

BEFORE THE STATE CORPORATION COMMISSION
OF THE STATE OF KANSAS

DIRECT TESTIMONY

Received
on

OF

AUG 25 2011

JERL BANNING

by
State Corporation Commission
of Kansas

WESTAR ENERGY

DOCKET NO. 12-WSEE-112-RTS

1

I. INTRODUCTION

2 Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.

3 A. Jerl L. Banning, 818 South Kansas Avenue, Topeka, Kansas
4 66612.

5 Q. BY WHOM AND IN WHAT CAPACITY ARE YOU EMPLOYED?

6 A. Westar Energy, Inc. (Westar), Vice President, Human Resources.

7 Q. PLEASE DESCRIBE YOUR EDUCATIONAL BACKGROUND
8 AND BUSINESS EXPERIENCE.

9 A. Between 1996 and 2008, I held various positions in human
10 resources at Aquila, Inc., and Koch Industries. Prior to these
11 positions, I worked in a variety of professional services
12 organizations as a human resources consultant with clients in
13 multiple industries. I received a B.A. in psychology from Bethel

1 College and a master's degree in organizational/personnel
2 psychology from the University of Kansas.

3 **Q. HAVE YOU TESTIFIED BEFORE THIS OR OTHER**
4 **REGULATORY BODIES IN THE PAST?**

5 A. Although I have prepared written testimony on behalf of Aquila, Inc.
6 for the Nebraska Public Service Commission, I have not testified in
7 person before this or any other regulatory body.

8 **II. PURPOSE AND OUTLINE OF TESTIMONY**

9 **Q. WHAT IS THE PURPOSE OF YOUR TESTIMONY?**

10 A. I will discuss Westar's pay and benefits programs, including base
11 pay and the short-term incentive plan for non-executive level
12 employees, retirement and other benefits, and executive
13 compensation. I will discuss how each of these programs
14 compares to the pay and benefits offered by other similarly-situated
15 utility companies and demonstrate that Westar's pay and benefits
16 programs are reasonable and supported by evidence that they are
17 at or near the market median in all instances.

18 Included with my testimony are graphs and tables provided
19 from studies and surveys in which Westar has participated. A
20 majority of these studies were conducted by two firms which
21 specialize in actuarial and benefit services, Mercer, LLC, and
22 Towers Watson. Throughout my testimony, I will refer to findings
23 from these studies conducted between 2009 and 2011.

1 **III. OVERVIEW OF WESTAR'S PAY AND BENEFITS PROGRAMS**

2 **Q. WHAT IS THE PURPOSE AND OBJECTIVE OF WESTAR'S PAY**
3 **AND BENEFITS PROGRAMS?**

4 A. Our pay and benefits are designed and managed to attract and
5 retain the talent necessary to provide safe, reliable electric service,
6 and to do so while managing our costs responsibly. We do this by
7 monitoring employee turnover, employee engagement, and
8 employee count. This information is compared to industry
9 standards, along with overall payroll costs and benefits, to ensure
10 we are properly aligned with our peer companies.

11 **Q. WHY IS IT IMPORTANT THAT WESTAR'S PAY AND BENEFITS**
12 **ARE COMPARABLE TO THOSE OF ITS INDUSTRY PEERS?**

13 A. We compete with other utilities for employees with the same
14 experience and ability to meet our goal of providing safe, reliable
15 service to customers at reasonable cost. In order to ensure that we
16 can effectively attract and retain the employees we need, our pay
17 and benefits must be competitive in the industry.

18 **Q. TO WHICH UTILITIES DO YOU COMPARE YOURSELF TO**
19 **ENSURE THAT WESTAR'S COMPENSATION AND BENEFITS**
20 **PROGRAMS ARE REASONABLE?**

21 A. Management and the independent Compensation Committee of
22 Westar's Board of Directors have selected a set of utilities that
23 reflect the size and characteristics of our business – other small to
24 mid-sized regulated electric utilities. Table 1 lists the companies in

1 our peer group. The information in Table 1 reflects data compiled
 2 from each company's 2009 Annual Report, 2010 year-end 10-K,
 3 and the company's web site as of January 2011.

TABLE 1

Westar Peer Group Comparisons			
Company	Generating Capacity (In MW)	Revenue (\$)	Employees
Alliant Energy	3,509	3,433	4,957
Ameren Corp	16,800	7,090	9,780
Avista Corp	1,776	1,513	1,538
Black Hills Corp	120	1,270	2,200
Cleco Corp	3,803	854	1,300
DPL Inc	3,700	1,589	1,562
Great Plains Energy Inc	6,100	1,965	3,197
IDACORP Inc	3,321	1,244	2,000
Northwestern Corp	604	1,142	1,354
NSTAR	None	3,050	3,000
NV Energy Inc	5,581	3,586	3,087
Pinnacle West Capital Corp	6,288	3,297	7,200
PNM Resources Inc	2,706	1,648	2,133
Portland General Electric Co	2,784	1,804	2,708
TECO Energy Inc	4,719	3,311	4,073
Unisource Energy Corp	1,686	1,394	1,722
Westar Energy	6,807	1,858	2,397
Wisconsin Energy Corp	5,489	4,128	4,692
Average	4,458	2,454	3,272
Min	120	854	1,300
25th	2,706	1,424	1,792
50th	3,700	1,831	2,553
75th	5,581	3,308	3,854
Max.	16,800	7,090	9,780

1 When available, we use the information from these
2 companies as our primary source of comparison. When
3 appropriate, we also size-adjust our peers' numbers using
4 regression analysis. We also use industry published numbers and
5 sometimes seek specific comparisons from other companies when
6 appropriate and necessary. I will discuss in more detail the method
7 of gathering comparative information throughout my testimony
8 because it varies a bit according to the availability of information for
9 each component of pay and benefits.

