

Ameren Illinois - Summary of KPIs and Benefits

*KEY for Primary Metric Category

Efficiency/Productivity=EP; Environmental Compliance=Enviro; Budget Controls=Budget; Safety=S; Outage Duration+Frequency=ODF; Customer Service=CS

Ameren Illinois Companies - KPIs

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
OSHA Recordables	An OSHA recordable is an injury or illness case that does not involve lost workdays away or restricted duty but does involve either medical treatment other than first aid or an occupational illness (whether treatment is provided or not).	Working safely to protect our employees and customers and avoiding medical, legal, etc costs related to accidents or injuries. Ensures we have talented employees available to serve our customers needs & meet their expectations.	S
90% Completion of Reliability Plans	Electric reliability plans are developed for each Division within Ameren Illinois on an annual basis. Completion of the plans ensures the ongoing maintenance and integrity of the electric system and increased reliability for customers.	Developing and completing electric reliability plans ensures necessary electric system maintenance is identified and repaired or upgraded in a timely manner. Customers benefit by improved reliability and fewer outages or other problems. Completing plans within +/- 5% of budget ensures that maintenance is monitored for completion in an effective, scheduled manner.	ODF
Eliminate Vehicular Backing Accidents	Ameren Illinois is focused on safety and believes that all backing accidents can be avoided. This KPI encourages employees to not place themselves in a position where they must back a vehicle. Employees are trained how to avoid backing and given proper instruction for backing.	Working safely to protect our employees and customers; avoiding medical, legal, and property damage costs related to accidents or injuries. Ensures we have talented employees available to serve customer needs and meet expectations.	S
Average FOCUS (Field Operations Customer Survey) and Customer Satisfaction (CCI) Score	The FOCUS survey is a measure of overall customer satisfaction with Ameren Illinois as a provider of services and a specific measure of Ameren Illinois field performance. Both residential and non-residential customers are surveyed. The survey consists of a common set of screener and qualifier questions, questions pertaining to the customer's initial contact experience with Ameren Illinois, and questions regarding the customer's overall impression of Ameren Illinois as a provider of utility services. In addition to these common questions, the survey contains module-specific questions relevant to one of five service transaction types. The five transaction modules are: New Service or Upgrade, Lighting Repair, Gas Leak, Physical Connects/Meter Sets, and Electric Service Problems. The customer sample provided for the study defines the specific transaction module appropriate for each respondent. See below for definition of the CCI survey	The FOCUS survey measures customer satisfaction for specific field orders. The customer ratings and comments help Ameren Illinois identify areas or processes needing improvement in order to increase performance in these areas. The survey also measures overall customer perception of Ameren Illinois and helps Ameren Illinois prepare communication and messaging for customers related to utility requirements, programs, safety, etc., to help customers better understand utility services. See below for the customer benefit of the CCI survey.	ODF/CS
SAIFI	System Average Interruption Frequency Index (SAIFI) represents the total number of customer interruptions divided by the total number of customers served	Improving the electric outage incident frequency rate ensures we meet customers' needs for reliable power which leads to increased customer satisfaction.	ODF

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Elevate Overall Customer Satisfaction (CCI)	The CCI survey is a measure of overall customer satisfaction with Ameren Illinois as a provider of services and a specific measure of Ameren Illinois customer service performance. Customers evaluate or rate their call experience with seven key components, which combine to make up the CCI Score. The survey fields monthly with customers who have called Ameren Illinois' call center. Survey respondents are grouped by reason for calling. The six call types evaluated in this survey are: Trouble Call Online, Billing Issues, Delinquent Accounts, Service Requests, Account Inquiry/Change, and Miscellaneous. The customer sample defines the specific call type applicable to each respondent.	The CCI survey measures customer satisfaction for Ameren Illinois contact center processes and customer service representative skills. Customer ratings and comments help Ameren Illinois identify areas or processes needing improvement in order to increase performance in customer service. The survey also measures overall customer perception of Ameren Illinois and helps Ameren Illinois prepare communication and messaging for customers related to utility requirements, programs, safety, etc., to help customers better understand utility services.	CS
Average Speed of Answer as reported to the ICC	Average speed of answer is a metric commonly used in call centers to measure the amount of time it takes to answer all customers calling the company on an average basis annually.	Monitoring average speed of answer benefits customers by ensuring the call centers are appropriately staffed to respond to customer telephone calls in an acceptable timeframe. Good customer satisfaction ratings are highly dependent upon the initial contact with the company which is most frequently through the call center.	CS
All standard designs, FER appointments, technical questions, etc., completed within 24 hours	This KPI measures the performance of Tech Team representatives who complete standard designs for customer new business installations. A standard design example is an underground electric and/or gas service in a subdivision where utility infrastructure is already in place and further engineering design is not necessary. Also measures Tech Team response to customer requests for new service and other field orders.	Provides timely response and service to complete customer requests for new service, upgrades, relocations, etc. Ensures an order is processed or an appointment is made for a Field Engineering Representative to meet with a customer.	CS
Percentage of locates screened and cleared	This KPI measures the percentage of JULIE locate requests manually cleared by the Screening Group that do not require an actual field visit to perform the gas or electric facility locate. To clear the request, the screener has verified Ameren Illinois facilities are not in the dig area. The excavator is notified with a clear response.	Provides timely response to the excavator and reduces cost of service by lowering locating expense.	EP
Customer and Priority Reliability Project Designs performed by the FER need date	This KPI ensures engineering design work is completed by the required need date of the Field Engineering Representative, which is associated with the customer need date.	Ensures timely response in meeting customer expectations regarding scheduling and installation of work which requires engineering design.	CS
Posting of customer work within 30 days of receipt	"Posting" is the process of drawing/inputting new or revised engineering designs and equipment affecting the electric and gas systems into the mapping system. This KPI measures the amount of time in which the work is completed so the system maps are updated in a timely manner.	Electric and gas system emergency response and maintenance work is heavily dependent upon system maps. Keeping maps up-to-date and in good order ensures quicker and more accurate emergency response and better ability to diagnose and locate potential system problems.	EF
Switching incidents that result in dropping load caused by dispatch error	This KPI measures appropriate electric system switching of load by dispatch employees during outage or maintenance situations to avoid customer interruption.	Ensures safe, reliable service to meet customer needs. Avoidance of switching errors ensures customer outages do not occur unnecessarily.	ODF/S
CAIDI	Measures average duration in minutes of each extended customer interruption.	Lowering CAIDI reduces the amount of time customers are without power during an electric outage.	ODF
RTP Meter installs completed within 45 days	Measure of average number of days to complete meter installations specific to real time pricing customers.	Provide timely installation of meters prior to customer start date of real time pricing tariff.	CS
Meter tests completed on or before required date	Perform meter test(s) within required time period to ensure prompt response to customer inquiry.	Provide, safe, reliable service to customers and accurate meter readings.	CS

