRC process milestones	X	50%	Scaled	90-100%	90-100%	80-90%	90-100%	99%	49.6%	
Process	Improve internal and company-wide regulatory processes.	Complete REA improvement milestones				◆	◆	◆	●	●	●	
Total:				100%							77%	

CEO Discretion -5%

Total Payout 72%





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PacifiCorp Performance Management Scorecard - FY05											
Risk						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Manage operating costs for US Risk net of OMAG for Group Quantitative Method	OMAG vs Budget	X	20%	Scaled	90-100%	90-100%	90-100%	90-100%	100%	20%
	Manage system development costs	Meet development plan budget targets vs budget				●	●	●	●	●	●
Stakeholder/Customer	<ul style="list-style-type: none"> Support of day-to-day operations Validation of data used to manage the portfolio Performance of EOD processing Performance of month and quarter-end MTM and reporting for all contracts subject to accounting standards Review of the daily risk and position reports and e-mail summaries to combine into a single summary for PacifiCorp Adequate credit scoring and credit support to maintain C&T business Insurance support on claims management and handling 	<ul style="list-style-type: none"> Successful EOD closes Production of appropriate and accurate reporting Adequate management of credit and insurance support 				●	●	●	●	●	●
	<ul style="list-style-type: none"> "Official" database of all Risk policies established which includes inventory of policies and review schedule Credit Policy integrated into Risk Policy Risk Policy updated for Sarbanes-Oxley and JAS compliance, including a Valuation Policy 	Achievement of pre-defined milestones as evaluated by the Group Energy Risk Director and Group Finance Director	X	10%	Scaled	70-80%	0-30%	70-80%	90-100%	90%	9%
Employee	<ul style="list-style-type: none"> Improve workforce climate and capability Meet with employees to review current job responsibilities Draft Individual Development Plans (IDPs) for each team member Conduct mid-year and year end reviews and evaluations of IDPs Conduct mid-year and year end reviews and performance evaluation 	<ul style="list-style-type: none"> Achieve Workforce/Climate Improvement Plan Achievement of milestones 	X	10%	Scaled	70-80%	90-100%	90-100%	90-100%	100%	10%
Process	<ul style="list-style-type: none"> Develop and document processes and procedures for Capital Adequacy measurement Support FY 05 budget planning and transaction analyses Support 10Y planning process and transaction analyses Begin monthly reporting of CA/FFO 	Metric to be developed to include measurement of actual variation in cash flows as compared to the range of cash flows for each input component of the Cap Ad calculation. Categories to include EFOR, Hydro, Load, Market Price, OMAG, Credit and Total FFO. Total FFO will be weighted more heavily than individual categories. Measurement of success will be based on actual variation being within the range of cash flows calculated by the Cap Ad model. Verification of measurements as determined by Group Energy Risk Director and PacifiCorp CFO.	X	15%	Scaled	70-80%	70-80%	90-100%	90-100%	100%	15%
	Provide PacifiCorp with a fully available captive option by 1 April 2005	Achieve pre-defined milestones, including regulatory approval to have captive operational by 1 April 2005.	X	10%	Cliff	70-80%	90-100%	90-100%	90-100%	100%	10%
	Delivery of key Regulation milestones	Support Regulation department in completing pre-filing analysis on time and meeting discovery standards of performance.	X	10%	Scaled	TBD	TBD	TBD	90-100%	100%	10%
	<ul style="list-style-type: none"> Implement agreed process and documentation improvements resulting from the PwC Trading Controls Assessment Complete initial draft of all SOX processes in Risk Management Finalize all SOX documentation with SOX Project Management review and acceptance Complete walk-through of SOX processes with IA and/or PwC/E&Y Certification of SOX readiness by IA/PwC/E&Y as applicable 	Achievement of milestones as evaluated by the Group Risk Director and SOX 404 Steering Committee	X	15%	Scaled	70-80%	70-80%	0-30%	80-90%	80%	12%
	<ul style="list-style-type: none"> Finalize parameters required for development of Transmission Credit Exposure Model Production of Transmission Credit Exposure model Negotiate and Implement Service Level Agreement between Credit and Transmission Audit Transmission Credit Exposure Model for flaws/errors Conduct quarterly meeting with Transmission personnel to for feedback on market and credit performance support Determine credit support resource requirements for 05/06 Conduct quarterly meetings with Transmission personnel to for feedback on market and credit performance support 	Achievement of milestones as evaluated by the Group Risk Director and EVP PD	X	10%	Scaled	70-80%	70-80%	90-100%	90-100%	100%	10%
Total:				100%							96%