10 **Q. WHY COMPARE TO THE MARKET MEDIAN – THE MIDPOINT**
11 **OF THE MARKET – INSTEAD OF SOME OTHER MEASURE OF**
12 **CENTRAL TENDENCY?**

13 A. The median represents the “middle of the pack,” and is less
14 susceptible to the influence of outliers – an extraordinarily high or
15 low number that can skew the average when the distribution is not
16 “normal.” Therefore, we believe it is the most appropriate measure
17 for comparing pay and benefits. Aiming our compensation levels at
18 the median ensures that we are acting well within industry norms.

19 **Q. WHAT KIND OF RETIREMENT PROGRAMS DOES WESTAR**
20 **PROVIDE?**

21 A. Westar provides all union employees, and non-union employees
22 hired prior to 2002, with a typical, final average earnings (FAE),
23 pension plan, which provides employees a level annuity payment

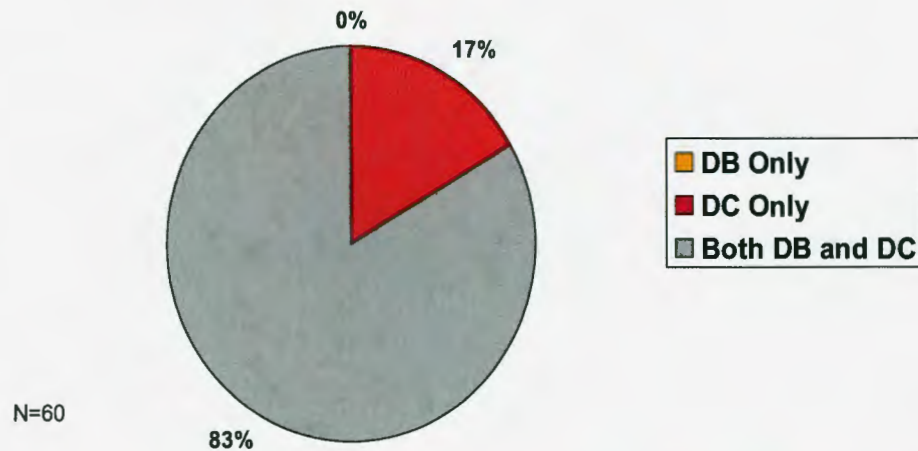
1 after they retire, based upon a formula of tenure and final pay. In
2 2002, Westar introduced a cash balance plan, which credits to non-
3 union employees' accounts a percentage of pay according to their
4 age, for all hires after January 1, 2002. Westar is currently
5 negotiating with its unions to include all new union employees in the
6 cash balance plan. Westar also offers a 401(k) plan to all
7 employees, which provides a partial match on the first six percent
8 an employee contributes to the plan.

9 **Q. IS THE COMPOSITION OF WESTAR'S RETIREMENT PLANS**
10 **CONSISTENT WITH WHAT IS TYPICALLY AVAILABLE IN THE**
11 **ELECTRIC INDUSTRY?**

12 A. Yes. According to studies performed by Towers Watson and
13 Mercer, a majority of the electric utilities participating in the studies
14 offer a defined benefit (DB) plan, most commonly a pension plan,
15 and a defined contribution (DC) plan, most commonly a 401(k)
16 plan. These studies are discussed in more detail below. Figure 1
17 below, from a study from Towers Watson, shows the mix of defined
18 benefit and defined contribution retirement plans utilized among
19 Westar's peer companies (regulated utilities) for non-union
20 employees. The chart demonstrates that the vast majority (83%) of
21 utilities continue to offer both a defined benefit and a defined
22 contribution plan to new hires.

Figure 1

**Prevalence of Retirement Benefits for New Employees
Regulated Utility Industry**



- 1 **Q. WHAT IS WESTAR DOING TO MANAGE THE COSTS OF ITS**
2 **RETIREMENT EXPENSE?**
- 3 A. In 2002, Westar reduced the level of retirement benefits offered to
4 new, non-union employees by adopting a cash balance formula
5 pension plan. Existing employees were grandfathered in the plans
6 in which they were hired, thereby providing a sunset for the
7 traditional plan. The career-average pay formula under the cash
8 balance plan is simpler to administer and account for and results in
9 lower cost and less volatility than the FAE design. In addition to
10 changing the plan design for new entrants in 2002 to reduce
11 Westar's pension expense, Westar has invested considerable time
12 and disciplined review in the management of Westar's pension
13 expenses and investment strategies, as Mr. Somma explains in his
14 testimony.

1 Most recently, Westar has entered into 2011 contract
2 negotiations with union representatives. The primary emphasis of
3 Westar's negotiations strategy is to move union, new hires from the
4 traditional pension plan based on final earnings to a cash-balance
5 formula pension plan similar to our non-union new hires, with
6 existing union employees grandfathered in the plans in which they
7 were hired. Westar's most recent proposal to the union, which
8 includes this change to the cash-balance plan, as well as a 2
9 percent gross wage increase, did not receive a majority vote from
10 union employees. As a result, Westar and the union
11 representatives will continue to negotiate the 2011 bargaining unit
12 agreement.