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Fleet Preventative Maintenance Completions within 30 days for Manned Garages	This KPI ensures planned maintenance and regular service is performed on Ameren Illinois vehicles by Fleet personnel.	Provides safe, reliable service to customers by ensuring Ameren Illinois vehicles are in good working order and can be operated safely.	S
Completed AMI Projects in AIU	This KPI measures the completion of automated metering infrastructure projects per the Ameren Illinois deployment plan.	Automated metering applies technology to the metering infrastructure such that more detailed energy use information is available to assist customers with energy use and billing questions; meter reading is not interrupted by weather and access issues; and, over time, may reduce meter reading costs to customers as reads are available electronically and fewer people are needed for manual reads.	CS
Field and Shop Compliance with Parts 410 and 500	This KPI measures how well the Shop and Field metering organizations are meeting ICC-mandated testing procedures, calibrations of equipment, and record-keeping.	Compliance supports accurate metering for billing our customers.	CS
Substation Reliability Activities - On time Completion	This KPI measures adherence to the Substation reliability project and maintenance plans.	Ensures safe, reliable service to customers by ensuring timely completion of maintenance targeted for specific problems, installation of new equipment to address specific reliability issues, and upgrades to remediate known equipment problems for Substations.	ODF
SAIFI Substation	Reduce frequency of customer interruptions by strengthening our electric infrastructure (including maintenance and excluding major event days) - Substation/Relay Goal	Improving the electric outage incident frequency rate ensures we meet customers' needs for reliable power which leads to increased customer satisfaction.	ODF
Reliability/Routine Performance Index	An overall metric based on the completion of work relating to Substation and Distribution Relay routine maintenance work. Total of three measures: Transmission Relay Testing Schedule: Target 100% (10%), Distribution Relay Testing Completion: Target 95% (5%), and Planned Substation Maintenance Completion: Target 90% (15%).	Provides safe, reliable service to customers by ensuring timely completion of routine maintenance as specified by the maintenance strategy teams for Substation and Distribution Relay.	ODF
3rd Party Attachments Processed within 45 days	Measure of number of days to complete 3rd party pole attachment applications. Ensures that Ameren Illinois fully complies with timeframe identified in 3rd Party Master Facility License Agreements.	Provides safe, reliable operation of Ameren Illinois electric system by regulating and tracking attachments to utility poles by others.	EP
Annual Pole Rental Billings for Joint Use and CATV completed by September 2010	This KPI measures a collaborative effort between Ameren Illinois departments and communication companies to timely complete annual pole rental billings. Ensures all foreign pole attachments are in compliance with timeframe identified in 3rd Party Master Facility License Agreements.	Provides safe, reliable operation of Ameren Illinois electric system by regulating and tracking attachments to utility poles by others.	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Ameren Services Company- KPIs			
Accounts Receivables Collections (CAO)	Manage wholesale accounts receivable in a responsible manner to limit counterparty exposure and improve cash flow. This is specifically measured based on the speed and frequency of contacts made to counterparties that are in late payment status and the resolution of the late payment status in a timely manner. This improves cash flows reducing the need to raise external capital and free up funds for operations or construction. This limits financial risk exposure to counterparties that may result in bad debts.	Keeps cost of capital and borrowing down by avoiding disruption of anticipated cash flows.	EP/Budget
Accurate forecast of effective tax rate (Tax)	Accuracy shall be measured by the difference between (i) the consolidated Ameren Corporation effective tax rate contained in the corporate forecast of 1/1/10, and (2) the final, actual consolidated Ameren Corporation effective tax rate for 2010. Impacts on the effective tax rate that are beyond the control of the tax department shall be disregarded, including changes to the following: forecast pretax book income as of 1/1/10, forecast retirements as of 1/1/10, forecast equity AFUDC as of 1/1/0, and applicable tax law, due to legislation, regulations or case law.	This KPI benefits customers by enabling financial planning to be done more effectively.	EP/Budget
Achievement of Operational Objectives	Middle Office and Market Risk Management have 11 key operational objectives that will be measured in 2009: Target FAS 133 Derivative Support 10%, Complete Middle Office Hiring Plan 5%, Quantification of Risk Tol to Risk Limits 15%, Timeliness and accuracy of reporting 10%, AEM growth plan 10%, Timeliness and accuracy of trade entry 10%, Forward Curve / LIM project 10%, Streamline Risk Reporting 10%, Timeliness and accuracy of confirms 10%, Complete contracts control document imp 5%, Complete Plug-n-play contract lang & template 5% - Total = 100%	These operational objectives are structured to provide financial incentives for MO/RM employees to complete goals that are consistent with the business segment & Corporate needs. The objectives are balanced between the level of service provided to Ameren's business segments and their requirements for risk management. For example, timeliness and accuracy of confirms and trade entry directly impacts the ability to monitor open exposures and positions accurately. Contract operational objectives assist with ability of entities such as the Illinois Utilities to transact with optimal counterparties. All of the operational objectives ultimately are targeted to reduce earnings and cost volatility for Ameren and its customers.	EP
ASC/IT Recordable Incidents and Vehicle Accidents	A measurement of the number of recordable incidents and vehical accidents against target of zero for the year.	Reducing or eliminating altogether lost workdays as a result of safety-related recordable incidents serves to reduce operating costs, which is a direct benefit to the customer. If employees cannot work, they cannot serve their customers. Reductions or eliminations of vehicular accidents not only lowers potential repair or vehicle replacement costs, but also keeps the roads safe for our Illinois service territory customers. This and other safety-related metrics encourage our workforce to work safely to protect not only themselves, but also the customers they serve.	S