CEO Discretion -5%
 Total Payout 91%





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PacifiCorp Performance Management Scorecard - FY05											
Strategy & Major Projects						Performance				Year End Performance	YE/Incentive Award
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4		
Financial	Manage operating costs by optimizing process, system and employee efficiency	OMAG vs Budget	X	15%	Scaled	0-30%	90-100%	90-100%	90-100%	100%	15%
	Ensure that use of contract services is optimized	Contract Svcs vs Budget				◆	●	●	●	●	●
	Deliver solution to inter-jurisdictional recovery hole	Completion of Multi-State Proposal filing	X	25%	Scaled	TBD	TBD	0-30%	90-100%	100%	25%
Stakeholder/ Customer	Ensure that the key internal contacts are appropriately briefed re. strategy and issues to enable them to effectively communicate to customers and opinion leaders.	Updates to internal stakeholders regarding strategy and issues				●	●	●	●	●	●
	Optimize link between economic and environmental values	Results of Environmental Policy Forum satisfaction survey	X	10%	Scaled	⊘	⊘	⊘	70-80%	70%	7%
Employee	Improve workforce climate and capability	Completion of climate & workforce improvement plan milestones: - Training objectives to build organizational competence - Climate Improvement action milestones - Talent management action milestones - Community objectives	X	10%	Scaled	90-100%	50-70%	70-80%	90-100%	100%	10%
Process	Proactively identify and shape industry restructuring and change, and lead Company development and implementation of resulting outcomes.	Meet approved project milestones - detail milestones being finalized, to include 3-4 per project, over year.	X	25%	Scaled	50-70%	70-80%	0-30%	70-80%	76%	19%
	Robust and value enhancing Business Plan and Policies	Approved Business Plan submitted to AQ on schedule	X	15%	Scaled	90-100%	90-100%	70-80%	90-100%	100%	15%
	Provide challenge and facilitate strategic thought at executive level.	Survey of PacifiCorp Executives (CEC)				⊘	⊘	⊘	●	●	●
Total:				100%							91%

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CEO Discretion -5%
 Total Payout 86%

US Performance Management Scorecard												
Total PacifiCorp						Performance				Year End Performance	YE/Incentive Award	
Category	Objective	Metric	Incentive Metric (X)	Incentive Weight	Incentive Measure	Q1	Q2	Q3	Q4			
Financial	Optimise profitability	EBIT (before exceptionals and goodwill) (UK GAAP)	X	100%	Scaled	🟡	🟡	🟡	🔴	0%	0%	
	Optimise Net Earnings	Net Earnings (US GAAP)										
	Optimise cashflow position	Total Cashflow										
	Achieve maximum allowable rate of return	Return on Equity (ROE)										
	Optimise capital spend	Percentage of capital spend not captured in rates										
	Optimise return generated from invested capital	Return on Invested Capital (inc goodwill)										
Stakeholder/ Customer	Meet requirements for availability and reliability	Compliance with guaranteed service standards SAIDI										
		Compliance with guaranteed service standards SAIFI										
	Achieve & Maintain positive company image & reputation with customers, regulators & opinion leaders	No. of Complaints Upheld by State PUC										
		Combined Surveys (weighted average score)										
		- Opinion Leader Survey										
		- Regulator Survey										
		- JD Power Survey										
		- TQS Survey										
Employee	Achieve a harm free working environment for employees.	No of LTA's per 100 employees										
	Achieve Level 3 in the Occupational Health (OH) Standard	Percentage of completion towards achieving Level 3 OH assessment										
	Continue to develop the performance culture across the Company	Improvement from baseline assessment measured on rolling quarterly basis. (Division to establish action plan based on initial assessments).										
Process	Align portfolio management strategy with risk/return tolerance	No. of material breaches of risk limits as set out in the Divisional Risk Policy and Procedures.										
	Successful state of readiness for S404 March 05 assertion	Completion of requirements leading to an unqualified report for March 05 results, reported quarterly to the Audit Committee.										
	Ensure that PacifiCorp costs can be recovered through the regulatory process	Percentage of normalised costs to allowed regulatory requirement (Total of BU's) [Disallowance risk reduced]										
	Timely rate case preparation and processing	Delivery of Key Regulation Milestones										
			WY - Jun 1, 2004 UT - Aug 1, 2004 OR - Sep 1, 2004 ID - Nov 1, 2004 WA - Dec 15, 2004 CA - Spring 2005									
Total:				100%							0%	

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