13 **Q. WHAT CIRCUMSTANCES MIGHT CAUSE WESTAR TO ADJUST**
14 **ITS BENEFITS PLANS?**

15 A. It is not common, but on occasion where market studies indicate
16 changes are warranted, we make changes. For example, a 2008
17 review of our retirement plans relative to the market indicated that
18 the combination of Westar's cash balance plan at the time and the
19 401(k) match significantly lagged the market value of other
20 retirement plans in the utility industry for employees hired after
21 2002. We also knew that if there were to be a reasonable chance
22 to migrate more employees away from annuity-type plans toward
23 the less-costly cash balance type plans, it would be important to

1 show that the latter are still competitive in the market. A decision
2 was made to adjust the cash balance plan to better reflect the
3 values in the market, and to reduce the disparity in retirement plan
4 values between employees hired prior to 2002, and those hired
5 after. In addition to providing a more market-competitive retirement
6 benefit, the revised design was adopted to serve as a retention tool
7 for experienced workers by adjusting the contribution rate for older
8 employees as compared to younger employees.

9 As discussed below, the Mercer study indicates that even
10 after this adjustment, Westar's cash balance plan for a new
11 employee remains below the median of our peer companies. The
12 plan change in 2008 did result in an increase – approximately
13 \$600,000 – in the annual cost of retirement benefits, but assures
14 that we have a viable path to continue making the improvements
15 needed to balance costs and competitive benefits.

16 **IV. WESTAR'S RETIREMENT AND BENEFITS PROGRAM FOR**
17 **NON-UNION AND UNION EMPLOYEES**

18 **Q. HOW DO WESTAR'S BENEFIT AND RETIREMENT PLANS**
19 **COMPARE TO THE MEDIAN OF ITS PEER GROUP?**

20 A. Both Westar's overall benefits and Westar's retirement benefits are
21 below the median of its peer group. Westar's union plan provisions
22 are negotiated through collective bargaining, which makes Westar's
23 ability to meet the median target subject to slightly more variation.
24 However, according to the best information we could obtain,

1 Westar's overall benefits and retirement benefits for union
2 employees were also very close to the median of our peer group.

3 **Q. PLEASE DESCRIBE HOW YOU CAME TO THE CONCLUSIONS**
4 **STATED ABOVE REGARDING WESTAR'S BENEFIT AND**
5 **RETIREMENT PLANS FOR NON-UNION EMPLOYEES.**

6 A. In 2010, we hired Mercer, a firm specializing in benefits and
7 actuarial services, to conduct an independent review of our non-
8 union benefits plans and expenses relative to our peer group
9 (Mercer Study). Mercer was able to provide information from its
10 database for Westar and eight other utilities from our specified peer
11 group. (Wolf Creek Nuclear Operating Corporation was also
12 included in the study.) The peer companies included in the Mercer
13 study were: Ameren Corporation, Black Hills Services Company
14 (Corp), Dayton Power and Light, Great Plains Energy, Inc.,
15 IDACORP Inc., Pinnacle West Capital Corporation, Portland
16 General Electric, and TECO Energy Inc., all of which have similar
17 businesses as Westar.

18 In 2011, we participated in the Towers Watson Energy
19 Services BENVAl Study of our union and non-union benefit plans
20 and expenses relative to our industry (2011 Towers Watson Study).
21 Towers Watson provided data for Westar and seven utilities from
22 our peer group. The peer companies included in the Towers
23 Watson study were: Avista Corporation, Great Plains Energy Inc.,

1 NSTAR, NV Energy, Pinnacle West Capital Corp., Portland General
2 Electric Co., and TECO Energy, Inc. The Towers Watson study
3 also included seven companies not from our peer group but
4 matched according to similar revenue size. These companies
5 were: CPS Energy, Dynegy Inc., Integrys Energy Group Inc.,
6 Northeast Utilities Services Co., Puget Sound Energy Inc., Salt
7 River Project, and Vectren Corporation.

8 The Mercer and 2011 Towers Watson Studies used
9 sophisticated actuarial methods to compare company benefits.¹
10 They determined whether the value of the benefits plan offered by
11 Westar is comparable to the value of benefits provided by the peer
12 group companies. This comparison was made by estimating the
13 pre-tax salary that employees from each participating company
14 would give up in order to gain each benefit offered, while controlling
15 for company differences that might impact costs, such as
16 demographics and regional cost differences.

17 **Q. WHAT WERE THE RESULTS OF THESE STUDIES WITH**
18 **RESPECT TO TOTAL BENEFITS PROVIDED TO NON-UNION**
19 **EMPLOYEES?**

20 A. The results of both studies of the total benefits provided to non-
21 union employees are provided below. For both studies, the "Rank"
22 is where the cost of Westar's benefits plans ranked among the peer

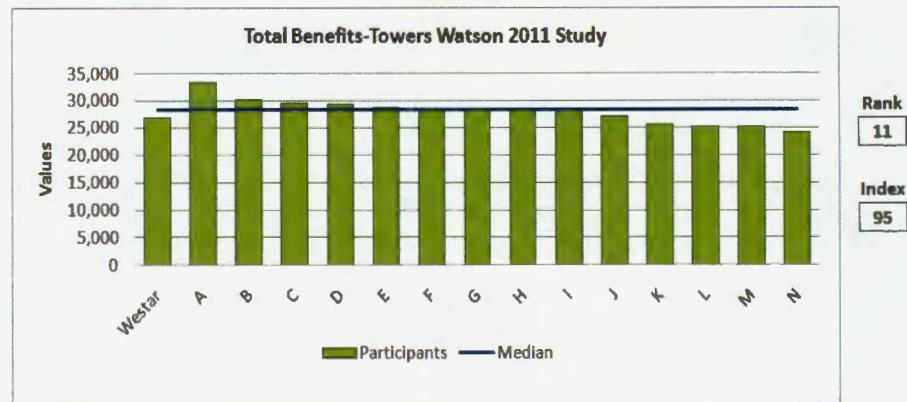
¹ For ease of comparison, the Mercer Study focused on new hires and non-union benefits.