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Avg Business Days to Issue Reports	Measures the number of business days from the completion of fieldwork (the date that substantially all testing is complete) to the date the final report is issued. Significant issues, risks and resulting management action plans are more relevant to management when they are communicated timely.	Completion of projects on time, or ahead of schedule, ensures the business segments are able to operate in the most efficient manner possible, reducing costs while delivering safe and reliable energy service.	EP
Avg evaluation of Tax dept value to Ameren (Tax)	This project will include the following tasks: <ul style="list-style-type: none"> • Effective management of income tax audits • Implementation of tax method change for indirect overhead costs • Implementation of tax method change for T&D repair costs • Identification and documentation of costs qualifying for 2009 research deduction and credit • Complete stock basis analysis for all Ameren companies 	These projects and tasks serve to ensure compliance with the tax laws, reduce income tax expense and defer payment of income taxes, which benefits Ameren's ratepayers by lowering the revenue requirement.	EP/Budget
B&CS Customer Satisfaction Survey (Segment CEOs)	The results of an internal survey of Segment CEO customers to determine if EDTS is satisfying their requirements.	AMS employees support the business segments, such as the Ameren Illinois Utilities, to ensure that their services are meeting the needs of the segments in delivering reliable and cost efficient energy solutions to their customers.	CS
B&CS Diversity Spend	This KPI tracks the amount of Ameren 1st tier spend with diverse suppliers on an annual basis. Supply Services is also implementing a supplier diversity program that includes increased Business Line collaboration, a 2nd tier program, mentoring and improved data capture/reporting	As a major purchaser of materials and services, Ameren plays a significant role in the growth and development of diverse suppliers. At Ameren, we believe that affording increased opportunities to diverse suppliers is not only a business imperative at the core of our values but critical to the economic health and vitality of the communities we serve. To consistently meet or exceed our customers' expectations for strong levels of quality service delivered safely, we expect the same commitment from our suppliers. In choosing the products and services we use, we look for the best value; the combination of quality, safety, service, timing, price and delivery that provides the greatest overall value to our customers.	EP
B&CS O&M and Capital Budget Compliance	This indicator measures expenditure performance relative to the current Operations & Maintenance (O&M) and Capital budget. Capital cost is the cost of new construction projects and new equipment or equipment replacements. Equipment must be a "unit of property" to be considered Capital. O&M costs contribute to the cost of producing electricity and are therefore identified to help determine production.	Budget compliance metrics ensure that Ameren is using its resources wisely, and that employees are constantly focused on keeping costs within or under budget. Ultimately, lower costs lead to lower rates over time, which is a clear and strong benefit to the customer.	Budget

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
BSO Delivery Service Index	A measurement of the efficiency and quality of selected key services provided by the BSO based on various performance indicators. Each service has a specific Service Level Objective (SLO) that performance is measured against.	This metric encourages improvements in efficiency and quality of service delivery for a number of key services provided by Ameren Service's Business Service Organization (BSO). Among them, remittances and extracts are tracked to make sure that customer remittances are handled timely. This directly benefits the customer by preventing disconnections from occurring due to timing in crediting the customer's account. Transaction and property taxes, and disbursement and invoicing processes, are also tracked to ensure that potential fines, late fees and/or additional costs are not incurred by Ameren. Ultimately, lower costs lead to lower rates over time, which is a direct benefit to the customer.	CS/EP
Business Segment Incentive Compensation Average	This measure represents the aggregate average KPI results of the three operating business segments	Ensures goals of the Business & Corporate Services organization is aligned with the goals of the operating segments to ensure the highest levels of customer service and satisfaction, energy efficiency and reliable service.	EP
Capital Mgmt Process Review (Int Audit)	This KPI measures the value Internal Audit brings to the Capital Management process that is to be developed in 2010. It is expected that a corporate-wide process will be developed in 2010 to link capital management to strategic goals through a standardized and systematic approach. Developing such a process can greatly benefit the Company in meeting its strategic objectives in managing capital. However, if not designed or developed appropriately, it can cause other issues to develop, such as lack of alignment with strategic goals, inconsistency with existing policies and procedures, segregation of duties, inefficiencies, and other possible business risks. The project will be evaluated by Marty Lyons, Jerre Birdsong, and other officers who are key stakeholders in the process. This KPI will allow us to help the Company meet its financial objectives.	This KPI will measure the value that Internal Audit adds to the development of a corporate-wide process to align strategic goals with the Capital Management process. Effective alignment of strategic goals to capital management will improve the effectiveness of and return on capital spending. Effectively using capital and minimizing risks directly benefits customers.	EP/Budget
Change Mgmt - support of B&CS strategic initiative (HR)	Develop Change Leadership Skills by teaching and equipping Ameren leadership with necessary tools and processes to support the execution and success of the Strategic Plan. Provide support to Change Team, Leaders and Sponsors. Flattens the Change Curve, resulting in increased future performance. Enables successful strategy implementation, improving likelihood the company adapts to external forces. This KPI is in direct support of Key Strategic Initiative: Change Management with the following deliverables: 1. Provide development sessions to 50 ALT members, 2. Support change team efforts undertaken in Corporate Planning, 3. Support change team efforts undertaken in Corporate Communications.	The Ameren Strategic Plan has significant benefits for customers in the short-term and long-term. Effective change management speeds the implementation of the Strategic Plan and improves company performance resulting in higher customer satisfaction and reliable, cost effective energy.	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Climate Change Compliance Product Risk Analysis (CAORM)	Risk Management will support the business segments in the evaluation of different techniques, mechanisms & hedgeable products to mitigate exposure to pending carbon cap requirements. This KPI could establish an acceptable level of risk tolerance and capital spend associated with pre-compliance and compliance hedging alternatives.	Climate change compliance is a potential risk to customer rates in the near future. Allocations of allowances will be insufficient to address full compliance. This KPI is intended to look at what alternatives the business segments could be using to hedge the future increases in expense associated with compliance and to maintain execution of transactions that are within appropriate risk tolerance. Ultimately, this KPI should help mitigate rate volatility for the customers associated with compliance to carbon emission regulation.	Enviro
Climate Change Support Project (CP)	This project will include the following tasks: (1) Provide coordination of Climate related activities (2) Conduct analysis associated with impact of potential climate regulation and legislation on Ameren Companies (3) Support Ameren Company's education of customers on Climate Change and Climate Change legislation (4) Support legislative and regulatory activities associated with Climate (5) Communicate internal and external activities associated with Climate	Improved understanding of Ameren and Ameren Companies within Climate Change environment; supporting each individual Companies' goals and initiatives as pertaining to climate change; and minimize cost and risk to customers of cost associated with compliance with legislation or regulation.	Enviro
Complete and launch Ameren.com redesign (CorpComm)	Complete and launch Ameren.com redesign. Phase 1 (First Quarter 2010) , Phase 2 (Third Quarter, 2010): an easier navigation and visitor experience will help improve AUE/AIU JD powers and other customer satisfaction scores, decentralizing site management will improve speed of updating site, use of common templates and Brand guidelines will improve standardization and move to common look and feel. Ameren.com will offer information through increased use of video and other social media providing site users a 21st century experience that leaves a favorable leading impression of the corporation.	Ameren.com will save customers time and frustration by better organizing materials and speeding up tasks they hope to accomplish. (JD Powers measure of improvement).	CS/EP
Completion of Building Services improvement initiatives (Supply)	The Building Services improvement initiative is to complete two photovoltaic system installations (GOB & Springfield, IL). Contributes to strategic goal: Customers. Providing our customers with secure, clean, and reliable energy solutions.	This project will reduce power purchases for Ameren facilities.	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Completion of real estate improvement initiatives (Supply)	<p>Real Estate initiatives are:</p> <ul style="list-style-type: none"> Develop an inventory and strategy for the management or disposal of all Ameren non-operating properties. Develop processes and procedures for implementation of the Real Estate compliance activities associated with the new Shoreline Management Plan, Recreation Enhancement Plan, Historic Properties Management Plan, and Storm Water Pollution Plan. Develop Real Estate strategies for land based solutions to earn carbon offset credits. Evaluate a Sale / Leaseback model for fee owned property held by each business line. Initiate records management responsibilities for all Real Estate documents in the Southeast, Potosi, St. Francois and Lakeside Districts. 	<p>All five initiatives are focused on the efficient management of Ameren's Real Estate resources. By proactively managing Ameren's property rights, we can reduce the overall real estate cost to the operating companies, thus decreasing costs passed on to external customers.</p>	EP
Completion of supply chain improvement initiatives (Supply)	<p>Supply Chain Operations improvement initiatives are:</p> <ul style="list-style-type: none"> IL: \$1M documented materials and process savings for Illinois stores operations. ED-MO: Completion of Shop and Transformer Line Reconfiguration & Improvements. Gen-Fossil: 25% increase in utilization of pre-negotiated Blankets & Contracts. Gen-Nuclear: Development of a Workload Management Process for Buyers/Material Controllers/Material Engineering Staff. Materials Management/Inventory Management: Successful completion of the MM/IM Reorganization Study Recommendations. Process & Performance: Completion of the S2S R12 Upgrade. Safety & Warehousing: Development of a SCO Hazard Recognition Training Module. 	<p>All the the Supply Chain Operations improvement initiatives are focused on making the department's operations more efficient and/or cost effective. Achieving these targets results in reduced inventory and carrying costs and reduced costs of goods and services purchased by the business lines, thus decreasing costs passed on to external customers.</p>	EP
Credit Losses Pct of Mean	<p>This KPI looks at actual realized credit-related losses versus what our calculations suggest we could "expect" to realize as losses. Expected losses are predicted through the CVaR calculation, which looks at measurable credit exposure and converts this into expected losses by looking at the ratings assigned to our credit exposures and the historical default probabilities associated with each rating category.</p>	<p>The customer benefits from the Company managing credit-related losses by reducing the loss exposure the Company may have to cover; therefore less cost is passed onto the customer when the losses associated with credit-related losses are mitigated upfront in the review process.</p>	EP/Budget
Defer Cost/Innovation	<p>A list of recommendations that either defer cost of compliance or is an innovation way of dealing with an issues is compiled. A request is sent to the impacted group(s) to get their acceptance that the recommendation meets that criteria</p>	<p>Cost deferring or innovative recommendations aids Business Segments in meeting their strategies and reducing operational as well as legal/regulatory/legislative risks and cost for our customers.</p>	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Design & present supervisor diversity class (Corp Comm)	<p>This KPI will include the following:</p> <ol style="list-style-type: none"> 1. Identify and retain Diversity Consultant to assist with the design, train-the-trainer and implementation of the training module 2. Deliver Train-the-Trainer session to all potential training facilitators. 3. Workshop design completed and training course available for registration on eTRAIN. <p>Benefit: Provides Ameren supervisor and ALT level leaders training and tools to successfully manage a diverse workforce.</p>	<p>The Supervisor Diversity Class will provide information, develop skills and enhance understanding of the diverse issues and people found within Ameren's customers. The increased knowledge and skills will allow Ameren supervisors to train supervise and lead diverse employees, as well as communicate and deliver service and information that fits the needs of a diverse clientele.</p>	EP
Develop branding strategy plan and complete phase 1 (Corp Comm)	<p>Develop multi-year Brand strategy implementation plan and resource requirements. Begin Phase 1 implementation. Employee awareness and support of brand (once determined and resourced by ELT). Begin Ameren Brand articulation (and name change campaign if approved and resourced by ELT). The corporate brand strategy will act as the umbrella strategy working in conjunction and cooperation with the AUE and the AIU communications strategies. Messages need to be consistent and coordinated. All are intended to further Ameren in fulfilling its brand promise (still being developed) with all stakeholder groups. Requires continued reliance on the Corporate Brand Council.</p>	<p>Develop communication and educational messages that define future energy needs and Ameren's strategies for meeting those challenges to provide ongoing reliable service to customers. Provides more comfort and credibility in the corporation leading to more customer satisfaction. (To be measured by J. D. Powers customer satisfaction).</p>	CS/EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Developing Future Leaders (Int Audit)	<p>The objective of this KPI is to help develop future leaders for positions both within Internal Audit and elsewhere in the Company. To achieve this, we will focus on developing members of Internal Audit, both individually and collectively, to be future leaders in the Department and the Company. In early 2008, the Audit and Risk Committee directed Internal Audit to increase its resources to full benchmarking strength by the end of 2009. Based on 2007 and 2008 benchmarking studies by the Institute of Internal Auditors, benchmarking strength is 26 FTEs. The 26 FTEs consist of 21 internal positions and 5 external FTEs. Since virtually all of the internal positions have been filled, as of late 2009, IA's focus is changing from growth in resources to growth in personnel. While personnel development has always been an important consideration in IA, a more comprehensive, longer-term approach to personnel development is needed to further develop our talent. Some key considerations include: A hires professionals with potential future value to the Company outside of IA. In effect, it is IA's goal to serve as a source of talent for a variety of positions across the Company. Some IA auditors now have over five years of service within the Department. Such auditors would be prime candidates to move into positions elsewhere in the Company. Our Supervisors are relatively inexperienced. The Department philosophy is to hire at the staff level and promote from within, when possible. For these reasons, we need to develop a comprehensive ongoing framework/process to develop members of Internal Audit, both individually and collectively, to be future leaders in the Department and the Company.</p>	<p>This KPI focuses on developing the skills and talent within Internal Audit. This in turn will improve the quality, efficiency, and value of audit work performed, which will result in reduced business risks and improved operations. In addition, this KPI focuses on developing a pipeline of strong talent to transition into other positions throughout Ameren in the future, strengthening the overall organization.</p>	EP
Effective investment evaluation and budget target development (Treas)	<p>Corporate Finance provides support to other corporate entities in analyzing proposed projects, business opportunities and investment of corporate funds. This includes assistance with capital and O&M expenditure allocations to assure budgetary constraints are not violated. At a legal entity and corporate level, Finance evaluates the impact of capital and O&M on future financings to inform upper management/board on cash requirements and anticipated short-falls. Finance opines on the extent and impact of potential debt and equity financings. Ensures that the investment of corporate funds is directed to projects and business segments that maximize value to the Company and maintain or improve credit ratings. Analyses consider downside risk associated with potential projects in an attempt to identify any possible negative consequences to the Company that could result from investment in a given project. As a business segment or legal entity level, Finance also identifies risks that could impact access to capital.</p>	<p>Analyses that are performed for potential projects determine their cost or benefit to ratepayers in terms of incremental revenue requirements. In this manner, alternatives that maximize benefits or minimize costs to customers can be selected. Informed judgment ensures that the proper allocation of scarce corporate resources are directed to projects and business segments that maximize total shareholder return.</p>	Budget