1 group, with "1" being the highest cost. The "Index" identifies, on a
2 percentage basis, how the cost of Westar's benefits plans
3 compares to the median of the peer group with 100 representing
4 the median.

5 The results of the Mercer Study indicate that Westar's
6 overall benefits values ranked ninth out of – or less expensive than
7 – the 10 utilities included in its database with an overall value
8 slightly below (that is, at 92 percent of) the median.

9 The 2011 Towers Watsons Study confirmed the results from
10 Mercer with respect to the total benefits provided to non-union
11 employees. Those results are illustrated in Figure 2 below. The
12 Towers Watson 2011 study indicates that Westar's overall benefit
13 values ranked eleventh out of the 15 (again, less expensive than)
14 utilities included in Towers Watson's study, with an overall value
15 slightly below (at 95 percent of) the industry median.

FIGURE 2
WESTAR NON-UNION BENEFIT COST BELOW MEDIAN

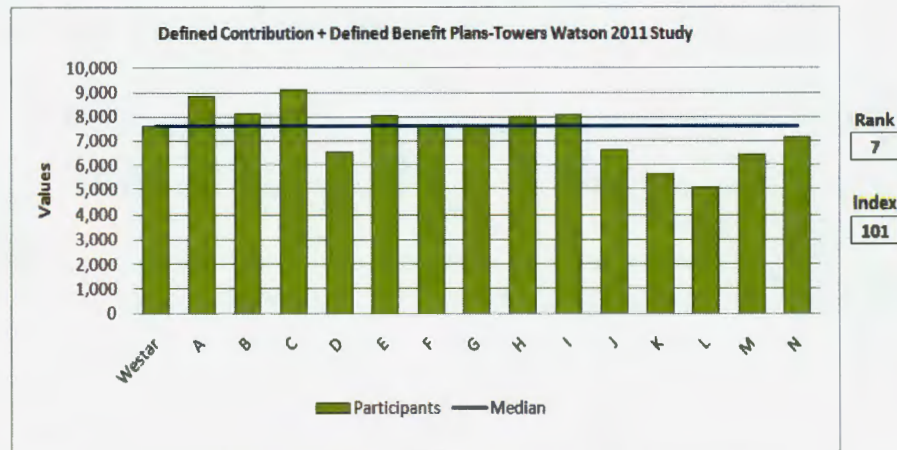


1 Q. WHAT WERE THE RESULTS OF THE STUDIES WITH RESPECT
2 TO THE RETIREMENT BENEFITS WESTAR PROVIDES TO
3 NON-UNION EMPLOYEES?

4 A. In the Mercer Study, Westar's total retirement benefits for non-
5 union employees (the pension plan together with the 401(k) plan)
6 ranked seventh out of 10, at 88 percent of the median.

7 In the 2011 Towers Watson Study, Westar's total retirement
8 benefits for non-union employees (again, the cost of the pension
9 plan together with the 401(k) plan) ranked seventh out of 15, just
10 slightly above industry median. The results are illustrated in Figure
11 3 below.

**FIGURE 3
WESTAR'S RETIREMENT SAVINGS AT INDUSTRY MEDIAN**



12 Q. HAS WESTAR PARTICIPATED IN ANY OTHER STUDIES THAT
13 CONFIRM THE RESULTS OF THE MERCER STUDY AND THE

1 **2011 TOWERS WATSON STUDY WITH RESPECT TO**
 2 **WESTAR'S NON-UNION BENEFIT AND RETIREMENT PLANS?**

3 A. Yes. Westar participated in a study of total compensation for non-
 4 union employees in the electric utility industry in 2009. This study
 5 was commissioned by another electric utility and was conducted by
 6 Towers Watson (2009 Towers Watson Study). The study included
 7 33 electric utilities across the United States and separately
 8 analyzed each component of pay and benefits.

9 **Q. WHAT WERE THE RESULTS OF THE 2009 TOWERS WATSON**
 10 **STUDY WITH RESPECT TO NON-UNION EMPLOYEES?**

11 A. Similar to the Mercer Study and the 2011 Towers Watson Study,
 12 the 2009 Towers Watson Study indicated that Westar's total
 13 retirement program cost is below the average, and at the median,
 14 of its peer group in terms of the percentage of pay contributed to
 15 employee retirement benefits. The results are summarized in Table
 16 2 below.

TABLE 2
WESTAR ENERGY NON UNION TOTAL RETIREMENT BENEFIT AT
MEDIAN

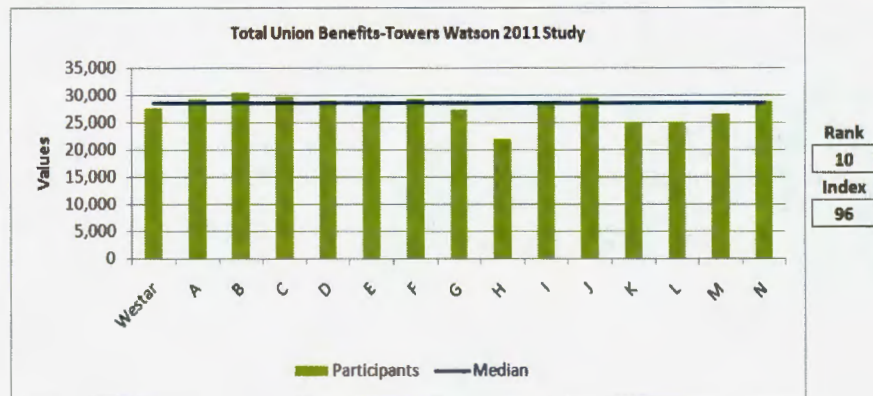
Retirement Benefit Value as a % of Base Pay														
	Westar		Peer Companies (Non-Union)											
	Non-Union (CB)	1	2	3	4	5	6	7	8	9	10	11	Avg.	Median
Total	9.20%	7.70%	9.10%	9.70%	8.70%	14.20%	12.10%	9.20%	9.10%	10.00%	6.50%	10.60%	9.70%	9.20%