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Employee communications projects (Corp Comm)	<p>This KPI will include the following:</p> <ol style="list-style-type: none"> 1. Continue the evolution and improvement of Corporate internal communications channels Scholar, AOL, AJ, Interconnect 2. Complete and launch a redesigned Scholar 3. Complete 4 Diversity videos 4. Provide custom employee com to meet segment requests <p>Benefit: Supports Ameren's efforts and increased employee engagement, improve safety, enhance diversity and expand teamwork across the organization</p>	<p>Research shows engaged employees are safer, more efficient and more customer-focused. In support of Ameren's engagement efforts and safety efforts we offer a variety of employee communications media. This education and safety communication results in better communications between our employees and customers and has resulted in fewer safety incidents resulting in lower costs for our customers.</p>	EP/Safety
Employee Development (CAO)	<p>Employee development is key measure of employee professionalism and knowledge of changing accounting requirements. This KPI is measured by the following indicators: 1) Hours of training: Number of hours of training, which includes subjects applicable to the person's job or concerning the overall utility or accounting policymaking industry; 2) An updated and utilized Professional Development Plan (PDP) - Must be completed and approved by 7.1.2009. Compliance with regulatory rules is a key element of each Business Segment's activities. This employee development helps assure personnel are as current as possible on accounting rules and regulations as well as other things. Failure to comply with regulatory requirements can result in loss of recovery of costs, inability to obtain financing, and other penalties. This also reduces succession risks.</p>	<p>Keeping employees aware of current accounting/industry requirements is essential in ensuring that the Company is in regulatory compliance. Lack of compliance results in decreased credibility in rate case proceedings and possible monetary penalties or restrictions of operating activities or access to capital markets.</p>	EP/Budget
Enable Strategy Implementation (CAO)	<p>This KPI was designed to provide a vehicle for changing the organization, enhancing engagement, and aligning with the new strategic direction while at the same time developing leadership skills with opportunities in real-time. This is accomplished through the use of All Controller's meetings that are designed to inform employees about Ameren's strategy implementation as well as build teamwork, engagement and passion among employees for this direction. These meetings, which will utilize supervisory personnel for presentation and employee interaction, will provide them opportunities for building change leadership skills. This helps assure alignment of employee focus with the strategic direction of Ameren.</p>	<p>Inability to connect management's actions with the strategic direction and purpose can lead to confusion and loss of productivity among the workforce. Loss of productivity can lead to increased costs to customers.</p>	EP
ESH Project Goals	<p>KPI is based on Department ratings (10 point scale) of the Function's ability to meet project goals on or before the end of they year.</p>	<p>Project goals (scope and timing) are essential to both meet the needs of the business segments in their goal of delivering safe and reliable service to their customers and to limit the cost associated with each project.</p>	EP/Enviro
Function O&M and Capital Budget Compliance	<p>This indicator measures expenditure performance relative to the current Operations & Maintenance (O&M) and Capital budget at a Function level. Capital cost is the cost of new construction projects and new equipment or equipment replacements. Equipment must be a "unit of property" to be considered Capital. O&M costs contribute to the cost of producing electricity and are therefore identified to help determine production.</p>	<p>Budget compliance metrics ensure that Ameren's functions are using its resources wisely, and that employees are constantly focused on keeping costs within or under budget. Ultimately, lower costs lead to lower rates over time, which is a clear and strong benefit to the customer.</p>	Budget

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Function Customer Satisfaction Survey	Survey of internal clients measuring their satisfaction of services provided by the function. Provides the function with a tool for measuring the satisfaction of the various segments and areas where improvement in services may or may not be needed as it relates to their strategies and the function services.	The benefits of achieving favorable survey results in these surveys are similar to the B&CS overall customer satisfaction survey. AMS employees support the business segments, such as the Ameren Illinois Utilities, to ensure that their services are meeting the needs of the segments in delivering reliable and cost efficient energy solutions to their customers.	CS
Function OSHA Incidence Cases	OSHA Incidence Cases are a key measure of safety focused on behaviors, a safe work environment, and potentially unsafe acts. An OSHA Incidence Case includes: 1) Occupational deaths 2) Non-fatal occupational injuries (involving loss of consciousness, lost days away from work, restriction of work or motion, permanent transfer to another job, or medical treatment other than first aid) 3) Non-fatal occupational illnesses.	Reducing or eliminating altogether lost workdays as a result of occupational injuries as defined by OSHA's incidence rates also serves to reduce operating costs, which is a direct benefit to the customer. If employees cannot work, they cannot serve their customers. This and other safety-related metrics encourage our workforce to work safely to protect not only themselves, but also the customers they serve.	S
Function Total Budget Variance	Total budget variance, less Taum Sauk-related expenses, made up of the following cost category components: -- Assets & Other Debits - \$5.4mm -- Capital - \$0.7mm -- O&M - \$31.2mm -- Liability - \$32.9mm -- Other Income/Ded - \$1.3mm	Budget compliance metrics ensure that Ameren is using its resources wisely, and that employees are constantly focused on keeping costs within or under budget. Ultimately, lower costs lead to lower rates over time, which is a clear and strong benefit to the customer.	Budget
Implementation of Merchant Generation Risk Tolerance Limits and Metrics (CAORM)	Risk Management has worked with the Merchant Generation Business Segment to define the risk tolerance profile for commodity risks for the 5 year planning horizon. Risk Management has implemented the defined risk tolerance as Policy limits approved by the RMSC. Risk Management has established the appropriate risk metrics to evaluate the risks. This KPI will help define the type and level of risk the Merchant Generation business segment will carry over time.	The AIUs procure the energy for their customers in a competitive market process outlined by the IPA. Ameren's Merchant Generation has been a consistent supplier and counterparty for the energy transactions that hedge the price for the AIU customers. This KPI will support Ameren's Merchant Generation as a viable, financially sound, competitive supplier in the AIU energy procurement process. Without multiple suppliers participating in the procurement process there could be a direct impact on energy pricing for the customers.	EP
Initiate Sustainability Program support of Strategic Initiative (EHS)	Create and implement a key element of the sustainability program that will enable Ameren's success through the following deliverables: 1. Identify key individuals to lead the development , 2. Develop key elements of the sustainability program 3. Creation of communication plan 4. Training of workforce 5. Implementation of the sustainability program. BCS is currently considering Sustainability as a business segment strategy. Implementation is currently under review by the ELT. Initiate Ameren Sustainability Program to help mitigate regulatory risks from issues such as GHG emissions, CCPs, and HAPs.	Increased sustainability ultimately lowers costs and reduces corporate liabilities by reusing materials rather than disposal.	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Internal Control Compliance (SOX)	This KPI measure the integrity of the accounting controls environment by tracking the control deficiencies and material weaknesses (as defined within the Accounting Pronouncements) detected in our systems of control taking into consideration the newly implemented rules that not only examine those controls at the Ameren Corporation level, but also at the individual registrant levels.	Sarbanes-Oxley rules were put in place to protect financial investors and the public with respect to accuracy of financial information. This KPI encourages the maintenance of strong internal controls to prevent actions that may result in impacts to investors – which, if they occur, could result in rising costs of capital. Ultimately, lower costs lead to lower rates over time, which is a clear and strong benefit to the customer. Success in this category helps assure our cost of capital is not impacted by such negative events.	EP/Budget
IT Availability Index	A measurement of the availability of selected key systems/suites based on various performance indicators. Availability is measured on a scale of 0 to 10. A rating of < 8.0 fails to meet our service level objective.	This metric focuses on the availability and reliability of many customer-facing and customer-related systems such as Ameren.com (outage updates), JULIE locates, customer call center systems, etc. In order to deliver cost-effective and reliable service to our customers, it is critical that these key systems which enhance customer service and support the delivery of electricity and gas to our customers are maintained and available 24/7/365.	CS/EP
IT Project Delivery Index (ASC)	This index is composed of three items: Projects Completed On Time, Projects Completed Within Budget and Project Quality. Calculation: Each component will be measured and calculated individually and will be shown under the Project Delivery Index Heading. Measures success in delivering strategic projects or project milestones at the on time, within budget and quality specifications required by the business sponsors.	This KPI monitors the successful implementation of large projects. The success of each project is measured by schedule (on time), cost (on budget) and quality (minimal/manageable errors). Successful project delivery is critical to achieving the expected results for each project. See the individual projects for specific details/benefits of each project.	CS/EP
IT Service Delivery Index	A measurement of the availability of selected key systems/suites based on various performance indicators. Availability is measured on a scale of 0 to 10. A rating of < 8.0 fails to meet our service level objective.	This metric focuses on key system and system-related services such as telephone systems used in our customer contact centers and customer bill delivery, among others. In order to enhance cost-effective and reliable service to our customers, it is critical that these critical communications and delivery systems which support and are important to our customers are maintained and available 24/7/365.	CS/EP
Merchant Generation Legal Support (Gen Cnsl)	Assist AER in review of their current business model versus various long-term strategic alternatives. Direct involvement with AER allows BCS to be a valued partner helping the segment achieve their long-term strategy. Identifies risks and risk mitigation opportunities and mitigates risks for AER such as: economic conditions; investment evaluation and monitoring; regulatory rules and regulations; planning and execution and market impacts.	This KPI benefits Ameren customers by ensuring Ameren Corporation continues evaluating all aspects of its business in order to optimize its overall business strategy. Cost of capital can be impacted by the view ratings agencies have on Ameren's business. Thus, implementing an effective merchant business strategy and a utility strategy are vital to maintain the confidence of the ratings agencies whose ratings directly impact the merchant and utility cost of doing business.	CS/EP
No Days to Close Books <10 Days	Number of months to close books and produce business line reporting in less than 10 business days. This KPI impacts stewardship in that it allows timely response to financial results, managing financial resources effectively.	Ensures business segments are able to respond to financial results in a timely manner and are better able to manage their financial resources effectively and efficiently.	EP / Budget