17 **Q. HOW DO WESTAR'S BENEFIT AND RETIREMENT PLANS FOR**
 18 **UNION EMPLOYEES COMPARE TO OTHER COMPANIES?**

1 A. The 2011 Towers Watson Study included an analysis of the value
 2 of Westar's union benefit plans provided to new hires. In Figures 4-
 3 5 shown below, the "Rank" is where the cost of Westar's benefits
 4 plans ranked among the peer group, with "1" being the highest cost.
 5 The "Index" identifies, on a percentage basis, how the cost of
 6 Westar's benefits plans compares to the median of the peer group
 7 with 100 representing the median.

8 The results of the 2011 Towers Watson Study of the total
 9 benefits provided to union employees are provided in Figure 4
 10 below. The results indicate that Westar's overall union benefit plan
 11 ranked tenth (again, less costly) out of the 15 utilities participating
 12 in the 2011 Towers Watson Study with an overall value slightly
 13 below (at 96 percent of) the median.

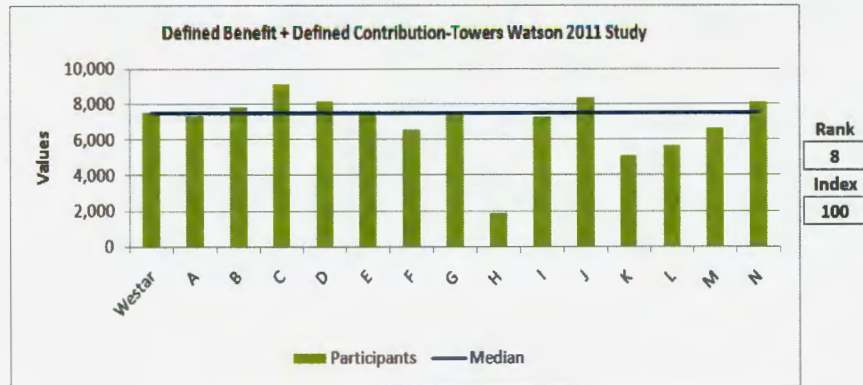
**FIGURE 4
 WESTAR TOTAL UNION BENEFITS BELOW MEDIAN**



14 Westar's total retirement benefits for union employees (the defined
 15 benefit plan together with the defined contribution plan) ranked

1 eighth out of 15 and right at the industry median, as further
2 illustrated in Figure 5 below.

FIGURE 5
WESTAR UNION RETIREMENT BENEFIT PLAN AT MEDIAN



3 **V. WESTAR'S BASE PAY AND SHORT-TERM INCENTIVE**
4 **PROGRAMS**

5 **Q. HOW DO WESTAR'S BASE PAY PROGRAMS COMPARE TO**
6 **OTHERS IN THE INDUSTRY?**

7 A. Westar's comparison ratio for base pay for non-union employees is
8 right at the market median – exactly 100% of the midpoint – which
9 is right on our target. The comparison ratio for union employees is
10 just slightly above the median, at 102% of the midpoint.

11 **Q. WHAT IS A COMPARISON RATIO?**

12 A. A comparison ratio is the ratio between the market median for a
13 position and the amount Westar actually pays its employees in that
14 position. Market data is generally not available for all of Westar's
15 positions. Therefore, we focus primarily on jobs that are common
16 in the industry for which reliable market data can be found. These

1 jobs are called "benchmark jobs." The comparison ratio is
2 determined by the average of the difference in pay for each Westar
3 employee in a benchmark position from the median pay for the
4 companies within the industry for which data was available,
5 reported as a percentage of the median. A percentage greater than
6 100 percent means pay is above the market median, a percentage
7 less than 100 percent means pay is below the market median. The
8 comparison ratio is the best available metric for showing Westar's
9 overall actual pay position relative to market.

10 **Q. WHAT IS THE COMPARISON RATIO FOR WESTAR'S NON-**
11 **UNION EMPLOYEES?**

12 A. Westar's aggregate comparison ratio for non-union exempt
13 positions is 100 percent, or right at the market median.

14 **Q. WHAT IS THE COMPARISON RATIO FOR WESTAR'S UNION**
15 **EMPLOYEES?**

16 A. Westar's comparison ratio for union positions is 102 percent, or
17 slightly above the market median.

18 **Q. DOES A RATIO ABOVE 100% OF THE MEDIAN INDICATE**
19 **THAT YOU ARE PAYING YOUR EMPLOYEES MORE THAN**
20 **YOU NEED TO?**

21 A. No. In fact, it is only coincident that it would be precisely at 100%.
22 Typically it will be slightly higher or lower, sometimes simply due to
23 statistical anomaly.

1 **Q. DOES WESTAR USE PROGRAMS THAT PLACE SOME**
2 **COMPENSATION AT RISK?**

3 A. Yes. For our non-union employees, depending on their position,
4 part of their pay is variable, depending on performance. We refer
5 to this as a Short-Term Incentive program.

6 **Q. HOW IS WESTAR'S SHORT-TERM INCENTIVE PROGRAM**
7 **DESIGNED?**

8 A. Westar's short-term incentive plan, the variable pay component of
9 our compensation mix, is a common element of pay for non-union
10 employees.² Incentive targets are established for each pay grade
11 and are designed to bridge the gap between the median market
12 base pay and the median market targeted total cash pay. To be
13 clear, our base salaries alone would not be market competitive
14 absent the opportunity to earn at-risk incentive compensation.
15 Total cash compensation, as reported in our survey sources, is the
16 combination of base pay and any annual cash payments. While we
17 expect these incentive payments to vary around the targets in any
18 given year based on performance, over time, they average out to
19 reflect the targeted market incentive payout. When combined with
20 our base pay program, total compensation to employees is
21 commensurate with the market median.

² At Westar, officers are not eligible for the short-term incentive plan.

1 We believe it is important to pay competitive compensation
2 close to the market median. In addition to helping us maintain
3 competitive pay, this incentive program is designed to reinforce
4 important group and individual goals and behaviors and to focus
5 employees on Westar's strategic objectives. The incentive pool for
6 each of our business units is established through performance on a
7 combination of customer service, operational, safety, and financial
8 goals, with customer service, operational and safety goals
9 comprising the vast majority of the potential amount. That incentive
10 pool is distributed to individual employees by the leadership of the
11 business unit according to each individual's relative contribution as
12 measured through our performance management system.

13 **Q. WHAT IS WESTAR'S TARGET PAYOUT FOR ITS SHORT-TERM**
14 **INCENTIVE PROGRAM?**

15 A. We also target our short-term incentive plan payout at the market
16 midpoint.

17 **Q. DOES YOUR APPLICATION REFLECT ACTUAL COSTS FOR**
18 **SHORT-TERM INCENTIVE FROM THE TEST YEAR?**

19 A. No. Our 2010 short-term incentive expense was higher than we
20 expect to incur in the future, due to specific, temporary design
21 changes we made just for that year, and that year only.
22 Accordingly, in this Application we have reduced – as part of our
23 payroll adjustment – actual expense.

1 **Q. WHY DID YOU ADJUST YOUR PROGRAM LAST YEAR AND**
2 **WHAT YOU EXPECT FOR THIS AND FUTURE YEARS?**

3 A. At the end of 2009, following the onset of the economic downturn
4 and the coolest summer in 40 years, Westar contemplated several
5 ideas for controlling operations and maintenance expenses during
6 the 2010 budget process, including severe measures such as
7 furloughs and headcount reductions. After much deliberation and
8 several revisions to the budget, we determined that the 2010
9 budget objectives could be achieved if incentive targets were cut in
10 half, but the adjustment meant our incentive targets and total
11 compensation targets would be below market median for 2010.

12 In order to compensate affected employees for the increased
13 likelihood that their compensation would be significantly below the
14 market median for 2010, we also gave them the opportunity to earn
15 an incentive payout greater than the market median if Westar's
16 results for 2010 warranted such a payout. Those goals were met –
17 in fact exceeded – and as a result, employees received better than
18 target compensation in 2010. As indicated above, this was a
19 temporary change unique to those circumstances. We have since
20 restored the traditional features and expect to pay lower, more
21 typical variable pay, and as a result, made a downward adjustment
22 in our test year expenses in this Application.

1 Mr. Armstrong sponsors the adjustment that eliminates the
2 higher actual 2010 expenses and replaces them with a lower, more
3 typical expectation for at-risk compensation.

4 **VI. WESTAR'S EXECUTIVE COMPENSATION PLAN**

5 **Q. PLEASE DESCRIBE WESTAR'S EXECUTIVE COMPENSATION**
6 **PLAN.**

7 A. Westar's compensation for its executives includes base pay and a
8 long-term incentive plan. Executives do not have the opportunity to
9 earn a short-term cash incentive. The long-term incentive plan for
10 executives is composed of Restricted Share Unit (RSU) grants.
11 Half of the RSU grants made under the long-term incentive plan
12 vest based on Westar's performance over a three-year period and
13 the other half of the RSU grants vest after three years. If the
14 executive resigns or is terminated, the RSUs are subject to
15 forfeiture. Executive compensation is also targeted at the market
16 median with individual officer compensation set above or below the
17 market median based on individual officer considerations such as
18 performance and experience.

19 **Q. HOW DOES WESTAR'S BASE PAY AND TOTAL**
20 **COMPENSATION FOR ITS OFFICERS COMPARE TO THE**
21 **INDUSTRY?**

22 A. Westar's base pay for officers is slightly below the market median,
23 at 99% of the midpoint, and Westar's overall total compensation for

1 officers (base pay and the long- term incentive) is also 99% of the
2 median for the industry.

3 **Q. HOW DO YOU MANAGE EXECUTIVE COMPENSATION TO**
4 **ENSURE THAT IT IS REASONABLE GIVEN THE MARKET AND**
5 **WESTAR'S PERFORMANCE?**

6 A. Compensation for our officers is set by the Compensation
7 Committee of the Board of Directors. Like all of our Board
8 Committees, it is composed entirely of independent directors. The
9 Compensation Committee hires its own outside independent
10 consultant to summarize and interpret data regarding executive
11 compensation and to advise the Committee. In order to ensure
12 breadth of data, the consultant uses Towers Watson's database,
13 discussed above, as the primary benchmark source for executive
14 compensation. Towers Watson provides a broad utility industry
15 view and the data is size-adjusted based on revenues – the most
16 common approach – to account for Westar's relative size.