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Percentage of Audit Plan Completed	Based on a detailed audit-by-audit analysis at a particular point in time	The Annual Plan is in large part driven by input from the Business Segments. Substantially completing the Plan will help ensure we are reviewing the areas highlighted by the Business Segments. The audits in the Plan typically focus on those regulatorily required and those that subject the Segment to significant business risk. If not adequately controlled, business risks can have a direct negative financial impact on the Company and/or ratepayers. Focusing on the percentage of the Plan completed helps us focus on completing audits of those higher risk areas, which can help the segment control costs and the impact on ratepayers.	EP
Plant Accounting Effectiveness (CAO)	This KPI is a combined metric that focuses on two measures: 1. Minimizing construction audit backlog - To address Controller's increased focus on minimizing backlogs including timely identification, communication and resolution of issues with regard to invoices, resulting in more accurate and timely information on capital expenditures, and 2. Minimizing workorder revisions - This KPI emphasizes work order policy compliance by promoting timely identification, communication and resolution of instances of over/under spending relative to approved work orders. Increases compliance with spending limitations, reduces risk of liens and litigation.	Cost control with respect to litigation and liens. Controlled capital spending keeps rates at the appropriate levels.	EP/Budget
Quality Ratings of Key Projects	Measures satisfaction rating of various customers (CEOs, SVPs, VPs, etc.) on key function-level projects affecting the business segments. Timely completion as well as desired outcome for a various project is an indication that services are being executed.	This metric focuses on AMS employees who support the business segments, such as the Ameren Illinois Utilities, to ensure that the segments are receiving the highest quality delivery of projects and services which enhance their ability to safely and effectively deliver affordable, reliable and energy efficient solutions to the customers they serve.	CS/EP
Rate Case Support Rating	This KPI measure customer's satisfaction with the support provided by Controller's departments in the course of rate cases, including preparation, documentation, data request response, testimony, etc.... It is measured by a customer satisfaction survey to those internal customers in the segments that are responsible for rate cases within their segments as well as legal and other internal parties that utilize Controllers organization for rate cases.	Increasing quality of rate case support by Controller's personnel to those that interact more directly with regulators and customers can result in improved accuracy and lower costs of producing and completing a rate case. Accuracy and completeness of financial information helps assure that a rate case runs smoothly and efficiently, meeting the needs of interveners and others that represent the interests of customers. Lower costs of producing and completing a rate case (efficiency) keep those regulatory-related costs as low as possible, which directly reduce costs to customers since those costs are reimbursed by customers.	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Rating of Risk Mgt Policy Training for Business Segments	Risk Management must provide training on all the Risk Management Policies to the Front, Middle, Back Offices & IT.	This KPI impacts the strategies and financial performance of the business segments by ensuring that the relevant personnel understand the risk tolerance and mitigation controls with which they must operate. This KPI impacts Financial Risk. Failure to follow or adhere to established business segment risk management policies could result in unanticipated financial consequences including increased fuel or natural gas expenses. The customer directly benefits from the established hedging programs through reduced volatility in fuel expenses.	EP/Budget
Rating of RMSC Processes/Reporting	The Risk Management Steering Committee is a significant customer of the Middle Office & Market Risk Management. This survey provides transparency to how well MO/RM is meeting their needs.	The segment CEOs are all members of the RMSC. Therefore they all have transparency to the impact of MO/RM processes and reporting impact on the business segment performance. This KPI impacts Financial Risk. Failure to appropriately report financial risks to the RMSC could result in unanticipated financial losses.	EP/Budget
Regulatory/Stakeholder Legal Support (Gen Cnsl)	Avoidance of regulatory lag: This project will realize the following goals when mitigating regulatory lag: Financial - Earning fair returns on investments (including recovering our cost of capital and avoiding cost disallowances) while recovering our costs in a timely fashion (thereby reducing regulatory lag); consistent, constructive regulatory outcomes and policy-making; Improved regulatory and legislative environments, enhancing our ability to take a leadership role in energy policy-making, as well as implementing constructive regulatory and legislative frameworks; becoming a trusted energy advisor to key stakeholders.	Providing relative rate stability, while sending proper price signals to customers. Reduced rate case frequency. Becoming a "trusted energy advisor" to key stakeholders	CS/EP
Renewables Projects (AFS)	Measure the effectiveness of successfully executing Renewable Energy initiatives on time (weighted and measured on a scale with 80%/90%/100% representing Threshold/Target/Maximum, dates still to be determined). The items to be measured will be: 1) Develop compliance plan for Prop C (20%), 2) Successfully complete the Installation of Solar Generation on Ameren Illinois utility buildings, (25kw) and AmerenUE buildings (100-500kw) (20%), 3) Fred Weber Project Methane to Megawatts (35%), a) Obtain full CPOC approval for Phase II of Fred Weber Project, b) Complete Phase II Construction Agreement for Fred Weber Project, c) Begin Construction of Fred Weber Landfill Gas Project, 4) Rating of Renewables efforts by Warner Baxter, Tom Voss, Steve Sullivan	Executing Ameren's Renewable Blue Chip strategy will provide Ameren new generation to serve customers and improve our Corporate image in Environmental Stewardship.	EP/Enviro

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Respond to GHG Emission Regulation support of Strategic Initiative (EHS)	EPA has 2 major proposals governing regulation of greenhouse gases (GHGs) under the Clean Air Act that will impact the operating segments. This KPI will enable Ameren's success through the following deliverables: 1. Track and participate in development of the regulation, 2. Identify key risks 3. Communicate information to key Ameren stakeholders 4. Support development of compliance strategy 5. initiate the implementation of the compliance strategy. Advocates Ameren position during rulemaking and communicate status and issues to key Ameren stakeholders. Identifies key risks and support development of mitigation plans.	Assisting business segments comply with the regulation means low cost reliable energy for our customers.	Enviro
Significant deficiencies/weaknesses (SOX) caused by errors/omissions (Tax)	This KPI measures the integrity of the accounting controls environment by tracking the control deficiencies and material weaknesses (as defined within the Accounting Pronouncements) detected in our systems of control taking into consideration the newly implemented rules that not only examine those controls at the Ameren Corporation level, but also at the individual registrant levels. Target is No Material Weaknesses. Maximum is No Material Weaknesses and No Significant Deficiencies.	Appropriate cost of capital is facilitated by this KPI.	EP/Budget
Stockholder Correspondence Turnaround	All requests to transfer the ownership of stock and all notifications that stock certificates have been lost must be given high priority and processed within one business day	The customer benefits from the Company ensuring high quality services to the investors and complying with the SEC, NYSE and Securities Transfer Association regulations. If the Company didn't comply with the regulations, the Company could be exposed to potential fines.	EP/ Budget