17 The Compensation Committee of the Board of Directors then
18 analyzes the pay for Westar's Chief Executive Officer and the
19 officer group as a whole as compared to the market and makes a
20 decision on the budget for salaries and equity compensation for the
21 group and for the top five proxy reported positions.

1 To obtain an additional perspective regarding the level of
2 Westar's executive compensation as compared to the industry,
3 Westar analyzes proxy-reported data from Westar's peer group.

4 **Q. PAY AS REPORTED IN THE PROXY WAS SIGNIFICANTLY**
5 **HIGHER IN 2010 THAN FOR 2009. DOES THAT MEAN YOU**
6 **PAID YOUR EXECUTIVES SIGNIFICANTLY MORE?**

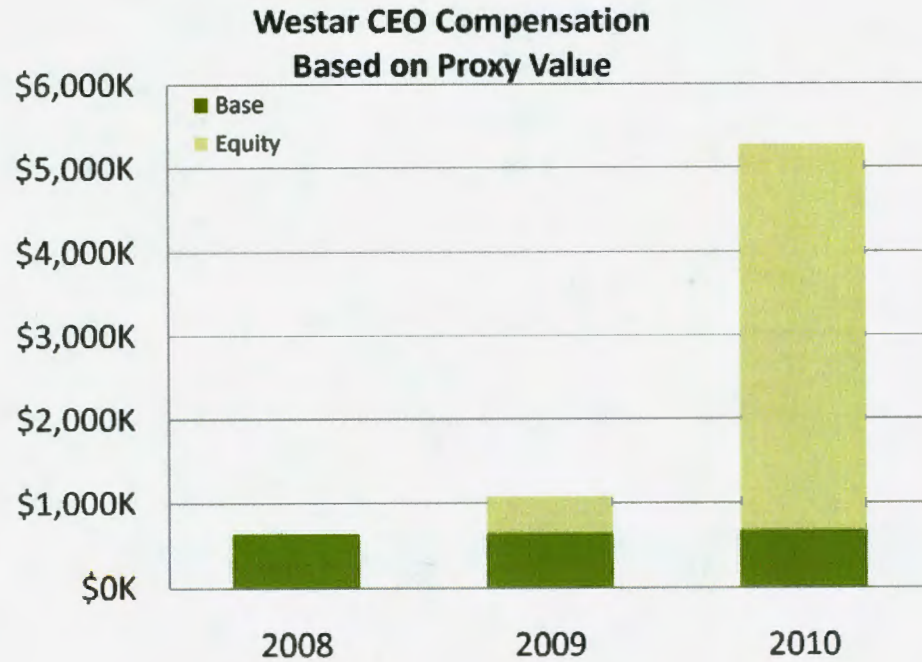
7 A. No. The increase in reported executive compensation for 2010 in
8 Westar's 2011 Proxy Statement was caused by two factors – both
9 unrelated to the amount of compensation officers actually received.
10 First, the Securities and Exchange Commission (SEC) reporting
11 rules changed to require that the full value of *potential* equity
12 compensation (i.e., stock compensation) be reported, even if the
13 executive may never earn the stock. This reporting requirement
14 became effective on February 28, 2010, but because of the timing
15 of stock grants (most of Westar's officers received no such stock
16 compensation in 2009 but did receive multi-year grants in 2010) the
17 impact of the rule change was not truly reflected until Westar's
18 2011 proxy statement.

19 Second, Westar is transitioning its executive compensation
20 plan from an approach that provided lumpier, long-term stock
21 grants to executives with a portion of those vesting each year to a
22 more common approach that incorporates both performance and
23 time-based vesting. The new program incorporates annual stock

1 grants and three-year cliff vesting, increasing the amount that
2 executives might have to forfeit should they leave and providing a
3 strong retention incentive. The 2010 stock grants reflected this
4 transition through a smoothing into the new program to keep actual
5 compensation more stable. These transition grants also have to be
6 reported in the proxy, even though actual compensation received
7 by the officers did not change much at all. These transition grants
8 are explained in greater detail in Westar's 2011 Proxy Statement.
9 Westar's proxy statements are available through the "Investors" link
10 on its website at www.westarenergy.com.

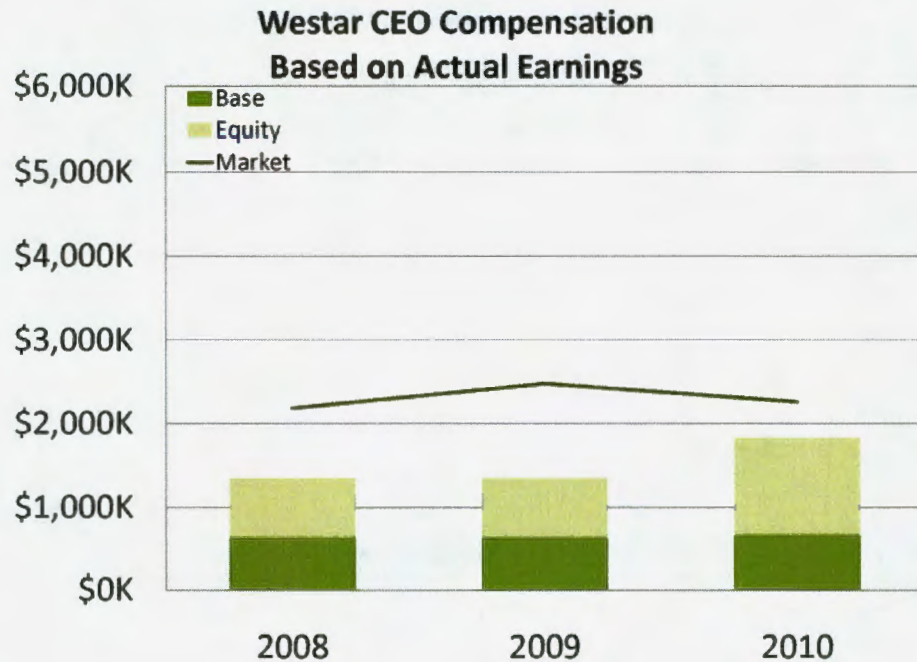
11 Figures 6-8 below illustrate the compensation provided to
12 Westar's Chief Executive Officer (CEO) in 2008-2010. Figure 6
13 illustrates the CEO compensation reported in Westar's 2011 proxy
14 statement for 2008, 2009, and 2010. In accordance with the SEC
15 reporting rules, due to the timing of equity grants, Westar was
16 required to report a disproportionate amount of stock grants in 2010
17 -without regard to when the stock grants actually vest, and even
18 without regard to how Westar accounts for the expense of these
19 grants. Clearly, this presentation suggests our CEO received a
20 significant increase; however, Figures 7 and 8 provide a more
21 accurate and complete picture of actual compensation.

FIGURE 6
PROXY REPORTED SALARY OF WESTAR CEO SHOWING NO
CHANGE IN BASE PAY



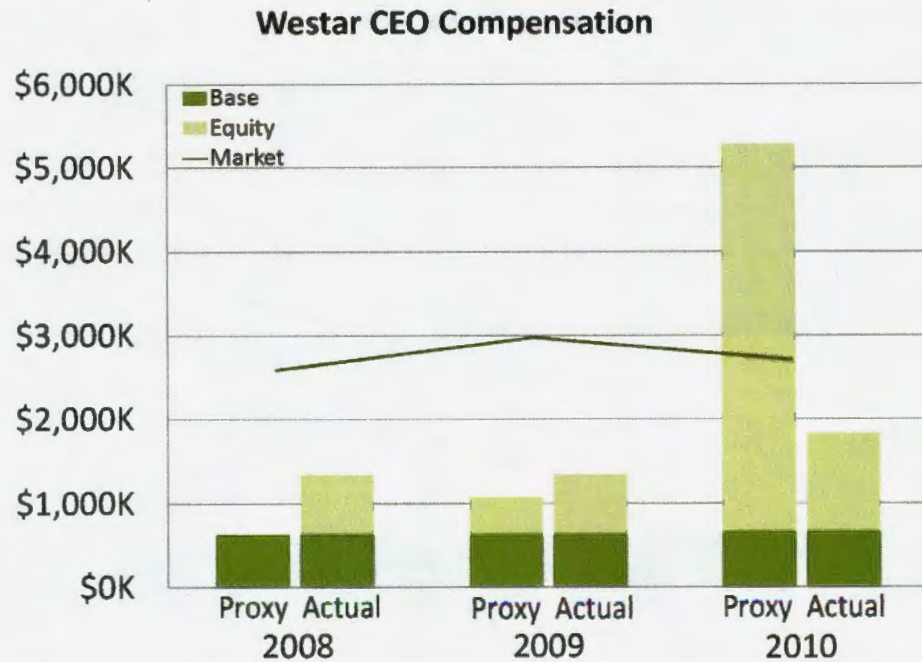
1 Figure 7 illustrates the actual compensation paid to the CEO for
2 each of these years according to his W-2, relative to the market.
3 The line labeled as "Market" in Figure 7 reflects the 50th percentile
4 of the market for CEO compensation. Compensation for Westar's
5 CEO in 2008-2010 was below the 50th percentile of the market.

**FIGURE 7
COMPENSATION FOR WESTAR CEO BELOW MARKET MEDIAN**



1 Figure 8 compares the compensation reported in Westar's
2 2011 proxy statement to the compensation Westar's CEO actually
3 received in 2008, 2009 and 2010. In other words, it combines the
4 two prior charts in a side-by-side format. As is evident from Figure
5 8, there is a significant difference between the compensation
6 reported in Westar's 2011 Proxy Statement and the compensation
7 actually received by Westar's CEO in 2010.

**FIGURE 8
WESTAR CEO ACTUAL PAY BELOW PROXY REPORTED PAY**



1 Westar is asking to include in rates the actual 2011 base pay
 2 plus the 2011 RSU amortization expense, not the higher
 3 compensation reported in the 2011 Proxy Statement. Mr.
 4 Armstrong provides the detail regarding the amount of executive
 5 compensation Westar is asking to include in rates in his testimony.

6 **Q. DO YOU HAVE ANY CONCLUDING REMARKS REGARDING**
 7 **WESTAR'S EXECUTIVE COMPENSATION FOR 2010?**

8 A. Yes. There are three significant points to take from this discussion.
 9 First, Westar's executive compensation is targeted at the 50th
 10 percentile (i.e., midpoint) of the market at an aggregate level for all
 11 of the officers. Second, the actual earnings of each officer in a

1 given year vary according to Westar's performance, the officer's
2 performance, and relative contribution, as well as the market levels
3 for that officer's position. Finally, the perceived volatility in
4 executive compensation is due to the changes in SEC proxy
5 reporting rules and the transitioning of Westar's executive
6 compensation program to introduce performance vesting,
7 consistent with the most common practice among our peers. It is
8 not a result of actual volatility in the compensation paid to Westar's
9 executives.

10 **Q. THANK YOU.**