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Strategic Project Delivery Index (ASC)	<p>This KPI relates to ASC/IT Projects which directly support the Ameren Corporate Strategic Initiatives. The Strategic Project tracking document will be used to identify the projects which will be monitored for this KPI. The projects included on this list are expected to be dynamic and may change during the year due to changing business requirements and priorities. Projects and /or Milestones will be measured for quality as they are delivered. The responsible IT manager will meet with Strategic Initiative sponsor to discuss the project and to get feedback on effectiveness and efficiency of the project delivery. Ameren.com Redesign – (SI: Brand Image) Ameren’s current web site is outdated and needs to be redesigned. This project will support the strong Ameren brand and image of being an energy leader with a visionary eye on the future.</p> <p>Corporate Planning BI Rate Modeler (SI: Regulatory) - This project will support the Regulatory Key Strategic Initiative by providing the regulatory teams with a tool to model possible tariff and rider combinations for rate case preparation.</p> <p>Distribution Management Automation Deployment (SI: Customer S/G) - This project will support the Customer-Smart Grid Key Strategic Initiative by providing application technology necessary to support smart devices in the distribution system.</p> <p>Learning Mgmt System (phase 1- excludes Callaway) (SI: Workforce of Tomorrow) - This project supports the Workforce of Tomorrow Key Strategic Initiative by providing a Talent Development process which is critical for enabling new knowledge and skills throughout Ameren. It will also help mitigate the impact of expected workforce turnover in the next 15 years, by establishing a learning program for craft and knowledge-based workers.</p> <p>Smart Grid Network Design (SI: Customer S/G) - Communication infrastructure is the foundation for successful implementation of Smart Grid technology rollout across the Ameren territory. Our current infrastructure is not capable of supporting our planned roll out.</p>	<p>This KPI monitors the quality score of key strategic projects. Quality is important to achieving the required benefits of key strategic projects. See the individual Strategic Projects for details of each project and how customers benefit.</p>	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Strategic sourcing initiative (Supply)	The Strategic Sourcing Initiative involves the continued implementation of center-led, a systematic, process-driven approach to acquiring goods and services. The KPI metric is associated with annual savings resulting from implementing the process. These savings are verified by corporate and business controllers on a quarterly basis. The Supply Chain begins with the contractors and suppliers with whom Ameren does business. Selecting the right supplier or contractor at the appropriate price is fundamental to efficient operation of our generation and delivery systems. Implementing and adhering to the Strategic Sourcing process mitigates Operation Risk associated with the supply chain by delivering needed material and services on time and reducing related costs. Introducing a competitive sourcing process also minimizes regulatory risk and facilitates cost recovery through rate relief.	Ensures the delivery of reliable power at low cost – high customer value. Over \$79 million in savings or avoided costs in 2009 and over \$310 million program to-date.	EP/ Budget
Timeliness and Quality of Regulatory Filings	Timeliness and Quality of Regulatory Filings based on the number of predefined regulatory filings that are filed on time and the number of re-filings due to errors or corrections.	Filing the dozens of regulatory filings on a timely basis assures that customers and other interested parties have access to the financial and operational data in a timely manner and it also avoids fines and penalties. The quality measure focuses on minimizing the number of times that corrections must be made to filings as a result of inaccuracies or other causes – which cause increased costs. Ultimately, lower costs lead to lower rates over time, which is a direct benefit to the customer.	EP
Timely delivery of requested materials (Corp Comm)	Develop publications, presentations, web site and social media to support corporate initiatives. Materials support the corporate response to climate change legislation, integrated resource planning and sustainability/environmental reporting or the development of points of view to support strategic initiatives. Develop strategies, research issues, create materials and implement plans for increased public/media outreach, to support branding initiatives and corporate efforts to clarify company values and responsibilities to customers. Pursue social media strategies to increase public awareness of community support and customer programs and services, all to improve public perception of the company.	Enhances customer understanding of strategic energy topics such as climate, renewables, smart grid, distributed generation and more.	CS
Timely Preparation of FIT Return	Ensure preparation of Federal Income Tax Return in a timely manner	Completing the draft return in a timely fashion promotes efficiency and ensures adequate time for review of tax return by external tax counsel. This benefits the customers of the business segments because the resulting efficiencies reduce the administrative costs associated with preparing the return. In addition, the review by external tax counsel serves as an additional control to ensure accuracy, which benefits customers of the business segments because inaccurate tax returns could result in the payment of additional tax, interest and penalties.	EP

Incentive Compensation KPIs	Incentive Compensation KPI Descriptions	Customer Benefit	Primary Metric Category*
Total Hours Variance from Project Budgets	Compares total hours to approved budget	This KPI focuses on audit efficiency. By being more efficient in our audits, customer costs can be contained by avoiding overtime.	EP
Training & Development (Supply)	Provide training and professional development opportunities to Supply Services employees. This KPI impacts service efficiency and effectiveness. Lack of knowledge among the workforce is a People Risk and an Operational Risk. This KPI is in direct support of Key Strategic Initiative: Workforce of Tomorrow by facilitating development of key skills, leadership fundamentals, and other competencies required to meet the needs of the changing business environment, with the following deliverable: Completion of $\geq 12,036$ hours of training in 2010.	Ensuring that employees receive the appropriate training for their role promotes a more knowledgeable, efficient and productive work force, resulting in lower costs to be passed on to business lines, thus decreasing costs passed on to external customers.	EP
Workforce of Tomorrow (HR)	Create and implement a key element of the people strategy that will enable Ameren's success through the following deliverables: 1. Process mapping of succession plan for each business segment/function, 2. Gap identification, 3. Creation of templates, 4. Training of workforce, and 5. Individual plan creation. Makes sure we have the right talent to execute on our strategy and develop a pipeline of talent for critical positions within the company. Mitigates workforce shortages through proactive planning of potential areas with upcoming critical positions. Key Strategic Initiative: Workforce of Tomorrow. This KPI is directly supporting the need to enhance identification and development of key people leadership talent as identified as an objective.	Orderly succession of management enhances efficiency, improving service and reducing upward pressure on rates.	EP
Semi-annual formal coaching and feedback (Treas)	Conduct semi-annual employee/supervisor coaching and feedback with the management employees and quarterly 360° recognition circle exercise. This KPI creates an environment for employees to carry out the senn delaney concept of coaching and feedback within their department as well as the departments they support. Coaching and feedback has been identified as 1 of 3 major Change Management initiatives corporate wide and is a great way to communicate change within the Company.	This KPI ensures the department is working efficiently. An efficient department helps reduce the cost of overhead to the Company.	EP